

2015-2025

USF System

Campus Master Plan Updates

Sarasota-Manatee



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2015-2025

USF System

Campus Master Plan Updates

**Goals, Objectives and Policies**

Sarasota-Manatee



UNIVERSITY OF  
SOUTH FLORIDA  
SYSTEM

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# Element 1:

# Strategic Plan

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## 1. Strategic Plan

### The University of South Florida Sarasota-Manatee

The University of South Florida Sarasota-Manatee Strategic Plan: Focus on Quality 2015-2020 was adopted by the USF Sarasota-Manatee Campus Board in April 2015 and the USF Board of Trustees in June 2015 following a comprehensive campus and community engaged evaluation process. The full document is available for viewing at the following web link:

[http://usfsm.edu/wp-content/uploads/2015/01/USFSM\\_StrategicPlan\\_2015\\_06\\_04.pdf](http://usfsm.edu/wp-content/uploads/2015/01/USFSM_StrategicPlan_2015_06_04.pdf)

As a member of the University of South Florida System, USF Sarasota-Manatee embraces the USF System mission, vision, values and strategic goals while adopting its own institutional mission, vision, values and strategic goals included below.

#### Mission Statement

The University of South Florida Sarasota-Manatee provides high quality bachelors and graduate-level education and scholarly activity in a personalized learning community that prepares successful leaders and responsible citizens.

#### Vision Statement

As a valued member of the USF System, the University of South Florida Sarasota-Manatee will be nationally recognized as a student-centered, research-focused, community-engaged university with significant economic and cultural impact to the region.

#### Values

The University of South Florida Sarasota-Manatee embraces the values of higher education: academic excellence, freedom of inquiry, diversity and inclusion, shared governance, accountability and student-centeredness.

#### Strategic Goals

##### *Goal 1: Student Success*

Ensure student retention, timely completion, employment success and student satisfaction.

Rationale: Student success is the foundation for all of the other strategic goals and prepares graduates to contribute to the community and workforce. Increased student success expands opportunities for students to obtain a university education. Additionally, student success is the

central focus of the USF System, the State University System of Florida and Florida Board of Governors’ Performance-Based Funding Model.

*Goal 2: Campus Life*

Foster an intentional culture of campus engagement.

Rationale: Support and collaboration from faculty, staff and student peers creates a welcoming environment for student success and engagement. The effective use of all talents and resources furthers the vision of USF Sarasota-Manatee to create an engaged campus. Addition of and reallocation of space used solely for recreational student activities can further improve campus life and feel. Engaged students are more likely to access resources at the university, to progress in their academics, and to graduate.

*Goal 3: Intentional Enrollment Management*

Strategically recruit and retain students by growing existing programs and creating new programs of strategic emphasis or demonstrated demand.

Rationale: Intentional enrollment management will ensure sustainable growth in programs while meeting the needs of the Florida workforce.

*Goal 4: Teaching and Learning*

Explore and implement innovative technologies and pedagogical methods that increase student engagement in the learning process and improve student learning outcomes.

Rationale: By adopting leading-edge technologies and pedagogical methods, USF Sarasota-Manatee will maintain leadership as a provider for the highest quality and highest value education in the region.

*Goal 5: Scholarly Activity*

Recognize and support diverse faculty research activities.

Rationale: Scholarship should be broadly defined and encouraged to allow academic freedom with diverse and interdisciplinary research. Ernest Boyer’s model of scholarship is defined broadly and embraces all types of scholarship – scholarship of discovery, of application, of integration and of teaching. Encouraging quality scholarship and service translates into excellence in teaching.

*Goal 6: Community Engagement*

Build and be known for a community engagement identity in partnership with a variety of organizations throughout the service area.

Rationale: An important role of public higher education is to educate students for responsible citizenship. Those who become knowledgeable, involved citizens of the community contribute meaningfully to the overall social and economic success of the region, state and nation.

*Goal 7: Resources*

Preserve, grow, and diversify the human, physical, financial, private, and other resources, aligning them to support strategic goals.

Rationale: New state funding is now tied to a performance-based funding model with metrics identified by the Florida Board of Governors. Thus, USF Sarasota-Manatee has the responsibility to identify the fiscal, human and physical resources that will maximize the efficiency and effectiveness of the resources available to ensure student success. In addition, the growth of private resources is an increasing requirement to expand programs.

**Peer Institutions**

- Georgia Southwestern State University (Americus, Georgia)
- Indiana University-Kokomo (Kokomo, Indiana)
- Louisiana State University-Shreveport (Shreveport, Louisiana)
- University of Houston-Victoria (Victoria, Texas)

**Aspirant Institutions**

- University of North Carolina at Asheville (Asheville, North Carolina)
- State University of New York College at Geneseo (Geneseo, New York)
- Stockton University (Galloway Township, New Jersey)

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# Element 2:

# Introduction

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## 2. Introduction

### The University of South Florida System

The University of South Florida (USF) System is a young and emerging system that currently includes three institutions: USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee. Each institution is separately accredited by the Southern Association of Colleges & Schools (SACS) and has a distinct mission with its own detailed strategic plans and campus master plans.

The University of South Florida System was formed to bring these three institutions together, so that collectively and collaboratively they could serve the region and beyond in optimal ways, resulting in a stronger presence and a distinctiveness that provides an unstoppable competitive differentiation. In addition to having a strong and unified voice for higher education, the USF System seeks to find and capitalize on synergies and economies of scales among its institutions that are of benefit to students, faculty, staff, alumni, and communities.

The University of South Florida System offers over 238 degree programs at the undergraduate, graduate, specialist and doctoral levels, including the doctor of medicine. The USF System has a \$1.6 billion annual budget, an annual economic impact of \$4.4 billion, and serves more than 48,783 students annually.

The University of South Florida System Strategic Plan 2010-2015, the first comprehensive plan for the USF System, complements the institutional strategic plans and provides a blueprint for the future. Goals defining the future academic mission of the University have been established as part of the University's strategic planning process.

### The University of South Florida Sarasota-Manatee

As a thriving institution within the University of South Florida System, USF Sarasota-Manatee brings the resources of a major public research university to Sarasota and Manatee Counties. USF Sarasota-Manatee offers course work at the main campus located in Sarasota and Manatee Counties and three distinct instructional sites: USF Sarasota-Manatee at North Port located in the City of North Port, USF Sarasota-Manatee at Mote Marine Laboratories located in the City of Sarasota, and USF Sarasota-Manatee Culinary Innovation Lab located at Lakewood Ranch in Manatee County.

The University of South Florida Sarasota-Manatee is a regional institution that provides undergraduate and graduate course work leading to baccalaureate and master's degrees, as well as undergraduate and graduate certificate programs. USF Sarasota-Manatee has a \$24 million annual budget, offers 41 academic programs and certificates, and serves more than 2,400 students annually. The institution began admitting lower level undergraduate students in 2012.

The USF Sarasota-Manatee Strategic Plan, “Focus of Quality: 2015-2020”, was adopted by the USFSM Campus Board and University of South Florida Board of Trustees in 2015. The USFSM plan complements the USF System Strategic Plan and provides a campus blueprint for the future. Goals defining the future academic mission and values of USF Sarasota-Manatee have been established as part of the University’s strategic planning process.

### **Accreditation**

The University of South Florida Sarasota-Manatee is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award baccalaureate and master’s degrees.

### **Historical Context**

The University of South Florida, founded in 1956 in Tampa, initiated limited course offerings in 1974 at two public high schools in the Sarasota-Manatee area to serve local residents, with particular attention to community college graduates and school teachers.

The University of South Florida Sarasota-Manatee was established in 1975 by legislative mandate in response to the public demand for greater access to higher education. Concurrent with the establishment of the University of South Florida Sarasota-Manatee, New College, a private liberal arts college located in Sarasota, became affiliated with the University of South Florida with the title of New College of the University of South Florida.

In 2000, the Florida Legislature established a revised governance structure for public universities which took effect on July 1, 2001. This revised governance structure required that all universities be governed by the Florida Board of Governors and appointed Boards of Trustees for each individual university. The revised governance structure also granted operational autonomy to the regional campuses of the USF System, including USF St. Petersburg and USF Sarasota-Manatee, through separate Campus Boards for each regional campus. It also established New College of Florida as the eleventh public university within the State University System, thereby ending its affiliation with the University of South Florida.

In 2003, USF Sarasota-Manatee and New College of Florida executed a Joint Relocation and Use Plan to relocate the USF Sarasota-Manatee academic programs, administrative offices, and physical facilities to a nearby 28.5 acre tract of land, and to also maintain a limited number of shared-use facilities for the benefit of both universities.

During the years 2002-2005, the State legislature approved \$30 million for master planning and construction of new facilities to house USF Sarasota-Manatee. This appropriation was supplemented with \$7.5 million from community private donations and State of Florida matching grant funds. The new facilities were completed and opened in August 2006.

The USF Sarasota-Manatee campus also includes facilities located on a 3.3-acre tract of land located approximately ¼ mile south of the main campus, commonly referred to as the “Viking Campus”. The Viking Campus buildings were constructed in 1959 and operated as a motel under several names (the most recent being the Viking Motel) prior to their purchase by the State of Florida in 1983 for future campus expansion, and have a limited useful life expectancy. USF Sarasota-Manatee also maintains access to several buildings as shared-use facilities pursuant to the 2003 USF Sarasota-Manatee and New College of Florida Joint Relocation and Use Plan. These shared-use facilities include a campus library, a conference center and a counseling and wellness center.

In addition to the previously described properties, in 2004, the University of South Florida Sarasota-Manatee Campus Board established an instructional site in southern Sarasota County to better serve the those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site opened in August 2010, and is currently located in a leased facility in the City of North Port.

In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, a not-for-profit institution, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint instructional program with the renowned research scientists at Mote Marine.

In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in a leased facility at Lakewood Ranch in eastern Manatee County. The facility provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.

**USF Sarasota-Manatee Campus Master Plans**

The 2000-2010 USF Sarasota-Manatee Campus Master Plan was initially adopted by the USF Sarasota-Manatee Campus Board in April 2003. That master plan was challenged through a legal action by a group of local residents on the grounds that the plan violated due process and on the basis of disputed content. The dispute was adjudicated with a Final Order issued by the State of Florida Department of Community Affairs Administrative Commission in March 2004. USF Sarasota-Manatee revised the master plan to incorporate all of the items required by the above referenced order, and that revised plan was adopted by the USF Sarasota-Manatee Campus Board and USF Board of Trustees in 2004.

As a result of the 2000-2010 Campus Master Plan, USF Sarasota-Manatee entered into a Campus Development Agreement (CDA) with Manatee County, Florida, to affirm the development plan set forth in the Campus Master Plan through June 2012. USF Sarasota-Manatee allocated \$683,591.00 from the State University Concurrency Trust Fund to pay for improvements to public facilities and infrastructure to support the growth of USF Sarasota-Manatee.

The 2005-2015 USF Sarasota-Manatee Campus Master Plan Update was adopted by the USF Sarasota-Manatee Campus Board in April 2008 and by the USF Board of Trustees in June 2009. That master plan update reaffirmed the goals, objectives and policies of the 2000-2010 Master Plan; and further defined redevelopment opportunities for the Viking properties, evaluated future property acquisitions, and identified the need to accommodate the rapid enrollment growth in south Sarasota County.

The 2010-2020 USF Sarasota-Manatee Campus Master Plan Update was approved in concept by the USF Sarasota-Manatee Campus Board and by the USF Board of Trustees in 2011. That master plan update reaffirmed the goals, objectives and policies of the 2005-2015 Master Plan; and further defined priorities for property acquisitions and facilities needs for future campus growth in anticipation of the inaugural first and second year undergraduate class.

This 2015-2025 USF Sarasota-Manatee Campus Master Plan Update is presented as the legislatively mandated five-year update to previously approved master plans. The proposed master plan modifies and reaffirms the goals, objectives and policies of the 2010-2020 Master Plan and the USF Sarasota-Manatee Strategic Plan: Focus on Quality 2015-2020; and further defines priorities for property acquisitions, facilities and roadway realignments needed to accommodate projected campus growth.

# Element 3:

# Academic Overview

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### 3. Academic Overview

**Introduction:**

The University of South Florida Sarasota-Manatee is a regional institution of higher education that provides undergraduate and master’s level course work leading to baccalaureate and master’s degrees, as well as undergraduate certification programs. In 2015, USF Sarasota-Manatee celebrates 40 years of serving the residents of Sarasota, Manatee, Desoto and Hardee Counties.

Today, USF Sarasota-Manatee’s 80 resident and 70 adjunct faculty members deliver more than 40 bachelor’s degree, master’s degree, and certification programs to nearly 2,500 students annually. USF Sarasota-Manatee continues to emphasize quality, convenience, and affordability with a 12:1 student-faculty ratio in fall 2014, an average undergraduate class size of 21, more than 80 percent of the faculty holding terminal degrees, and more than 40 percent of courses online. Its offerings include an honors program, an arts-infused teacher preparation program, the only hospitality program in the USF System, a biology program in partnership with Mote Marine Laboratory, and a limited-access, nationally accredited business college.

**Accreditation:**

The University of South Florida Sarasota-Manatee is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master’s degrees.

**Regional Accrediting Agencies and Commissions:**

- New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC-CIHE)
- Middle States Commission on Higher Education (MSCHE)
- Higher Learning Commission (HLC)
- Southern Association of Colleges and Schools – Commission on Colleges (SACSCOC)
- Western Association of Colleges and Schools – Accrediting Commission for Community and Junior Colleges (WASC-ACCJC)
- WASC Senior College and University Commission (WASC-SCUC)

**USF Sarasota-Manatee Colleges:**

*The College of Arts and Sciences (CAS)* is an interdisciplinary community of scholar/teachers, bound by a shared commitment to the study of human ideas and experience, critical inquiry, creative expression, and open discourse. The faculty is committed to the responsibility of instilling these scholarly skills and values in students. In small classes and beyond the classroom, professors mentor students in the study of humanities, natural sciences, social sciences, and applied

disciplines, challenging them to achieve and fostering their ability to do so.

<http://usfsm.edu/college-of-arts-sciences/>

**The College of Business** is accredited by The Association to Advance Collegiate Schools of Business – AACSB International for Accounting, Finance, General Business, Management, and Marketing majors. The undergraduate curriculum that leads to a Bachelor of Science or Bachelor of Arts degree in Business Administration is composed of several segments: (1) broad general education in the arts, humanities and sciences; (2) the common body of knowledge for management responsibilities; and (3) majors specializing in Accounting, Finance, General Business, Information Technology, Marketing and IT Management. Through flexibility in its requirements, the College is able to satisfy the different interests and career objectives of students with diverse backgrounds.

<http://usfsm.edu/college-of-business/>

**The College of Education** is a trailblazer in regional, national and international education, particularly undergraduate and graduate teacher education and educational leadership. The College’s programs are taking a powerful and innovative direction by connecting the science of education to the inspiration and lessons that are found in the arts. The Center of Partnerships for Arts-Integrated Teaching (PAInT) brings together faculty from across disciplines to integrate critical and creative literacy into teaching. It is bold, exciting, and provocative, with far-reaching influence on educational success. <http://usfsm.edu/college-of-education/overview/>

**The College of Hospitality and Technology Leadership** (CHTL) at USFSM provides an intellectual, collaborative, ethical, inclusive learning environment for students pursuing leadership positions in hospitality management and graduate leaders to serve citizens of Florida, the U.S., and the world. The Bachelors of Science degree in Hospitality Management has a general business foundation with specialized hotel and restaurant management courses that equip students to approach problem solving in a disciplined and systematic manner. Skill and employability standards have been merged with challenging thinking and problem-solving skills. USFSM graduates are highly marketable and competitive at all levels – regional, national, and global. CHTL offers several majors, minors, and certificates. The Hospitality Management program utilizes an Advisory Board which is composed of leaders from major hospitality related corporations and organizations. Periodic reviews of course curriculum and enhancements prepare students for future career challenges.

<http://usfsm.edu/chtl/>

**Academic Resources:**

**Academic Advising** seeks to guide all students in selecting programs and courses best suited to their personal abilities, educational interests, and career objectives. Students who have been admitted to USFSM and their major area of study may visit their academic advisor. Prospective, admitted, and/or non-degree-seeking students who need information about USFSM academic structure may also visit Academic Advising. All students are encouraged to establish an advising relationship and periodically visit their advisors to keep abreast of any policy, procedural, or curriculum changes that may affect them. Some colleges require advisor approval of student programs each semester. It is important for students to keep in mind that although the University

provides advising services to assist students with academic planning, it is each student's responsibility to see that all graduation requirements are met.

*Degree Works* is the USF System-wide computer assisted advising tool that provides personalized reports to assist with advice, student success, and planning for graduation. Degree Works creates personalized reports by matching the student's academic record with the requirements of the student's degree program. Student can use the "what if" option to explore different degree programs by creating a tailored curriculum including majors, concentrations and minors.

*Campus Bookstore* provides support for academic endeavors of the students and faculty. The bookstore is owned by the University and operated by Barnes & Noble College Bookstores Inc.

*Career Services* provides students with comprehensive career planning and job search services. Experienced professionals are available to help students choose a major, gain career related work experience, develop a job search plan, and make decisions about graduate school. Career Services also provides information on employment opportunities and creates venues where students can network with employers.

*E-Learning* provides support for students and faculty members using learning management software and educational technologies such as Canvas, Blackboard Collaborate and Panopto. Distance learning courses provide access to the university learning experience by removing barriers of time and place. USFSM offers courses in a variety of disciplines and offers alternatives in time, place, format, or delivery systems to extend educational opportunities throughout the region and beyond. A variety of technology options such as the World Wide Web, television, videoconferencing, and other technologies, allow faculty and students to communicate at the same time or on a time-delayed basis at times that fit the student's personal schedule. Distance learning courses are included with regular course offerings in OASIS and are identified by distance learning icons.

*Global Engagement and International Programs* administered by USF World through the USF Sarasota-Manatee Office of Global Engagement are available to students. International initiatives include promoting study abroad opportunities for students and faculty, facilitating immigration paperwork and arrival of international students and scholars, and processing international agreements.

*Information Commons*, located on the second floor of the rotunda at USF Sarasota-Manatee, is a collaboration of faculty librarians, learning support specialists, trained tutors, and skilled technology staff offering individual assistance with reference, research, academics, and technology, E-Learning, learning support services, library services, and technology services. The Information Commons also includes space for group study, and student printing funded through Student Government. The Resource Desk is staffed with knowledgeable employees who can troubleshoot your basic technology issues, and can assist with checking out technology equipment for student use for academic needs.

**Learning Support and Tutoring Services** provides both face-to-face and online writing consultations and tutoring in select subjects and courses through one-on-one consultations and/or small group sessions with faculty consultants and peer tutors. Tutoring and writing consultations are provided free of charge to all students actively enrolled at USF Sarasota-Manatee and the North Port Instructional Site. Currently, tutoring is available in writing, math, statistics, accounting, finance, American Sign Language (ASL) and Spanish.

**Library Services** provides in-person and online library instruction. Students who need help with research or finding library materials can schedule an appointment online or just drop-by the librarians’ offices for help. USFSM students have access to all USF System Libraries including USF System online library resources of e-books, over 80,000 e-Journals, and 900 databases. The USF System Libraries and their affiliates hold approximately 70,000 media materials, 2.5 million volumes, and 29,000 serial titles, most in electronic format. The state university libraries together contain over 12,000,000 volumes. <http://www.ncf.edu/library>

**The Jane Bancroft Cook Library** is the shared library for USF Sarasota-Manatee and New College of Florida students. The library provides collections, resources and services to support both institutions. The two-story building, located just 0.5 miles south of the USFSM, offers a physical collection including over 280,000 books, as well as periodicals, CDs, DVDs, and other audio visual materials. The library offers late night hours, quiet and group study space, and abundant computer workstations. Visit our website for more information.

**Technology Services** provides access and support to faculty, students and staff for computers and electronic devices, classroom instructional technologies, and audio-visual production. <http://usfsm.edu/technology-services/>

**USF Research Overview:**

USF Sarasota-Manatee continues to recognize and support diverse faculty and student research activities.

<http://usfsm.edu/sacs/welcome/comprehensive-standards/3-3-institutional-effectiveness/3-3-1-institutional-effectiveness/3-3-1-2-administrative-support-services-2-2-2/>

<http://usfsm.edu/research-database/>

**Academic Facilities Overview:**

The USFSM campus on the edge of Manatee and Sarasota counties occupies a magical place in a very special part of Florida, where students enjoy natural beauty, diverse arts and culture and a passion for excellence. USFSM is the centerpiece of the higher education corridor in the Sarasota/Bradenton area, offering a true sense of place and an unusually rich climate ideal for personal growth and intellectual development. USFSM moved to its current location in 2006 which includes a 100,000 square foot facility with classrooms, a 200-seat Selby Auditorium, video conferencing rooms, computer laboratories, a technology and learning center, a library information

commons, a café, a student lounge, a fitness center and faculty and staff office space. The main building surrounds the expansive courtyard, an ideal event venue distinguished by beautiful landscaping, hammocks and seating areas.

**The Culinary Innovation Lab** at USF Sarasota-Manatee is a state-of-the-art teaching facility that serves as a culinary home for the USFSM College of Hospitality & Technology Leadership. The lab provides a fully-equipped teaching center for students in the Hospitality Management program, as well as an inviting venue for signature USFSM events, both public and private.

**USFSM at North Port** is an important resource for students living in south Sarasota County and its surrounding areas. This convenient instructional site offers undergraduate, upper-level coursework in elementary education, psychology, criminology, interdisciplinary social science, and leadership studies. The convenient location allows students to pursue higher educational opportunities where they live and work. Courses are provided via traditional classroom, e-learning, blended, and video conference technologies. Online bachelor’s coursework includes hospitality management and information technology. Academic advising along with learning support (tutoring) and library services are available to students at no cost, as needed. A student commons area provides access to computers, printing, and group study areas. The highly qualified professors teaching at USFSM at North Port include both resident and adjunct faculty. Students enjoy the small class sizes which allows for personalized instruction and support.

**The USFSM Teaching Labs at Mote Marine Laboratory** are housed in a 4,600-square-foot space that includes a biology lab, chemistry lab and student lounge area. Each lab has 26 individual student stations that are served by laboratory gas and fume snorkels. There are full teaching stations in each lab with ample storage cabinets and laboratory filtered water. A lab prep area features subzero freezers, autoclaves, incubators and student safety stations. In the teaching labs, USFSM students have the opportunity to work hands-on with USFSM faculty as well as Mote’s world-class, professional researchers who are engaged daily in real-world science.

USF Sarasota-Manatee offers two of its existing degrees on the USF campus in Tampa: (1) Bachelor of Science (BS) in Hospitality Management for first-time-in-college and pre-hospitality students and (2) Bachelor of Science in Applied Science (BSAS) with a concentration in Hospitality Management for transfer students with Associate of Science (AS) degrees. Hospitality degrees are confirmed at USFSM.

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# Element 4:

# Future Land Use

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## 4. Future Land Use Element

The framework for a long term land use pattern of the campus is reflected in this USFSM 2015-2025 Campus Master Plan Update, with strategic boundary adjustments that better reflect lands to meet new programmatic and functional directions set for the 10-year planning horizon. The land use element continues to reinforce the functional integrity of the academic programs - considered to be "core campus area" - and recognizes and frames the importance of memorable, legible, and functional public setting, open space and circulation corridors that establish the connection between land use areas with the goal to strengthen academic vitality and the richness of campus life. Allowances for secondary uses within and adjacent to the campus core provide flexibility for community and campus support activities in an integrated land use pattern. Special academic, commercial, research, and community-oriented functions program expansion and/or funding opportunities should support the overall land use zones and interface of program space upon open-space systems.

The plan is structured around an interconnected system of public spaces, quadrangles, courtyards and pedestrian ways that are reinforced by coherent building edges. Academic functions are clustered around the core campus area in relation to the existing main building (SMC) – extending to the north and south arms of this focal building to the west while framing the Central Quadrangle and shaping future academic quads. Central to this framework is the existing major east-west pedestrian mall connecting the main building to the pond and a complementary secondary spine extending north-south. Progressive increases in campus density are encouraged to enhance campus vitality, conserve limited land resources for facilities growth, maximize infrastructure investment and animate the functional connections between areas of the campus. The texture of the developed areas of the campus is complemented and reinforced by an interconnected framework of formal and natural open spaces.

The USFSM 2015-2025 Campus Master Plan, building on this basic urban design framework and land use patterns, promotes the increased emphasis on land use and phased building development decisions made in support of establishing a vibrant pedestrian dominated core campus through:

- Physical organization of the campus building and open space,
- Concentration of parking at the campus perimeter,
- Prioritizing phased building placement in support of defining and activating pedestrian open space.

(See Figure 4-1, 10-Year Campus Master Plan Concept, and Figure 4-2, Context Area).

### Land Use District Boundary Modifications

The following Districts have been identified and are shown on Figure 4-3, 10 Year Building and Land Use Districts:

1. Academic
2. Recreation/Athletics
3. Academic Support
4. Future Mixed Use
5. Conservation/Naturalized Open Space

### Density and Build-out Capacity

The proposed future development capacity for all land use zones, based on the 10-Year Plan and comparison of density, expressed as Floor Area Ratio (FAR), proposed in the 10 year plan is summarized in the two tables included in this element:

Table 4.1, Potential Building Development Capacity – 10 Year Plan summarizes the existing and proposed new building by land use district, including proposed demolition and related replacement. The 10-year total building capacity is 329,652 gsf if all proposed footprints in the 10-year master plan concept were built as noted below.

**Table 4.1: Potential Building Development Capacity – 10 Year Plan**

Land Use District	10 Year Plan Land Area (Acres) <sup>1</sup>	Existing Building Area (GSF) <sup>2</sup>	Potential Demolition of Existing Building (GSF)	New Proposed Building (GSF) <sup>3</sup>	10-Year Plan Potential Total Building (GSF)	Percent Increase Net (GSF)
1 Academic	16.3	135,738	1,198	165,243	299,783	1.22
2 Recreation/Athletics		0	-	10,000	10,000	
3 Academic Support	.8	10,612	-	12,000	22,612	1.13
4 Future Mixed Use	3.5	18,059	18,059	0	0	(1.00)
5 Conservation / Naturalized Open Space	14.2	0		0	0	0
<b>Total</b>	<b>34.8</b>	<b>164,409</b>	<b>19,216</b>	<b>187,243</b>	<b>332,395</b>	<b>1.14</b>

1 Land Area totals include adjacent roadways to centerline. Land Area (acres) does not include campus land proposed for acquisition over the 10 year planning period. Land Area shared with New College (6.5 acres) is not included in acreage. Campus parcel identified for “requested property disposition” (1.9 acres) is included in “Future Mixed Use” acreage.

2 Includes only existing USFSM facilities.

3 For 2015 campus master plan update the following assumptions were used and form the basis for projected GSF.

- Average height for proposed Academic and Student Services Buildings is three floors.

Table 4.2, Potential Land Use Development Density – Existing and 10 Year Plans summarizes the projected changes in density as measured by the ratio of floor area relative to land use area (FAR).

**Table 4.2: Potential Land Use Development Density – Existing and 10 Year**

Land Use District	10 Year Land Area (Acres) <sup>1</sup>	Existing Building Area (GSF) <sup>2</sup>	Existing FAR (on 10 year site)	10 Year Plan Potential Building (Total GSF) <sup>3</sup>	10 Year Plan FAR
1 Academic	16.3	135,738	0.19	299,783	0.42
2 Recreation/Athletics	-	0	0.0	10,000	-
3 Academic Support	.8	10,612	0.30	22,612	0.65
4 Future Mixed Use	3.5	18,059	0.12	0	0.00
5 Conservation Naturalized Open Space	14.2	0	0.0	0	0.0
<b>Total</b>	<b>34.8</b>	<b>164,409</b>	<b>0.11</b>	<b>322,395<sup>4</sup></b>	<b>0.21<sup>4</sup></b>

- 1 Land Area totals include adjacent roadways to centerline. Land Area (acres) does not include campus land proposed for acquisition over the 10 year planning period. Land Area shared with New College (6.5 acres) is not included in acreage. Campus parcel identified for “requested property disposition” (1.9 acres) is included in “Future Mixed Use” acreage.
- 2 Includes only existing USFSM facilities.
3. For 2015 Campus Master Plan Update the following assumptions were used and form the basis for projected GSF.
  - Average height for proposed Academic and Student Services Buildings is three floors.
- 4, Calculation of Total 10-Year Plan GSF and calculation of 10 Year Plan FAR does not include Rowing Facility (Land Use District 2 – Recreation/Athletics) proposed to be located on Crosley Estate lands.

Additional information regarding existing and future land use is provided in the 2010 Data Collection and Analysis Report, Element 4, Future Land Use.

**Goal**

The Future Land Use goal of the USFSM 2015-2025 Campus Master Plan is to clarify and strengthen the established campus land use pattern and improve the relationship between land uses on and off the campus.

**Summary of Objectives and Policies**

**Objective 4.1:** Ensure more effective use of land and containment of walking distances in the academic core through higher density development and infill. Concentrate program expansion in existing land use districts. Abide by the recommended minimum, and where indicated maximum, build out and FAR limits for each land use district as described and illustrated in this plan element.

(See Figure 4-3, 10-Year Campus Building and Land Use Districts.)

**Policy 4.1.1:** The University shall abide by the land use districts as described and illustrated in this plan element in locating facilities, to maintain compatibility of uses, to maintain efficient use of the land resource, and to reduce distance and improve quality of connections between functions so as to reduce vehicle use on campus by encouraging non-vehicular circulation – walking and bicycling. Further, the adoption of land use/density districts as described herein will guide the concentration of academic expansion within existing use districts. The maximum allowable intensity of development for each respective district shall be the "recommended maximum build out" for the five land use districts as indicated in this element. The "mix" of allowable land uses for each respective district shall be as specified for the districts in this element. It is expressly clear and understood that district densities are recommendations. Any calculations for determining threshold changes per s. 1013.30(9), F.S., will be based on total campus density or impact.

**Policy 4.1.2:** The University shall abide by land management procedures to ensure careful use of the University's existing land resources. Those procedures shall consist of the application of policy actions as described in Element 4, Future Land Use policies, and will be administered by the Office of Facilities Planning and Management.

**Policy 4.1.3:** One-story temporary structures are inefficient in terms of land use, energy consumption, and maintenance funds, and create potential risks in the event of a hurricane or other natural disaster. The University shall remove one-story occupied temporary buildings as soon as practical. Installation of additional units shall be discouraged, with removal dates prescribed and monitored.

**Policy 4.1.4:** The University shall assess the appropriate location for unforeseen functions or land uses that may arise from grant awards or other unanticipated circumstances by comparing those unforeseen uses with the uses and 10-year density guidelines set forth for land use districts in this plan element. Upon the determination of appropriate location and consistency with adjacent programs, open space and circulation functions, and density guidelines, the University will undertake pre-planning and site planning studies. In the event that the appropriateness is in question, the subject use will be submitted for review under the procedures of Policy 4.9.2 below.

**Policy 4.1.5:** The University shall concentrate academic program expansion in its respective Land Use district as shown in Figure 4-3, 10 Year Campus Building and Campus Land Use Districts. Building locations indicated in Figure 4-1, 10-Year Campus Master Plan Concept may be exchanged for other building locations 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 District. Any such location changes shall be effected by approval of the USFSM Campus Board and USF System Board of Trustees without a campus master plan amendment, provided that the project supports the primary land use function and is consistent with Figure 4-1, Table 4.1, Potential Building Development Capacity – 10 Year Plan and Table 4.2, Potential Land Use Development Density – Existing and 10 Year, in this element, as well as with the Campus Development Agreement with Manatee County.

**Policy 4.1.6:** The University shall, through its monitoring and management of future development, ensure that the amount of future development within each land use district will meet or exceed the capacities identified in Table 4.1 in this element.

**Objective 4.2:** Preserve and protect existing natural resource areas including conservation areas adjacent to US 41.

**Policy 4.2.1:** The University shall protect natural resources in three ways:

- The conservation areas adjacent to US 41 on either side of the campus entry drive shall not be developed without required approvals of agencies having jurisdiction. Impacts to the western edge of this conservation area and smaller existing conservation area to the northwest shall be mitigated.
- Open spaces within land use districts shall be preserved in accordance with provisions in this Element and Element 9, Recreation and Open Space.
- The University shall adhere to Element 8, Conservation policies regarding environmental management, and shall require adherence to these standards by all parties performing design and construction of facilities on University property.

**Objective 4.3:** Identify, evaluate, and protect historically significant cultural, architectural, and archaeological resources that are known or may be discovered on the USFSM campus.

**Policy 4.3.1:** The University shall maintain an inventory and evaluation of all archaeological and historic properties and artifacts under University ownership that have been determined by professional architectural historian or preservation planner to qualify for the National Register of Historic Places.

**Policy 4.3.2:** The University shall consult and coordinate with the Department of State's Division of Historical Resources prior to any land clearing, ground disturbing, or rehabilitation activities which may disturb or otherwise affect any property which is included, or eligible for inclusion, in the National Register of Historic Places.

**Policy 4.3.3:** Prior to a historic property or site being demolished or substantially altered in a way that adversely affects its character, form integrity or archaeological or historical value, the University shall consult with the Department of State's Division of Historical Resources to avoid or mitigate any adverse impacts, or to undertake any appropriate archaeological salvage excavation or recovery action.

**Policy 4.3.4:** In cases where avoidance or mitigation strategies are not feasible, the University shall undertake Phase III recovery prior to disturbing any site identified as significant in the USF archaeological survey.

**Objective 4.4:** Continue to implement, enhance and maintain the conservation area adjacent to US 41 and existing undeveloped area along the USFSM/Crosley Estate property line as natural and cultural resources on the campus.

**Policy 4.4.1:** The University shall protect existing natural resources by designating the conservation area and naturalized open space along the USFSM/Crosley Estate property line (west side of campus) as separate and distinct land use districts, within which:

- No new buildings will be constructed within these land use districts.
- Planting and reclamation of native plant communities will be undertaken.
- The University is permitted to maintain reasonable access to the conservation areas for security and maintenance purposes.

**Policy 4.4.2:** The University shall abide by the delineation of the Conservation and Naturalized Open Space Districts as identified in Figure 4-4, 10 Year Planned Open Space to:

- Establish primarily permeable landscape areas
- Reduce heat island effect
- Maintain a strong complement to the developed sectors of the campus and continuity with adjacent Crosley Estate open space
- Ensure the capacity to provide for and make visible stormwater management treatment. A definitive stormwater management plan will continue to be maintained to accommodate campus stormwater needs primarily within the naturalized open space and recreation areas through a combination of surface detention and storm chambers (underground storage and infiltration) facilities, and throughout campus lands through local facilities such as rain gardens bio-swales, and other Low Impact Design (LID) opportunities.

**Policy 4.4.3:** The University shall undertake phased implementation of a campus wide Arboretum, administered through combined USFSM academic disciplines and Facilities Planning and Management. Initial priority shall focus on inventorying and documenting existing trees within open space and quadrangle areas in searchable data base, but shall also include tracking of new trees as plantings are implemented, and over time existing trees on all areas of campus – including parking areas.

**Policy 4.4.4:** The University shall encourage student and community engagement with the campus open space system and bay front sites through implementation of educational, research, and informal recreational and social opportunities.

**Policy 4.4.5:** The University shall seek to maximize the benefits of “identity” and “wayfinding” gained through implementation of the open space framework and conservation areas as visually strong and distinct elements in the campus framework.

**Objective 4.5:** Preserve and amend existing street and major utility corridors to ensure adequate utility access compatible with implementation of planned development, open space framework, and non-vehicular circulation.

**Policy 4.5.1:** The face of all future buildings shall be set back in accordance with Figure 4-5, Build-to Framework. New development shall be constructed with the defined framework in order to preserve circulation, open space and utility corridors as intended.

**Policy 4.5.2:** The University shall preserve existing street corridors for circulation and open space use. This policy is in support of the USFSM 2015-2025 Campus Master Plan planning principles establishing and maintaining a pedestrian dominated core, improving campus wayfinding, and increasing pedestrian, bicycle and vehicular safety.

(See Element 5, Transportation, for additional policy regarding roadways, vehicular and non-vehicular circulation.)

**Objective 4.6:** Ensure that future land uses are compatible with and appropriate to topographic and soil conditions on campus.

**Policy 4.6.1:** The University shall, through the Office of Facilities Planning and Management, maintain its regular procedure of assessing the suitability of development sites relative to topography, flood zone management, soil condition (including the presence of sink holes), drainage, utility and infrastructure connections, and vehicular and service access and program affinities as part of the initial pre planning and siting studies for individual projects as those projects are brought into implementation. USFSM shall require the integration of natural topographic and other features in project designs in order to develop the campus in harmony with its natural environment.

**Policy 4.6.2:** The University, through the Office of Facilities Planning and Management, shall maintain existing soil data and topographic conditions, which shall be updated as additional data developed for future construction projects becomes available.

**Policy 4.6.3:** The University, through the Office of Facilities Planning and Management, shall maintain current FEMA flood zone maps, which shall be updated as additional data for future construction projects becomes available.

**Policy 4.6.4:** As part of the design process for any programmed improvement (major project) and prior to approval and acceptance of the design by the University, USFSM shall require that geotechnical testing be conducted to determine relevant soil characteristics of the site and to ensure that the design reflects consideration of these conditions.

**Policy 4.6.5:** The University shall ensure that appropriate methods of controlling soil erosion and sedimentation intended to minimize the destruction of soil resources and reduce impact on

adjacent watersheds and storm management facilities shall be used throughout site development and shall ensure protection in final state following implementation. Such methods shall include, but not be limited to:

- Phasing and limiting the removal of vegetation
- Minimizing the amount of land area that is cleared
- Limiting the amount of time bare soil is exposed to rainfall
- Use of temporary ground cover on cleared areas if construction is not imminent
- Protection of drains, watersheds, and stormwater facilities during construction
- Special consideration given to maintaining vegetative cover on areas of high soil erosion potential (i.e., steep or long slopes, banks of streams, stormwater conveyances, etc.)

**Objective 4.7:** Ensure that the development of future land uses takes place in a way that is coordinated with the availability of adequate facilities and services to support the uses. This includes establishing appropriate location and adequate area set asides to accommodate utility requirements necessary for serving the estimated 10-year development, and implementing utility extensions in cost-effective increments.

**Policy 4.7.1:** Each development project representing a change in the amount of impervious surface will be measured to assess the effect it will have on stormwater detention capacity.

**Policy 4.7.2:** The University shall, through the Office of Facilities Planning and Management, coordinate future land uses with the availability of facilities and services to ensure that utilities and infrastructure needed to support future development are available at adopted levels of service, consistent with the concurrency provisions contained in s. 1013.30, F.S. The Office of Facilities Planning and Management 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 open space, safe convenient pedestrian and bicycle circulation, vehicular traffic flow, and parking at established levels of service consistent with the 10 year master plan.



**Objective 4.8:** Ensure that measures can be undertaken to minimize or avoid off-campus constraints to campus development and to minimize or avoid conflicts of campus development within the context area. Accordingly, the density and scale of development on the campus properties should be compatible with the adjacent off-campus uses and support desired future land use activity and design character.

**Policy 4.8.1:** Through inter-local agreements and memoranda of understanding, the University shall work with the host community to minimize both campus conflicts with the host community land uses within the context area and off-campus constraints that may limit future development on the campus.

**Policy 4.8.2:** The University shall maintain and refine the existing procedural model for review and monitoring of growth and change in land use, and continue to use such model as a monitoring and coordinating measure with the host communities (see also Element 10, Intergovernmental Coordination).

**Policy 4.8.3:** The University shall, through the Office of Facilities Planning and Management, include in its project and site suitability assessments and evaluation of the relationship of the project to on campus and off-campus development constraints, conflicts, or limits vis-à-vis multimodal circulation, infrastructure, open space, and stormwater management.

**Policy 4.8.4:** Where the acquisition of additional land is necessary for continued growth and expansion, the University shall coordinate with the appropriate local government on any required amendment to the local government's Comprehensive Plan.

**Policy 4.8.5:** The University shall ensure that uses at the edges of the campus are compatible with off-campus uses by:

- Maintaining the use and density levels for the land use districts described and illustrated in this element to the degree that they define use patterns that enhance the off-campus institutional, residential and commercial uses adjacent to the campus.
- Providing park-like open space at roadway edges with intermittent views of the campus from US 41, and enhanced vegetative buffer corridors along south, west and north edges of the campus, while acknowledging special planting conditions in and adjacent to existing conservation areas.

**Policy 4.8.6:** The University shall coordinate through the Office of Facilities Planning and Management with the City of Sarasota, Sarasota and Manatee Counties, City of North Port, and Florida Department of Transportation (FDOT) to implement and enhance pedestrian/bicycle linkages between USFSM and adjacent neighborhoods and edge conditions.

**Objective 4.9:** Ensure that incompatible use relationships are eliminated or mitigated in the event that such incompatibilities exist or arise.

**Policy 4.9.1:** The University shall, through the Office of Facilities Planning and Management, undertake an annual review of the schedule of capital improvements to ensure that the capital improvements are consistent with the land use and development factors as described in this plan element and that such improvements are acknowledged in the periodic review set forth in Policy 4.9.2.

**Policy 4.9.2:** The USFSM Regional Chancellor, USFSM Campus Board, and USFSM Office of Facilities Planning and Management shall periodically review the status of land use and facilities program development on the campus, including projects and grant award opportunities that are currently unforeseen. The Work Group shall identify trends or needs for change in use patterns, density, program affinities and relationships to open space, circulation and utility patterns that might affect the land use plan, and determine whether such circumstances should be corrected to maintain the integrity of the land use plan and constraining factors, or cause the plan to be altered or amended to reflect valid needs. The group will report its periodic findings to the USF System President and recommend circumstances when and by which amendment of the adopted campus master plan may be merited, or where projects should be limited or amended.

**Policy 4.9.3:** In the pursuit of Policy 4.9.2 above, the University shall identify any circumstance whereby future land acquisition may be necessary or appropriate to accommodate currently unforeseen development projects or strategies (such as grant opportunities, property acquisition options, utility corridors, etc.), and shall determine the appropriate timetable, funding, and development coordination measures associated with the prospective acquisition. Similar measures will be applied in the event of any circumstance calling for the sublease of University land to others.

**Policy 4.9.4:** Campus master plan amendments that, alone or in conjunction with other amendments, exceed thresholds established in s. 1013.30(9), F.S., shall be reviewed and adopted under the provisions of s. 1013.30(6), F.S.

**Objective 4.10:** Continue to maintain and support existing off-campus instructional sites and explore options for additional instructional sites to meet the needs of the academic programs and student enrollment growth.

**Policy 4.10.1:** The University shall continue to maintain and support existing off-campus instructional sites in accordance with the terms of the lease or inter-institutional agreements. .

**Policy 4.10.2:** The University shall continue to explore options for additional off-campus instructional sites as needed to support the academic programs and student enrollment growth, subject to funding availabilities.

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



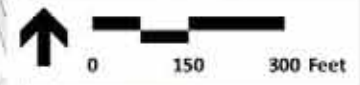
**Legend**

- Campus Limits
- Study Area
- Existing Building
- New Building

**Date**  
October 2015

**Element 4**  
Future Land Use

**GOP Figure 4-1**  
10 Year Campus  
Master Plan Concept



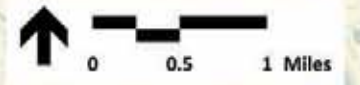
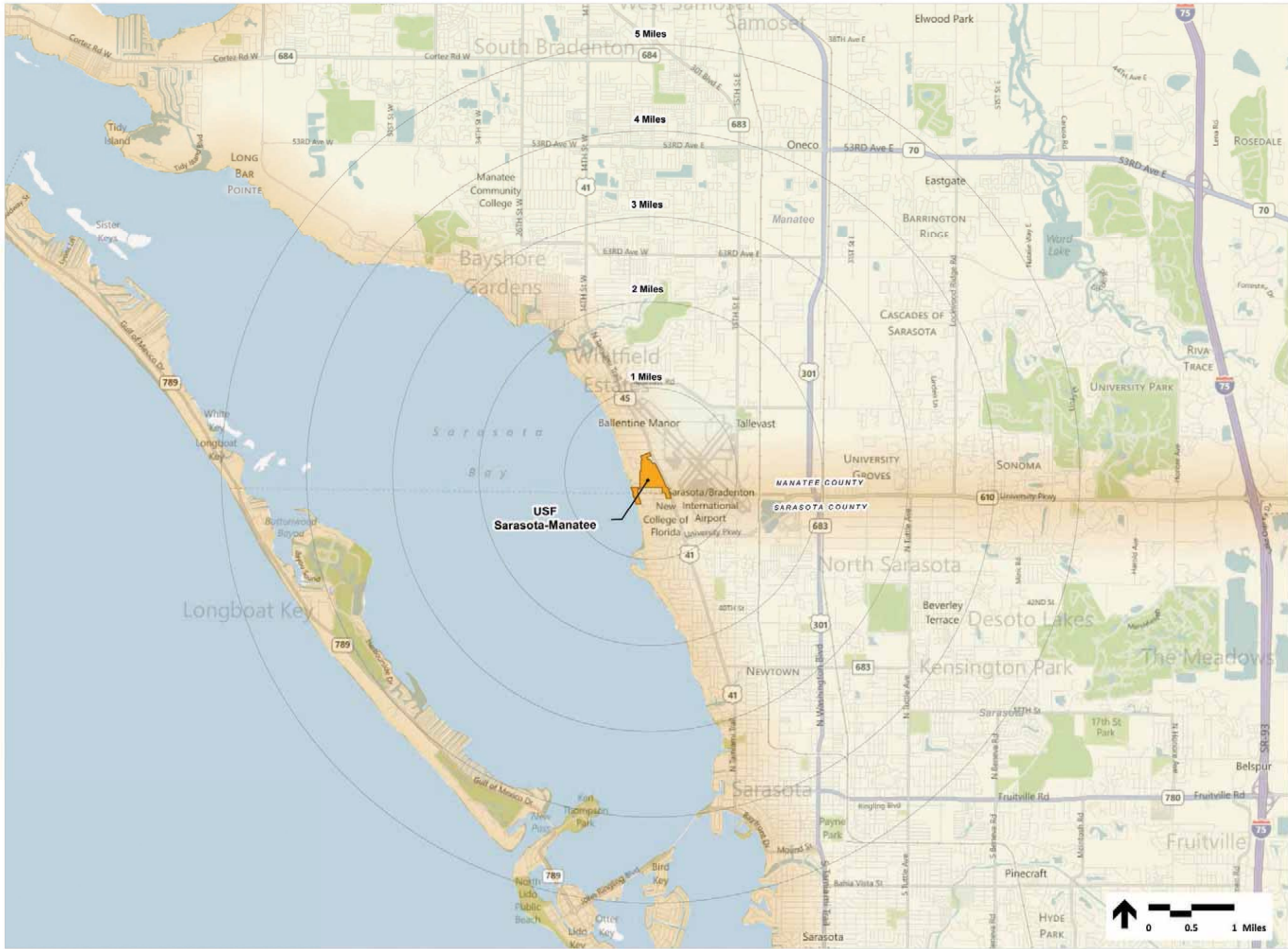
**2015 Campus Master  
Plan Update -  
Sarasota Manatee**

**Legend**  
 USFSM Campus

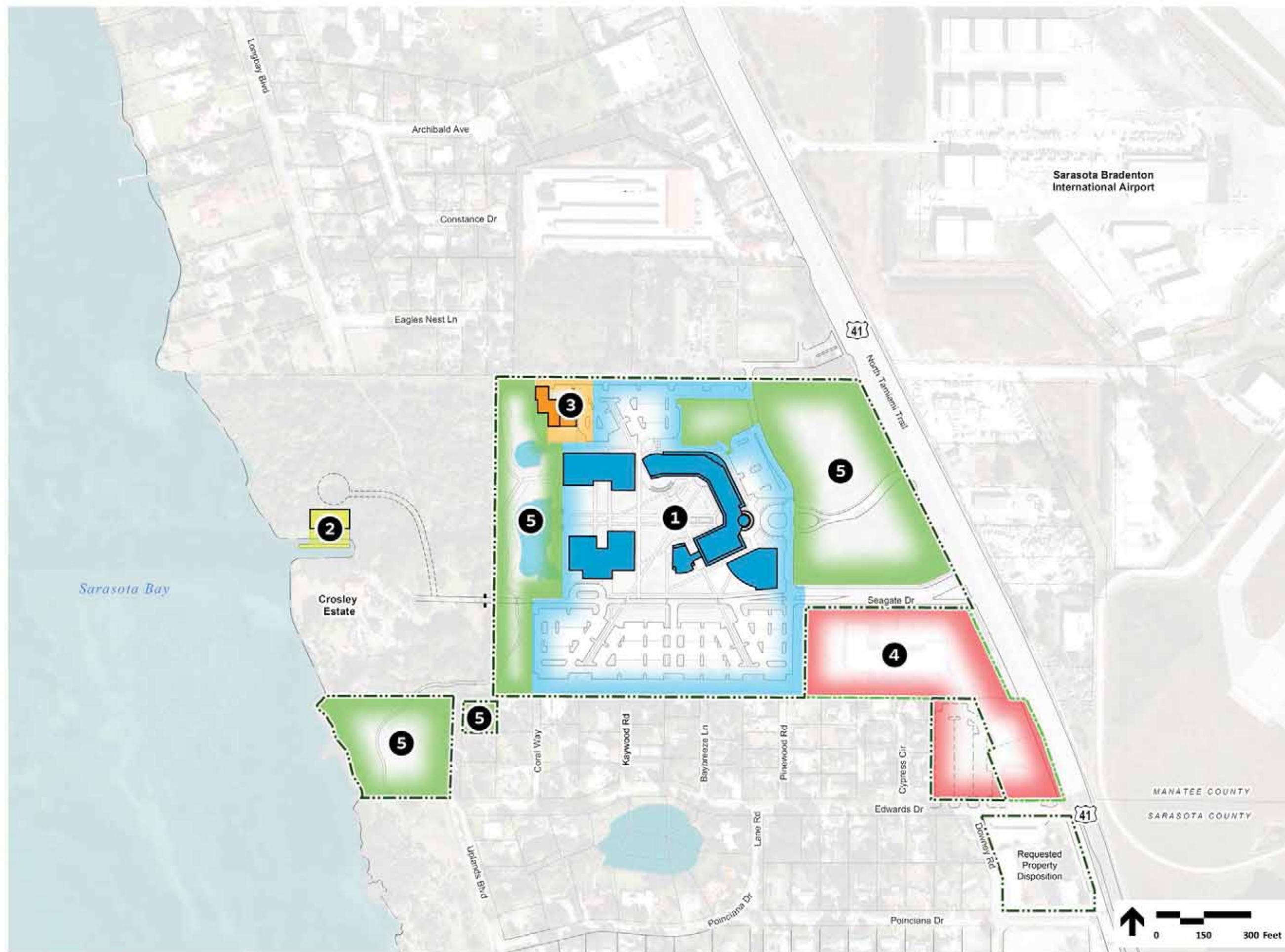
**Date**  
October 2015

**Element 4**  
Future Land Use

**GOP Figure 4-2**  
Context Area Map



**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

- Campus Limits
- Study Area
- Academic
- Recreation/Athletics
- Academic Support
- Future Mixed Use
- Conservation/Naturalized Open Space
- Land Use District

**Date**  
October 2015

**Element 4**  
Future Land Use

**GOP Figure 4-3**  
10 Year Campus  
Building and Land Use  
Districts

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



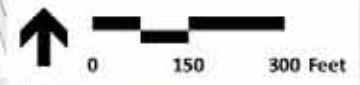
- Legend**
- Campus Limits
  - Study Area
  - Preserved Open Space and Landscape Perimeter
  - Quadrangle
  - Stormwater Facility
  - Existing Tree Canopy
  - Existing Building
  - New Building

**Date**  
October 2015

**Element 4**  
Future Land Use

**GOP Figure 4-4**  
10 Year Planned  
Open Space






MANATEE COUNTY  
SARASOTA COUNTY



**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



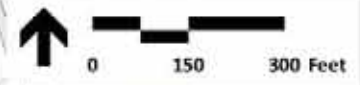
**Legend**

-  Campus Limits
-  Study Area
-  Build-To Limit
-  Existing Building
-  New Building

**Date**  
October 2015

**Element 4**  
Future Land Use

**GOP Figure 4-5**  
Build-to Framework



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# Element 5:

# Transportation

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## 5. Transportation Element

### Transit System Improvements

USFSM is coordinating with Sarasota County Area Transit (SCAT), Manatee County Area Transit (MCAT), Sarasota/Manatee Area Regional Transit (SMART) and the other host communities to explore opportunities for mass transit connectivity improvements. SCAT is completing an alternatives analysis to examine bus rapid transit service along US 41, and other corridors, serving as a connection from a location in proximity to the USFSM campus and Sarasota Bradenton International Airport, to downtown Sarasota and areas beyond to the south. Bus Rapid Transit (BRT) is a permanent, integrated system using buses or specialized vehicles using both roadways and dedicated lanes that combines the characteristics of light-rail transit vehicles and station spacing with the flexibility and lower costs of bus service.

Preliminary discussions between SCAT and USFSM regarding the planned BRT route have suggested that the northern extent of route will enter the USFSM campus. BRT vehicles would enter the campus via the main driveway, travel in front of the main building (SMC), and exit the campus via Seagate Drive to return to the south along US 41. USFSM anticipates a transfer station/commuter station for the BRT route will be constructed on the campus.

SMART Connect, which stands for Sarasota/Manatee Area Regional Transit, is a feasibility study for potential transit connectivity improvements. SMART Connect will evaluate various transit options for the extension of premium transit service from the Sarasota/Manatee county line northward to the Cities of Bradenton and Palmetto and southward to the Cities of Venice and North Port.

### Vehicular Circulation

The USFSM 2015-2025 Campus Master Plan maintains existing campus access points and expands vehicular circulation within the campus to provide adequate access to academic, recreational, conservation and open space uses.

The USFSM 2015-2025 Campus Master Plan maintains the existing Hilton Garden Inn driveway on US 41 to provide access as internal access to the main building (SMC) parking lots. Some slight modifications to the internal roadways serving the core campus parking lots are planned to accommodate new surface parking near the main building (SMC).

The USFSM 2015-2025 Campus Master Plan maintains the existing main entrance driveway (i.e. Bull Run) as a secondary access point on US 41. The Florida Department of Transportation (FDOT) proposed US 41 median improvements may require that this access point be accessed only by southbound US 41 traffic for ingress and egress (i.e., right-in/right-out configuration). This driveway will maintain its connectivity to the USFSM internal access roadway system and campus parking lots.

The USFSM 2015-2025 Campus Master Plan proposes the relocation of the primary campus access point to Seagate Drive. The proposed roadway changes will facilitate improved and safer access to

USFSM and the Manatee County Crosley Estate property. Roadway design modifications to Seagate Drive from the US 41 intersection westward to the intersection with an internal north-south campus roadway will improve the traffic flow and safety on US 41 and Seagate Drive by providing reduced traffic lane widths, dedicated traffic turning lanes, pedestrian and bicycle improvements, pedestrian median refuges and landscaping, improved street lighting and, most importantly, strengthen the case for a traffic signal or roundabout providing a campus gateway.

Capacity analysis of projected 2025 conditions indicates that the campus driveways on US 41 will likely maintain acceptable operations under future conditions after implementation of the Master Plan. However, USFSM will continue to pursue constructing a traffic signal or roundabout at the US 41/Seagate Drive intersection to address multiple issues for the campus:

- A signal or roundabout could improve operational safety for left-turning vehicles entering and exiting at the main entrance at Seagate Drive and US 41.
- The potential SCAT BRT route considered in the Alternatives Analysis evaluation, which will enter the USFSM campus from the south, is likely dependent on constructing a traffic signal or roundabout to safely provide access to the campus for transit vehicles.

The overall traffic volumes and relatively high speed limit on US 41 present challenges for vehicles entering and exiting the campus at all four campus driveways over the life of the master plan. The internal roadway network planned for the core campus provides connections between all parts of the campus and the proposed main vehicular access point at Seagate Drive. Constructing a traffic signal or roundabout at this location would provide a safer signalized left-turn accommodation for all drivers on the USFSM campus.

The roadway design of US 41 is inconsistent between Manatee County and Sarasota County. In Manatee County, along the USFSM frontage, US 41 is currently designed with a center two-way left-turn lane. In Sarasota County, a raised median separates opposing traffic flows and auxiliary turn lanes are provided at intersections or major access points. USFSM should coordinate with the Florida Department of Transportation and Manatee County to extend the raised median treatment northward on US 41 beyond USFSM's driveways. Highway safety research data sanctioned by the Federal Highway Administration indicates that raised median treatments can reduce vehicle crashes by approximately 25 percent. The raised median specifically addresses head-on and angle crash potential associated with vehicles traveling in opposite directions or maneuvering within the two-way left-turn lane.

The USFSM 2015-2025 Campus Master Plan delineates a network of heavy-duty paved corridors in the academic core area that will allow adequate service, emergency and disabled access to facilities that are within the pedestrian campus core. The current plan identifies service access in Figure 5.1, 10 Year Vehicular Circulation and Service Corridors. Corridors are comprised of a combination of dedicated vehicular routes and pedestrian/bicycle ways designed and constructed to accommodate service and emergency vehicles.

### Non-Vehicular Circulation

The basic framework of major and secondary pedestrian walks within the USFSM campus generally expands the existing pathway system to provide access to the regions of planned campus expansion of facilities. The USFSM 2015-2025 Campus Master Plan includes new pathways and sidewalks to improve connections to the public sidewalk system along US 41 and connect the main building (SMC) with planned new facilities and campus improvements. The planned pathway network improvements include the following:

- New connections from the core campus to US 41 along Seagate Drive and along the southern edge of the planned parking lot south of Seagate Drive.
- New pathways from the core campus to the Crosley Estate, including access along the northern pathway to the planned boathouse on the bay side of the Crosley Estate

The proposed strategy for designated bicycle circulation on the USFSM campus is to provide new pathway connections to existing bicycle lanes on US 41 and increase the availability of bicycle racks and bicycle parking at new facilities on the USFSM campus. Bicycle parking should be visible from building entrances and covered, if possible. USFSM will continue discussions with local transportation planning departments regarding development of a bicycle pathway corridor on public right-of-way along the bay, as an extension of the City of Sarasota's Recreational Multi-use Recreation Trail (MURT). Planned pathway connections in the USFSM 2015-2025 Campus Master Plan will provide access to a bay side pathway or extended MURT.

USFSM completed construction of its segment of the Crosley/Caples Baywalk project in 2014, and will continue to support the completed development and implementation of the project beyond its properties with other stakeholders. The project entails the construction of a bay side trail or pathway serving USFSM and numerous other properties near the bay. The project is planned on publicly held bay front land beginning at the Crosley Estate to the west of the USFSM campus, and will expand southward through properties controlled by USFSM, New College of Florida, and FSU/Ringling Museums, terminating at the New College of Florida Caples property to the south.

The roadway character of US 41 is relatively uninviting to pedestrians and bicyclists. From a transportation perspective, the width of the roadway and vehicle speeds contribute to an unpleasant experience for pedestrians and cyclists, and the facility design may contribute to elevated crash potential. The public right-of-way on US 41 in proximity to the USFSM campus is approximately 130 feet wide, which accommodates the six-lane roadway, two-way center turning lane, 4-foot wide bicycle lanes, and standard sidewalks. USFSM should coordinate with the Florida Department of Transportation and Manatee County to complete a streetscape project on US 41 in proximity to the campus featuring pedestrian and bicycle mobility and safety improvements in keeping with Complete Streets roadway design principles, including:

- raised median (replacing the two-way center turn lane) for pedestrian refuge
- sidewalk widening or multi-use pathways along the road edge

- reduced lane widths to reduce vehicle speeds
- widened bicycle lanes (5-6 feet) or shared-use pathways
- high-visibility crosswalks on side streets and at signalized intersections
- pedestrian countdown signals and wheelchair ramp improvements
- a landscaped buffer
- improved lighting
- warning signage
- signalization or construction of a roundabout at the Seagate Drive intersection to improve pedestrian and bicycle safety crossing US 41

Among the recommended streetscape and pedestrian safety improvements, highway safety research data sanctioned by the Federal Highway Administration indicates that constructing a raised median can reduce pedestrian crashes by approximately 69 percent. The provision of pedestrian and bicycle facility improvements, like the measures listed above, are in keeping with establishing a greater pedestrian and bicycle mode share and visibly promoting multi-modal vitality in the area.

**Parking**

The USFSM 2015-2025 Campus Master Plan recognizes the need for additional growth in the overall parking supply to accommodate planned growth at the University. However, the plan seeks to propose appropriately sized parking facilities based on projected parking demand growth over the life of the plan. The cost to construct additional parking represents a significant incentive to pursue less expensive parking options and transportation demand management strategies that may slow or stabilize the rate of growth in parking demand.

The USFSM campus currently provides parking spaces for use by faculty, staff, students, and visitors, with peak utilization of approximately 71%, which suggests that at least 175 parking spaces on the campus are regularly unused. To adequately accommodate the projected parking demand growth, without incurring significant financial burdens associated with constructing excessive parking supplies, the USFSM 2015-2025 Campus Master Plan recommends that USFSM maintain a peak parking utilization ratio of approximately 85-90 percent. Taking into account USFSM population growth, demand for parking from students, faculty, staff, Lifelong Learning Academy attendees, and visitors is anticipated to grow, as indicated in Table 5-1.

**Table 5-1 Projected 2025 Peak Parking Occupancy (Demand) Summary**

<b>Time of Day</b>	<b>Existing Occupied Spaces</b>	<b>2025 Occupied Spaces</b>
Morning Peak	438	680
Afternoon Peak	397	614
Evening Peak	229	356

To sustainably and affordably accommodate future growth in parking demand on the campus, the University will both accept a higher parking utilization ratio and construct new parking facilities. The master plan replaces some existing parking facilities with academic buildings, support facilities, and open space. The parking facilities plan, shown on Figure 5-3, identifies new and replacement parking that will be constructed on properties currently owned by the University. Based on the recommended parking utilization target, the USFSM campus master plan parking supply includes 775 parking spaces, which represents an increase of 160 net spaces and a peak parking utilization rate of approximately 88 percent.

A variety of parking management strategies may be used to minimize parking issues, control costs, and promote sustainable operations on the campus. Recommended parking management strategies for the USFSM campus include the following:

- Reserve some parking in proximity to the main building (SMC) and other planned academic buildings for carpool, vanpool, and hybrid/electric vehicles.
- Support the development and construction of nearby off-campus student housing to reduce student needs for vehicles on the USFSM campus.
- Reserve parking in proximity to student housing for resident students to minimize spillover and safety issues with student parking in remote locations.
- Consider policies to increase the price or limit the number of parking permits issued to students and employees, in concert with improved access to nearby off-campus housing and alternative transportation options, to reduce parking demand by shifting campus community to alternative modes.

**Goal**

The Transit, Circulation, and Parking goal of the USFSM 2015-2025 Campus Master Plan is to encourage options for sustainable transit and vehicular access to the campus that reduce reliance on single-occupant vehicles, reduce overall parking demand, and minimize emissions and fossil fuel consumption, while maintaining essential delivery and service access.

## 5.1 Vehicular Traffic and Transit Sub-Element

### Summary of Objectives and Policies

**Objective 5.1.1 Reduce the impacts on-campus of future vehicular traffic generated by the 10-Year Master Plan, especially at peak hours.**

**Policy 5.1.1.1:** (off-campus): The University shall establish affiliation agreements for the development and construction of nearby off-campus student housing as marketing and financial opportunities are available. This housing will reduce both internal and external traffic generation, especially during peak hours.

**Policy 5.1.1.2:** (off-campus): The University shall continue to provide, promote, and evaluate the use of distance learning and telecommuting to reduce the need to travel to the University.

**Policy 5.1.1.3:** (on-campus): The University shall reserve carpool and vanpool parking spaces in proximity to academic buildings and other key destinations on the campus to promote ridesharing within the campus community.

**Policy 5.1.1.4:** The University shall review and revise class scheduling policies to achieve greater balance in daily and weekly class schedules and reduce peak demands on the campus transportation systems associated with student arrival and dismissal.

**Objective 5.1.2 Reduce the impacts off-campus of future traffic generated by the 10-Year Master Plan.**

**Policy 5.1.2.1:** (off-campus): The University shall continue to jointly plan with the host communities, Metropolitan Planning Organization (MPO), Sarasota Manatee Area Regional Transit (SMART), Sarasota County Area Transit (SCAT), Manatee County Area Transit (MCAT), the Sarasota and Manatee County City/County Planning Commissions, and the Center for Urban Transportation Research (CUTR) to develop programs and incentives to enhance transit service in the campus context area. A few of the examples are:

- Exploration of initiating a U-pass system, giving privileges such as reduced fares to University users of the regional transit system.
- Additional proximate off-campus housing to help further reduce the on-campus demands of traffic and parking.

**Policy 5.1.2.2:** (off-campus): The University is encouraged to explore opportunities and potential for partnering with the private sector to construct residential housing in the context area around campus.

**Policy 5.1.2.3:** (off-campus): The University shall coordinate with the Florida Department of Transportation, Manatee County, Sarasota County, area transit providers, and other transportation



agencies to improve traffic operations and safety on US 41 at the campus driveways through measures such as constructing a raised median, installing crosswalks on side streets, and constructing a traffic signal or roundabout at the US 41/Seagate Drive intersection.

**Policy 5.1.2.4:** The University shall initiate work with the CUTR to identify and implement specific best practices for transportation planning.

**Objective 5.1.3 Provide a safe, efficient transportation system considering vehicle circulation, transit facilities, and the needs of motorized and non-motorized vehicle parking.**

**Policy 5.1.3.1:** (on-campus): The University shall construct new or expanded internal roadway, pathway, and parking facilities, as shown in the USFSM 2015-2025 Campus Master Plan figures, to accommodate planned land uses and anticipated enrollment growth.

**Policy 5.1.3.2:** (on-campus): The University shall implement an efficient wayfinding signage system to direct traffic circulating within the campus to appropriate buildings and parking facilities.

**Policy 5.1.3.3:** The University shall continue to pursue the installation of a traffic signal or roundabout at the intersection of US 41 and Seagate Drive. A traffic signal or roundabout at this location could improve safety for vehicles and pedestrians entering and exiting the campus.

**Policy 5.1.3.4:** The University shall consider providing additional alternative fuel vehicles for its campus fleet with biofuels and electric vehicles as potential options to reduce the University’s carbon footprint and reduce reliance on non-renewable energy, including fossil fuels.

**Objective 5.1.4 Provide for convenient pedestrian and bicycle ways within the transportation program.**

**Policy 5.1.4.1:** (on-campus): The University shall construct new multi-use pathways, accommodating both pedestrians and bicycles, connecting between the main building (SMC), planned new building and parking facilities, existing sidewalk network on US 41, and facilities on the Crosley Estate.

**Policy 5.1.4.2:** (on-campus): The University shall enhance the pedestrian corridors with provision of shade and weather protection, including shade trees, trellises, shade structures and/or arcades, seating.

**Policy 5.1.4.3:** (on-campus): The University shall incorporate pedestrian safety features, including high-visibility crosswalks, warning signage, countdown pedestrian signals, and generous pedestrian landings at new or improved intersections within the campus or access points on US 41.

**Policy 5.1.4.4:** (on-campus) The University shall install, as appropriate, new covered bicycle parking at new building entrances and provide shower facilities for pedestrians and cyclists in new buildings of sufficient size.

**Objective 5.1.5 Enhance and encourage the utilization of alternative modes of transportation (including mass transit, bicycle and pedestrian modes) that reduce dependence on single-occupant vehicles as the primary mode of travel.**

**Policy 5.1.5.1:** (off-campus): The University shall continue to evaluate opportunities to incorporate bus locations at high activity commuter nodes, and provide facilities to assist in attracting riders to the mass transit system.

**Policy 5.1.5.2:** The University shall provide to all enrolling students information regarding the availability and scheduling of the SCAT and MCAT bus systems.

**Policy 5.1.5.3:** The University shall continue to work with SCAT, MCAT and SMART to provide the U pass or other reduced public transit pass prices for students, faculty, and staff to promote the use of mass transit.

**Policy 5.1.5.4:** The University shall continue to implement transportation demand management (TDM) strategies designed to encourage the use of alternative modes of transportation and reduce the dependence on the single-occupant automobile as the primary mode of travel. The University shall consider:

**Policy 5.1.5.5:**

- Providing shuttle service to remote USFSM instructional sites, off-campus residential areas and key destinations
- Improving of pedestrian and non-vehicular facilities
- Increasing the number of students living in close proximity to the campus
- Locating student oriented housing in close proximity to the campus
- Partnering with a car sharing service
- Academic scheduling modifications, including scheduling more classes during non-peak hours
- Parking pricing strategies designed to make other modes of travel more economical and to provide revenue for improved TDM services and facilities
- Parking permit buyback program
- Pre-tax deduction for employee alternative commute expenses
- Services to provide a Guaranteed Ride Home
- Hiring or designating a TDM Coordinator
- Promoting of Commuter Membership Programs offering ride matching services and designating preferential parking locations for carpoolers

- Distance learning programs for students and telework or staggered work hours for faculty and staff
- Partnering with sister institutions of higher education - including New College, State College of Florida Manatee-Sarasota, FSU/Ringling Museums and Ringling College of Art & Design – to implement and promote opportunities for shuttle service and ride sharing

**Policy 5.1.5.6:** (off-campus): The University shall coordinate with Sarasota and Manatee Counties to evaluate other options and strategies for reducing the dependence on the personal automobile.

**Policy 5.1.5.7:** (on-campus): The University shall continue to evaluate and implement enhanced mass transit opportunities with Sarasota County Area Transit (SCAT), Manatee County Area Transit (MCAT), Sarasota Manatee Area Rapid Transit (SMART), the Metropolitan Planning Organization (MPO) and the host communities in accordance with procedures described in Element 10, Intergovernmental Coordination.

**Policy 5.1.5.8:** (on-campus): The University shall explore provision of shuttle service, in coordination with local mass transit providers. In particular, the University shall consider providing transit connections to major regional transit facilities, other nearby institutions of higher education and key local destinations to reduce the demand for external vehicle trips.

**Policy 5.1.5.9:** (on-campus): The University shall encourage increased pedestrian and bicycle mobility through the provision of shaded sidewalk and multi-use pathway connections to reduce vehicle trips and on-street conflicts. The University shall also provide secure bicycle storage and consider providing changing and shower facilities for bicycle commuters.

**Objective 5.1.6 Ensure that transportation system improvements shall be coordinated and phased with the University's future land uses.**

**Policy 5.1.6.1:** The University shall adopt a transportation funding strategy to ensure adequate revenue to finance parking improvements consistent with the Master Plan. This may include increased parking rates and/or a transportation access fee.

**Policy 5.1.6.2:** The University shall plan on performing identified transportation improvements in conjunction with future projects. The timing and phasing requirements and priorities for these improvements are established in Element 11, Capital Improvements, and as opportunities arise through future development projects that are currently unforeseen.

**Objective 5.1.7 Coordinate required transportation improvements within the context area with the host communities.**

**Policy 5.1.7.1:** (off-campus): The University shall continue regular coordination with the host and affected local governments and FDOT to ensure that transportation facility improvements are available when needed to support the growth of the University. The University shall pursue

memoranda of understanding or inter-local agreements necessary to ensure that transportation facilities are available to meet the future needs of the University.

**Policy 5.1.7.2:** (on-campus): The University shall continue to coordinate with state and local transportation agencies to pursue the installation of a traffic signal or roundabout at the intersection of US 41 and Seagate Drive.

**Objective 5.1.8 Coordinate resolution of issues associated with projected impacts in level of service with the host community.**

**Policy 5.1.8.1:** (on-campus): The University shall monitor campus access points onto US 41. Campus access points shall be evaluated concurrent with future projects and be consistent with the recommendations presented in this Element 5, Transportation.

**Policy 5.1.8.2:** (off-campus): The University shall continue to coordinate with the City, County, MPO and FDOT to assure planned public roadway projects along the periphery of the campus are scheduled and funded.

**Objective 5.1.9 Provide emergency travel routes and a building identification system to all new and renovated campus buildings.**

**Policy 5.1.9.1:** All new and renovated buildings shall be designed in accordance with NFPA1. The University shall remediate access and building justification as soon as practical.

## 5.2 Parking Sub-Element

### Summary of Objectives and Policies

**Objective 5.2.1 Provide adequate parking capacity for the University’s needs while reclaiming selected existing surface parking sites in the campus core for programmatic uses, pedestrian corridors, or open space.**

**Policy 5.2.1.1:** The University shall construct parking adequate maintain a peak parking utilization ratio of 85-90 percent based on projected parking demands and replace surface parking converted to other master plan facilities, as necessary.

**Policy 5.2.1.2:** The University will assess parking demand levels regularly to accurately assess projected parking demands at master plan facilities are constructed.

**Policy 5.2.1.3:** The University shall consider installing compact parking spaces in both existing and planned parking lots, to accommodate motor vehicles of different sizes and control construction costs.

**Objective 5.2.2 Provide methods to reduce the impacts and demands of future on-campus parking.**

**Policy 5.2.2.1:** The University shall support the development and construction of nearby off-campus student housing, which reduces the need for students to own or drive vehicles on campus.

**Policy 5.2.2.2:** The University shall continue to monitor parking needs as development progresses and evaluate and implement, as appropriate, mitigation techniques. These programs may include the following:

- Evaluate academic classroom schedules encouraging more classes to be scheduled in off-peak hours, thus reducing parking demands by increasing utilization throughout the day – "reusing" the same parking space
- Provide preferential parking locations for those who carpool and vanpool
- Evaluate preferred parking for alternative fuel vehicles and consider electric vehicle charging facilities during design of new or improved parking facilities

**Policy 5.2.2.3:** The University shall continue to evaluate and refine the parking permit fee structures, in combination with improving multimodal transportation options, to dissuade the campus community from driving when more affordable options are available.

**Policy 5.2.2.4:** The University shall consider financial incentives, such as permit buyback programs and reduced carpool permit pricing, to reduce single-occupant vehicle commuting and parking demand.

**Objective 5.2.3** Locate program and design on-campus parking facilities to be accessible to the various land uses and circulation systems while minimizing pedestrian vehicle conflicts.

**Policy 5.2.3.1:** The University shall adhere to its design guidelines that ensure proper signage and traffic circulation to the parking structures and lots to avoid potential confusion and conflicts with pedestrians. The University shall, during the design of parking lots and garages, address concerns regarding landscaping, lighting, signage, security and pedestrian circulation issues.

**Policy 5.2.3.2:** The University shall implement parking improvements as described in this element and on Figure 5-3. The timing and phasing requirements and priorities for these improvements are established in Element 11, Capital Improvements.

### 5.3 Pedestrian and Non-Vehicular Circulation Sub-Element

#### Goal

The Pedestrian and Non-Vehicular Circulation goal of the USFSM 2015-2025 Campus Master Plan is to shift the primary transportation focus within the campus from vehicles to pedestrians, bicycles, and transit modes through improvement and implementation of functional and inviting pedestrian, bicycle, and transit facilities in order to reduce personal vehicular traffic, improve safety, and support sustainable University operations.

#### Summary of Objectives and Policies

**Objective 5.3.1** Provide convenient, safe and direct on-campus pedestrian and bicycle way connections, as shown in Figures 5-4 and 5-5, to off-campus pedestrian and bicycle ways where the campus interfaces with the public roadway network and neighboring communities.

**Policy 5.3.1.1:** The University shall coordinate with Sarasota and Manatee Counties in the systematic implementation of on-campus pedestrian and bicycle facilities to ensure continuity of such facilities within the larger regional system of pedestrian/bicycle facilities in accordance with procedures described in Element 10, Intergovernmental Coordination.

**Policy 5.3.1.2:** The University shall work with the host community through coordinated efforts of University Police and local police departments, community action groups, and planning entities to improve the safety of off-campus routes connecting to the campus in accordance with procedures established in Element 10, Intergovernmental Coordination. Specific coordination shall be performed with Manatee and Sarasota Counties and FDOT regarding the desired pedestrian, bicycle, and vehicle-oriented roadway safety improvements to US 41, including the following design options to address pedestrian mobility and safety:

- raised median (replacing the two-way center turn lane) for pedestrian refuge
- sidewalk widening or multi-use pathways along the road edge
- reduced lane widths to reduce vehicle speeds
- widened bicycle lanes
- high-visibility crosswalks on side streets and at signalized intersections
- pedestrian countdown signals and wheelchair ramp improvements
- a landscaped buffer
- improved lighting
- warning signage

- signalization or construction of a roundabout at the Seagate Drive intersection to improve pedestrian and bicycle safety crossing US 41

**Policy 5.3.1.3:** The University shall coordinate with Sarasota and Manatee Counties, and FDOT to provide and maintain appropriate street lighting on roadways surrounding the campus and along major pedestrian routes to/from campus.

**Policy 5.3.1.4:** The University shall coordinate with Sarasota and Manatee Counties, Sarasota-Manatee MPO, FDOT and other transportation planners and providers to understand the status of public trail and bikeway projects and link campus pedestrian and bicycle facilities to planned extensions of the Bayfront Multi-use Recreational Trail (MURT) and/or Crosley/Caples Baywalk projects.

**Policy 5.3.1.5:** The University shall coordinate with the Sarasota and Manatee Counties, Sarasota-Manatee MPO, FDOT and other transportation planners and providers to implement educational programs for students, employees, and surrounding community members regarding transportation and public safety in proximity to USFSM.

**Objective 5.3.2 Coordinate locations for additional lighting and improvements in lighting delivery with recommendations made by the University Police Department.**

**Policy 5.3.2.1:** The University shall consult the Campus Police Department in determining locations for additional lighting along pedestrian and non-vehicular circulation routes, recognizing that the most effective lighting safety response may be to light the edges of the open space rather than the actual walk. University Police, acting as “Crime Prevention Through Environmental Design” (CPTED) consultant to USFSM Office of Facilities Planning and Management, shall provide input to identify areas in which they feel a risk factor exists. Their input will be based on on-site observation and crime data.

**Policy 5.3.2.2:** The University shall continue the campus-wide blue light emergency telephone plan to complement existing Campus Police escort and "Safe Team" services.

**Objective 5.3.3 Provide pedestrian and non-vehicular circulation facilities to meet both the aesthetic and functional needs of the users and to encourage increased pedestrian and bicycle movement on campus.**

**Policy 5.3.3.1:** The University shall encourage utilization of pedestrian and non-vehicular facilities and improve the safety of persons using the facilities through implementation of pathway and roadway improvements, including:

- New pathways and sidewalks to improve connections to the public sidewalk system along US 41
- Pathways connecting the main building (SMC) with future planned facilities and campus improvements



- Increasing shade along walks and pathways

The timing and phasing requirements and priorities for these improvements are established in Element 11, Capital Improvements.

**Policy 5.3.3.2:** The University shall consider implementing on-campus bicycle sharing services to be provided in recreational facilities.

**Policy 5.3.3.3:** (on-campus): The University shall install, as appropriate, new covered bicycle parking at new building entrances and provide shower facilities for pedestrians and cyclists in new buildings of sufficient size.

**Policy 5.3.3.4:** The University shall encourage "24 hour" activity on campus by concentrating and reinforcing programmatic activity and by expanding the hours of intense activity.

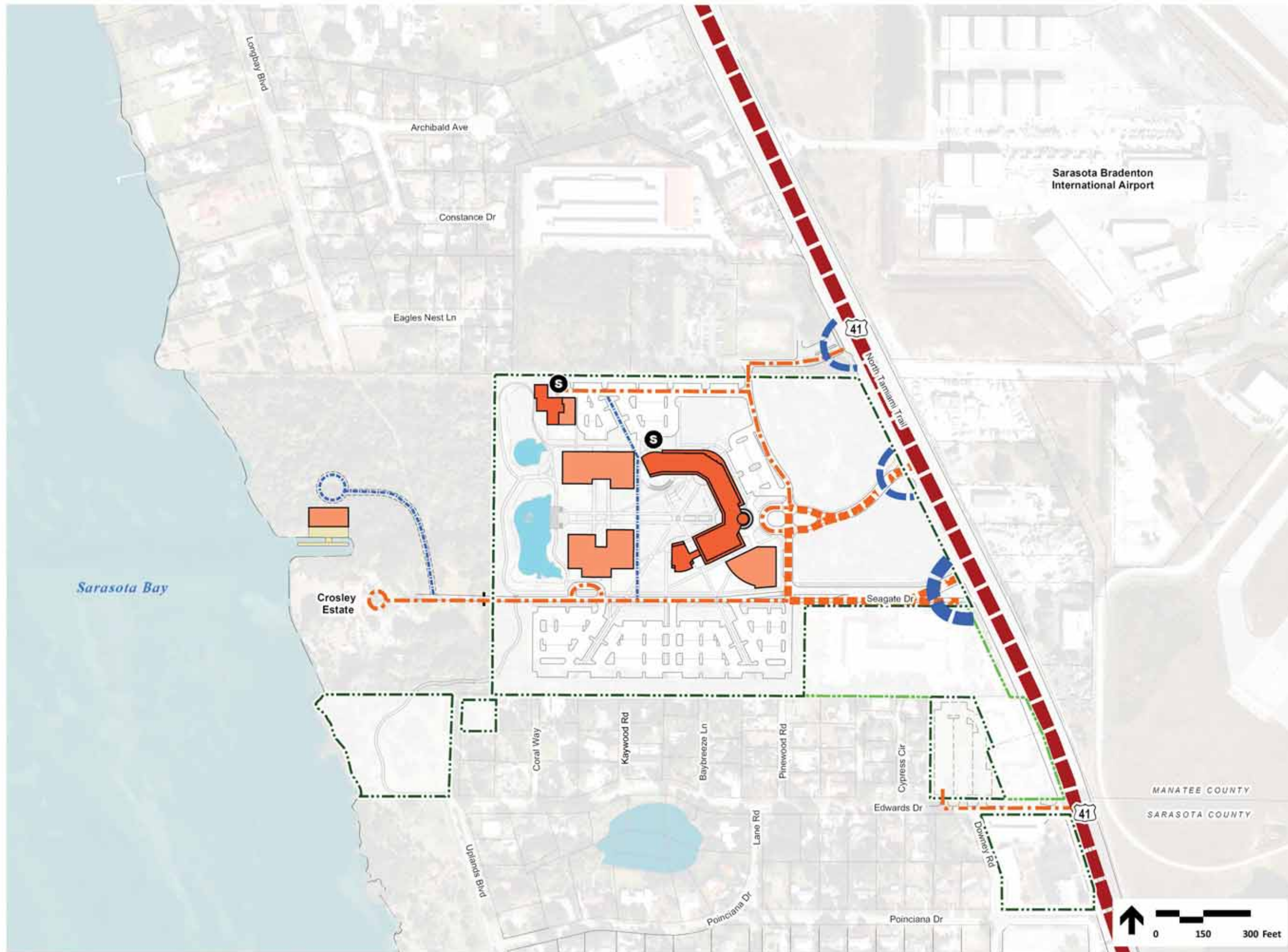
**Objective 5.3.4 Establish a series of strong pedestrian corridors to link campus precincts, as shown in Figure 5-5.**

**Policy 5.3.4.1:** The University shall continue the maintenance and development of primary east-west and north-south pedestrian corridors as follows:

- East-West Primary Pedestrian Mall between the Main Campus Building (SMC), the pathway along the main driveway to US 41, and the naturalized detention ponds and Crosley Estate lands on the west.
- Proposed North-South Secondary Pedestrian Mall, extending from the parking area on the south edge of campus, through the Central Quadrangle, crossing the East-West Pedestrian Mall and continuing to the parking area to the north.

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**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Date**  
October 2015

**Element 5**  
Transportation

**GOP Figure 5-1**  
10 Year Vehicular Circulation  
and Service Access

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



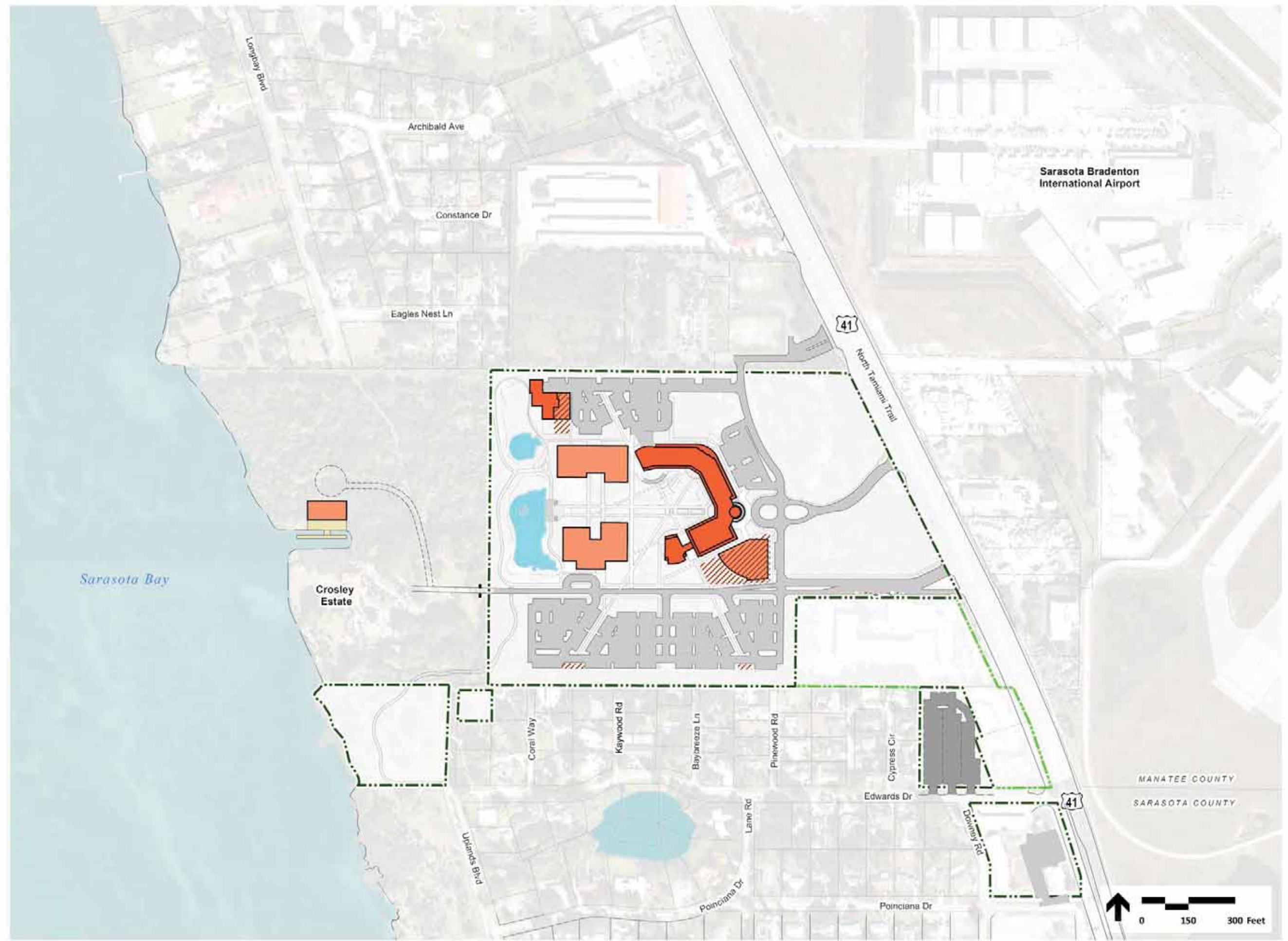
- Legend**
- Campus Limits
  - Study Area
  - 10 Year Projection Traffic Volume (AM) / (PM)
  - Existing Building
  - New Building

**Date**  
October 2015

**Element 4**  
Future Land Use

**GOP Figure 5-2**  
10 Year Peak Hour Traffic  
Volume Projections

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**

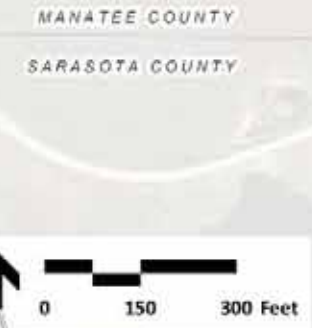


- Legend**
- Campus Limits
  - Study Area
  - Existing Parking Area - Planned Removal
  - Existing Parking to Remain
  - Proposed Parking
  - Existing Building
  - New Building

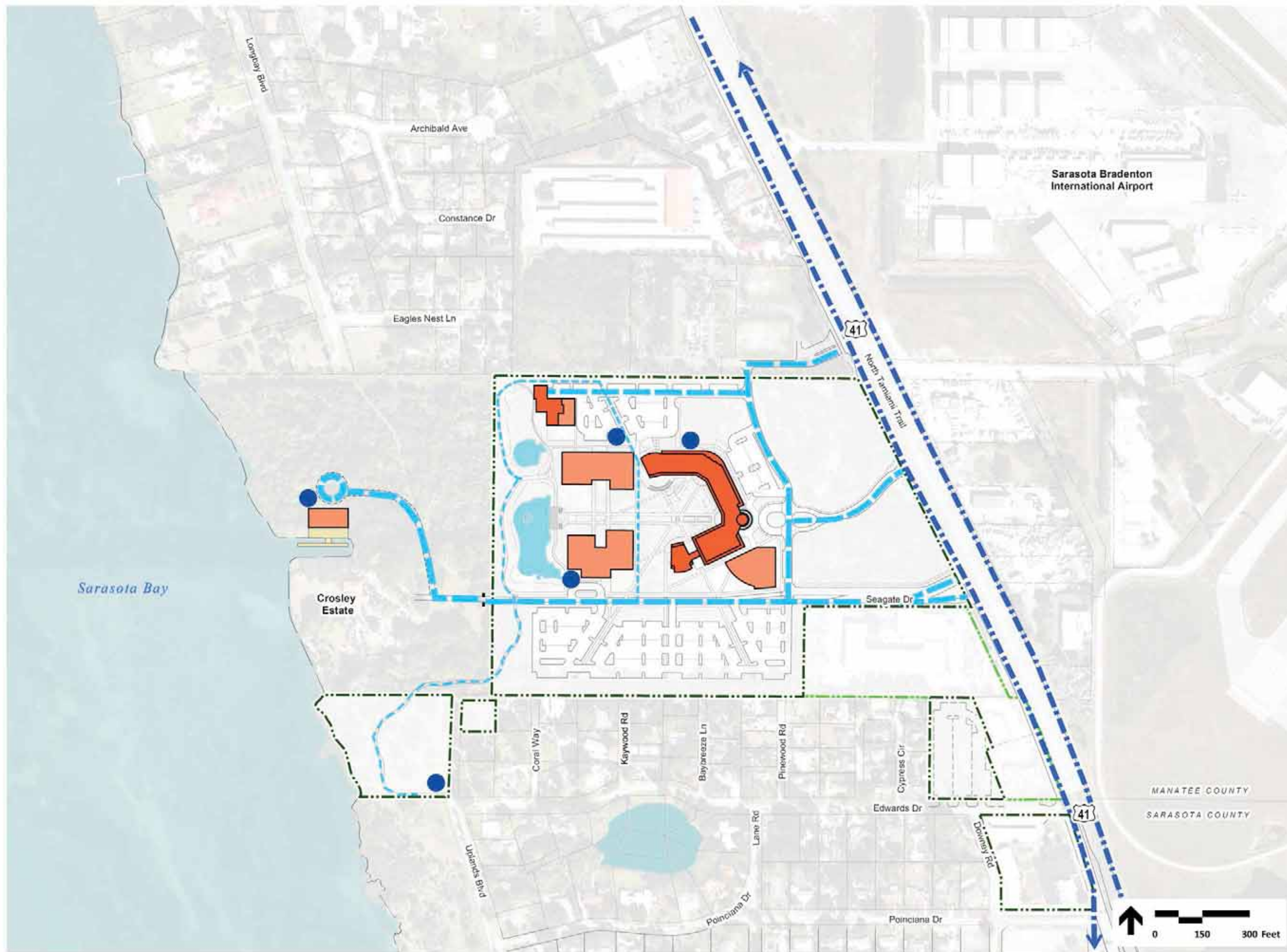
**Date**  
October 2015

**Element 5**  
Transportation

**GOP Figure 5-3**  
10 Year Planned Parking  
Modifications



**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



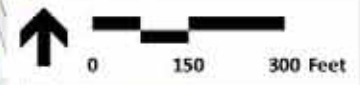
**Legend**

- Campus Limits
- Study Area
- Public Bike Lane
- Campus Share Bike/Drive
- Campus Share Bike/Ped
- Bicycle Rack
- Existing Building
- New Building

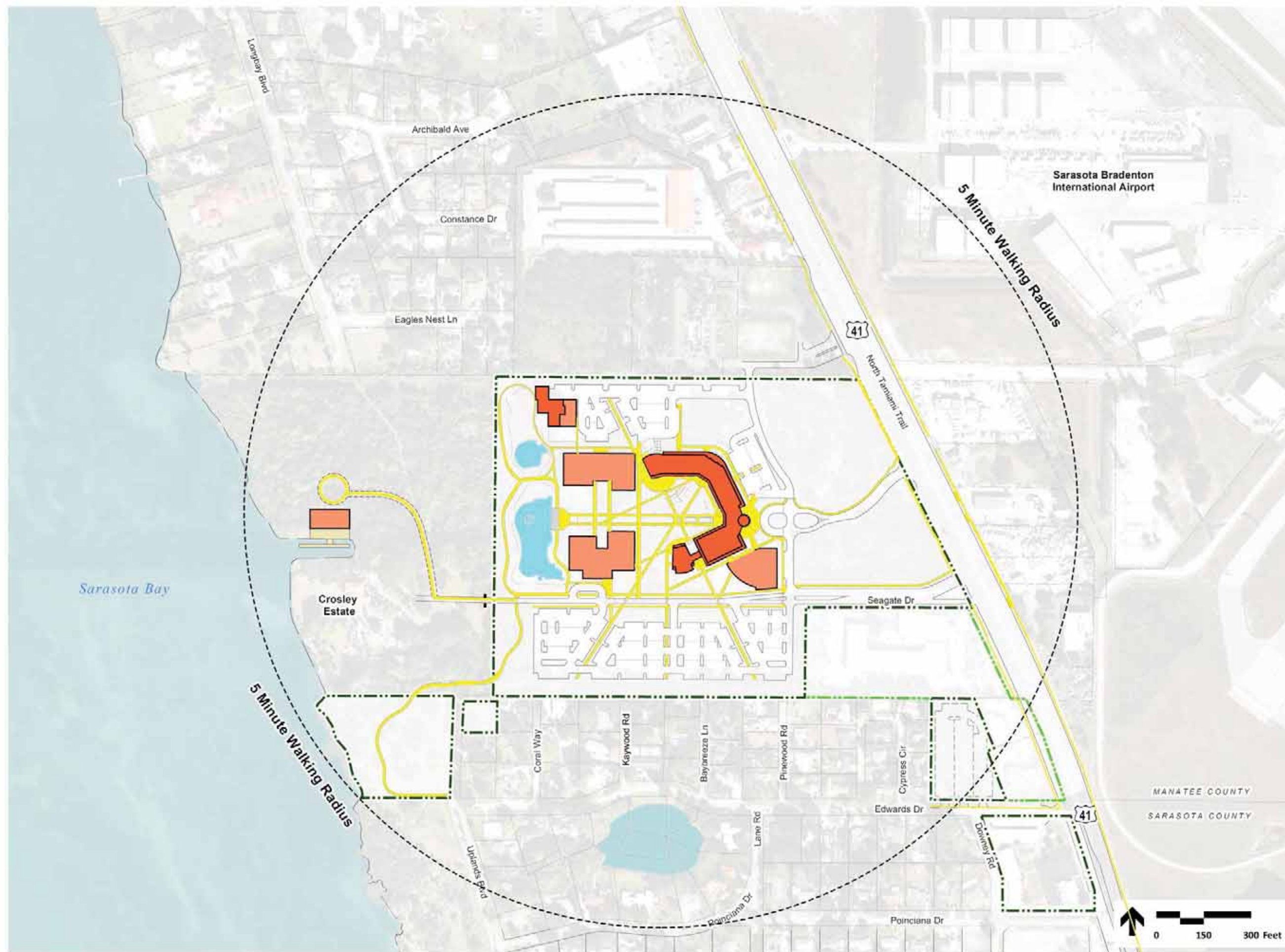
**Date**  
October 2015

**Element 5**  
Transportation

**GOP Figure 5-4**  
10 Year Bicycle Facilities



**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

- Pedestrian
- Existing Building
- New Building

**Date**  
October 2015

**Element 5**  
Transportation

**GOP Figure 5-5**  
10 Year Pedestrian Circulation

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

- Campus Limits
- Study Area
- Existing 99 Bus Route
- Proposed Bus Rapid Transit (BRT)
- Proposed BRT Transfer Station
- Existing Building
- New Building

**Note**

See Data Collection and Analysis Figure 5-2, Bus Route Map, for additional transit system information.

**Date**  
October 2015

**Element 5**  
Transportation

**GOP Figure DCA 5-6**  
10 Year Planned  
Transit Facilities



## **Element 6:**

# **Housing and Support Services**

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## 6. Housing Element

Changes to the mission and program at USFSM are enriching campus programs and opportunities as the University transitions to a four-year undergraduate program and master level graduate programs due to the separate SACS accreditation. These changes will require the University to address nearby off-campus student housing needs and develop enhanced student life and recreational facilities to meet student non-academic needs.

The USF Sarasota-Manatee Strategic Plan: Focus on Quality 2015-2020 promotes the establishment of affiliation agreements with public and/or private partners for the development of off-campus student housing. The plan was approved by the USFSM Campus Board on April 2015 and the USF Board of Trustees in June 2015.

The introduction of student off-campus housing in the vicinity of the campus is anticipated to have a significant impact on the University and increased vitality of campus life. Housing, located near off-campus, plays a critical role in establishing a more sustainable campus; supporting the learning experience by more fully engaging students and providing support, influencing transportation demands and strengthening pedestrian and bicycle circulation as desirable options, and providing the critical mass necessary to support a more diverse 24 hour campus community with increased demand for a greater range and supply of services and opportunities including food service options, retail, recreation, and entertainment.

It is recommended that USFSM participate with its affiliation partners to undertake a Housing Study to include off-campus student housing options and an analysis of the local residential market. Study recommended building programs and contingencies in site availability driven by land acquisition opportunities and sequencing of related projects, such as campus dining, may influence the 10-year plan recommendations presented in this report.

### Goal

The housing goal of the USFSM 2015-2025 Campus Master Plan is to encourage affiliation agreements for the availability of diverse, safe, affordable off-campus housing opportunities for students in the vicinity of the campus in support of the educational success, personal development, and social experience of all University students.

### Summary of Objectives and Policies

**Objective 6.1:** Encourage and support improved and expanded off-campus housing opportunities in close proximity to the University.

**Policy 6.1.1:** The University shall establish affiliation agreements with public and/or private partners for the development of off-campus student housing.

**Policy 6.1.2:** The University shall, in conjunction with Sarasota and Manatee Counties:

- Monitor the supply, costs, and suitability of off-campus housing

- Monitor factors pertaining to safety, transit utilization, pedestrian and bicycle access
- Promote the development of new off-campus student oriented housing opportunities within walking, bicycling, and transit distance to the campus
- Promote the location of convenient service, transit, and shopping opportunities for students near off-campus student-oriented housing units
- Promote the diversification of new housing stock within the University's context area to meet the needs of its students, employees, and faculty for suitable, affordable housing

**Policy 6.1.3:** The University has no explicit policy relative to the number and type of student housing units to be provided off-campus. However, the University shall consider the formulation of such a policy upon joint identification by the University and the host community of mutually acceptable housing opportunities for students.

# Element 7:

# General Infrastructure and Utilities

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## 7. General Infrastructure and Utilities Element

The overarching goal of the General Infrastructure and Utilities Element is to implement systems that adequately meet the present and future needs of USF Sarasota-Manatee, without limiting long-term University growth. By increasing the efficiency of utility infrastructure and reducing the consumption and depletion of resources, the campus can better ensure these systems are adequate to support campus growth.

Proper management of campus resources yields specific benefits to the University. The University can create usable open space and protect natural areas by requiring new utilities to be placed within designated utility corridors, shown in Figure 7-1, Infrastructure and Utility Corridor. Stormwater systems can be modified to not only improve water quality, but also enhance the campus landscape. Reductions to energy consumption, wastewater, and solid waste generation directly reinforce the University's commitment to greenhouse gas reduction, support sustainability for the University and reduce costs. The sub-elements define specific goals, objectives, and policies that will be utilized by the University in developing the USFSM 2015-2025 Campus Master Plan.

### 7.1 Stormwater Management Sub-Element

The USFSM 2015-2025 Campus Master Plan for stormwater management focuses on increasing pervious area throughout the campus. In addition, the 10-year plan implements stormwater management Best Management Practices (BMPs) to protect water quality on campus and in nearby Sarasota Bay.

With limited campus acreage, open space becomes too valuable to be utilized for only stormwater retention and treatment and, therefore, consideration needs to be given by USFSM to the development of subsurface stormwater collection, where runoff can be collected beneath recreational open space and surface parking lots. Additionally, a stormwater infiltration system helps to recharge and maintain the surface groundwater elevation, and aid in preventing saltwater intrusion into the groundwater table.

#### Goal

The Stormwater Management goal for the USFSM 2015-2025 Campus Master Plan is to provide an adequate stormwater management system that accommodates the future University stormwater needs.

#### Summary of Objectives and Policies

**Objective 7.1.1:** Provide a sufficient stormwater management system in a design that supports and enhances the overall master plan scheme, and strives to reduce stormwater runoff volumes.

**Policy 7.1.1.1:** The University shall identify the stormwater detention systems, natural and environmental areas, and flood plains as a "no build" zone, except for recreation support facilities.

**Policy 7.1.1.2:** The University shall construct stormwater facility improvements as identified on Figure 7-2.

**Policy 7.1.1.3:** The University shall coordinate through its capital improvement projects and building program to ensure that stormwater storage and conveyance pipes are located and constructed to avoid conflicts with future building programs.

**Policy 7.1.1.4:** The University, prior to the design and construction of any stormwater collection system, shall thoroughly investigate issues including geotechnical information, regulations, and existing utilities.

**Policy 7.1.1.5:** The University shall maintain a capacity tracking system to ensure capacity is available for the impacts of new construction.

**Objective 7.1.2:** **Recognizing that natural drainage on the main campus parcel flows westward toward Sarasota Bay, appropriate considerations will be given for maintaining and protecting the natural drainage patterns and hydrological conditions.**

**Policy 7.1.2.1:** The University shall enhance the above-ground stormwater facilities and natural open space system with the following appropriate design features:

- Gradual and varied side slopes,
- Natural aquatic plant material, and
- Walkways, boardwalks or other approved permeable materials.

**Policy 7.1.2.2:** : Recognizing that increasing the tree canopy reduces the amount of runoff entering stormwater ponds, the University shall implement a tree planting program, making it a priority to plant areas adjacent to roadways, surface parking lots, and other paved surface areas.

**Objective 7.1.3:** **Prevent any further degradation and improve the quality of receiving waters.**

**Policy 7.1.3.1:** The University shall implement an ongoing, regularly scheduled stormwater facility maintenance program to ensure adequate water quality and design capacity of the facilities.

**Policy 7.1.3.2:** The University shall coordinate, as appropriate, with FDEP and SWFWMD regarding the National Pollutant Discharge Elimination System (NPDES) program.

**Policy 7.1.3.3:** The University shall continue to construct on-site stormwater treatment systems (the majority of which shall be subsurface infiltration systems) that remove suspended solids and nutrients per State and Southwest Florida Water Management District standards.



**Policy 7.1.3.4:** The University shall mitigate University-generated stormwater and minimize stormwater-borne pollutants through the implementation of a system of Best Management Practices (BMPs), which includes, but is not limited to:

- Incorporating stormwater management retention and detention features into the design of parks, trails, commons, and open spaces, where such features do not detract from the recreational or aesthetic value of a site.
- Use of slow release fertilizers and/or carefully managed fertilizer applications timed to ensure maximum root uptake and minimal surface water runoff or leaching to groundwater.
- Educating maintenance personnel about the need to maintain motor vehicles to prevent the accumulation of grease, oil and other fluids on impervious surfaces, where they might be conveyed to surface and ground waters by runoff, and the need to regularly collect and dispose of yard debris.
- Avoiding the widespread application of broad spectrum pesticides by involving only purposeful and minimal application of pesticides, aimed at identified target species.
- Coordinating pesticide application with irrigation practices to reduce runoff and leaching into groundwater.
- Use of pervious surface treatments to minimize the need for impervious surface area, thereby reducing the amount of runoff generated on-site.
- Incorporating features into the design of fertilizer and pesticide storage, mixing and loading areas that are designed to prevent or minimize spillage.
- Support licensing for ground maintenance vendors including - grounds superintendents and staff - to permit handling and administering restricted pesticides and to ensure that fertilizers will be selected and applied to minimize surface water runoff and leaching to ground water.

**Policy 7.1.3.5:** The University shall implement a policy that no stormwater discharges may cause or contribute to a violation of water quality standards in waters of the State. Post-development runoff shall have nutrient levels low enough to actually improve water quality upon entering Sarasota Bay.

**Objective 7.1.4:** Coordinate and phase the increased stormwater facility capacity to meet the future needs of the University.

**Policy 7.1.4.1:** The University shall ensure that the detailed Stormwater Management Sub-Element will comply with the host communities and SWFWMD level of service regulations for quantity and quality. In addition, the University shall adopt a level of service standard for stormwater quality and quantity as established in Chapters 40D-4, 40D-40 and 40D-400 FAC.

**Policy 7.1.4.2:** The University shall construct permanent stormwater management facilities, that shall be in place and operational, at established levels of service, in conjunction with the construction of any new University improvements. If permanent facilities cannot be operational prior to construction, a temporary stormwater treatment system must be operational prior to site disturbance.

**Policy 7.1.4.3:** Subject to available funding, the University shall devise and implement ongoing monitoring and evaluation activities to survey, document and assess the existing and future system needs, as a result of proposed land redevelopment, transportation system improvements, reconfiguration of existing drainage conveyances, and improvements within the drainage basins. These engineering study efforts shall address the data and analysis requirements contained in Rules 6C-21.207(1) and (2) F.A.C., and shall also:

- Establish priorities for replacement, correcting stormwater management facility deficiencies, and providing for future facility needs.
- Establish the timing and phasing requirements and identify the projected funding sources for stormwater management facility improvements to meet future USFSM needs.
- Classify existing utility corridors as no build zones. In the event the utility cannot be avoided, the USFSM Office of Facilities Planning and Management shall be contacted.
- Following the completion of the engineering study described in Policy 7.1.4.3, the University shall prioritize and correct identified stormwater system deficiencies subject to available funding. The adopted campus master plan will be amended as needed to reflect the survey results and priorities assigned to them.

**Policy 7.1.4.4:** The University shall ensure proper coordination between the construction of any future retention areas and/or underground stormwater system with the removal of existing parking areas and infrastructure.

**Policy 7.1.4.5:** The University shall coordinate planning and design efforts through its capital improvement projects and building program to ensure that existing stormwater pipes that are to be relocated or replaced shall be consistent with the Stormwater Management Sub-Element.

**Policy 7.1.4.6:** The University shall, by utilizing its capital improvement program, continue to identify appropriate phasing programs for the construction of the stormwater management facilities in a logical and coordinated manner to meet the University's future needs as described in Element 11, Capital Improvements.

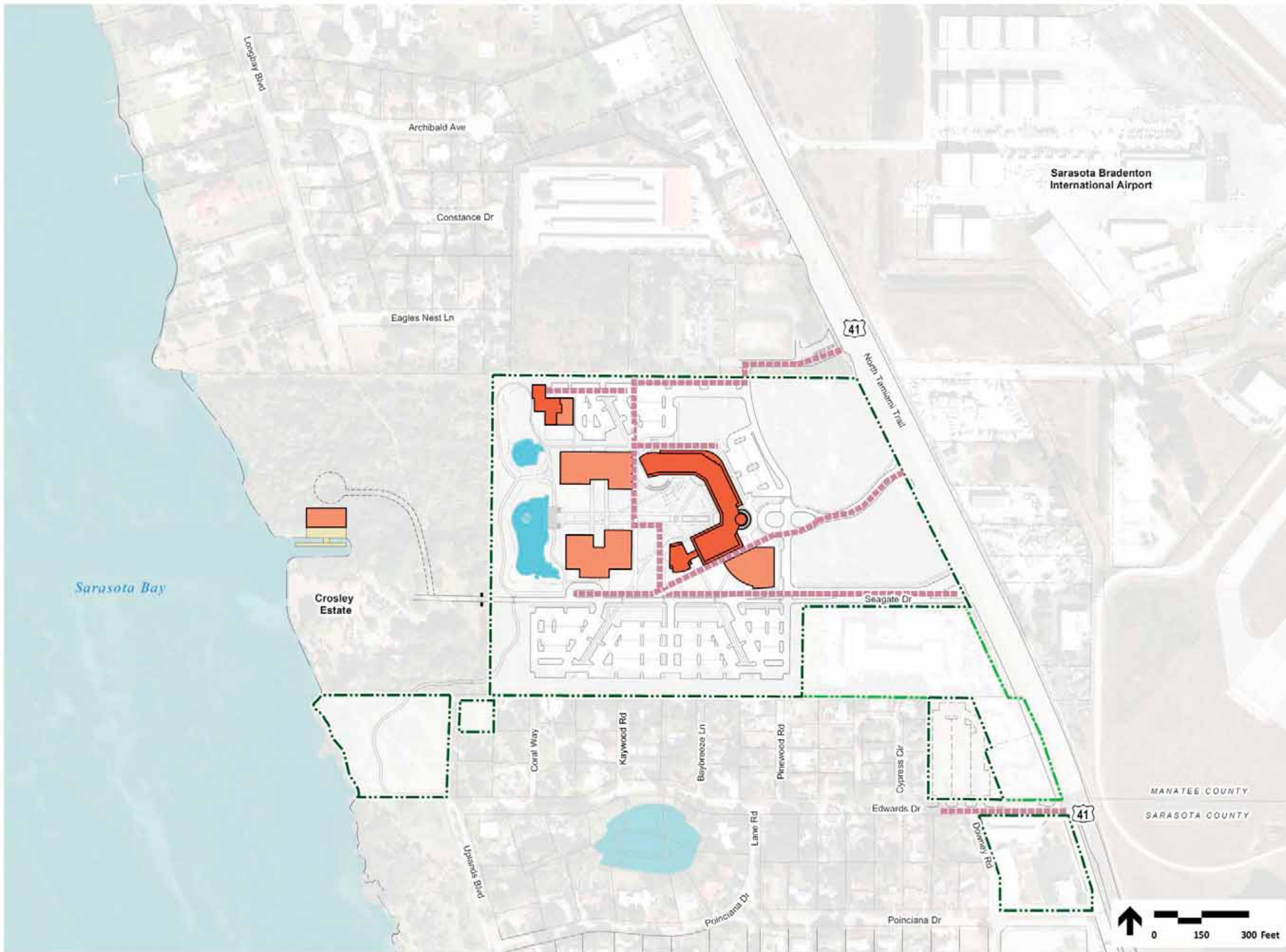
**Policy 7.1.4.7:** The University shall review all proposed construction and development on campus to ensure that any proposed increase in campus impervious surfaces shall be implemented only upon a finding that existing facility capacity is already in-place to accommodate the increased

impacts, or that additional capacity will be funded and in-place at the time of planned construction.

**Policy 7.1.4.8:** The University shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures to ensure capacity and capital improvements required to meet future University needs are provided when required, based on needs identified in other master plan elements.

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**2015 Campus Master  
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**Legend**  
- - - - - Campus Limits  
———— Study Area  
- - - - - Infrastructure and Utility Corridor

**Date**  
October 2015







**Element 7**  
General Infrastructure  
and Utilities

**GOP Figure 7-1**  
Infrastructure and  
Utility Corridor

**2015 Campus Master  
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**Legend**

-  Campus Limits
-  Study Area
-  Permeable Area
-  Stormwater Collection Area
-  Existing Building
-  New Building

**Date**  
October 2015

**Element 7**  
General Infrastructure  
and Utilities

**GOP Figure 7-2**  
10 Year Stormwater  
Management Facilities  
and Permeable Areas

## 7.2 Potable Water Sub-Element

It is recommended that the University continue to receive its potable water supply and fire protection from Manatee County.

### Goal

The Potable Water goal for the USFSM 2015-2020 Campus Master Plan is to develop a potable water infrastructure system that accommodates the future University potable water needs. In addition, the University shall implement policies to reduce wasteful consumption of water.

### Summary of Objectives and Policies

**Objective 7.2.1:** Provide at a minimum a level of service of 0.24 gallons per day (GPD) per square foot of building area and provide distribution and building plumbing systems to maintain a building operating pressure of 40 psi minimum.

**Policy 7.2.1.1:** The University shall establish and adopt the following level of service standards for potable water and fire flow:

- Provide a minimum a level of service of 0.24 GPD per square foot of building area for general office / classroom space.
- Provide adequate fire protection with a goal of 3,000 GPM for four hours.
- Maintain an operating pressure of a minimum of 40 psi throughout the building systems.
- System identified in Figure 7-3 is designed to achieve and maintain these standards.

**Policy 7.2.1.2:** Proposed increases in consumptive uses shall be approved only upon a finding that existing potable water treatment and distribution facility capacity is already in-place to accommodate the increased need, or that additional capacity will be funded and on-line when needed.

**Objective 7.2.2:** Provide adequate fire protection with a goal of 3,000 GPM for four hours.

**Policy 7.2.2.1:** The University shall provide sufficient fire protection with strategically placed fire hydrants during the construction of new facilities.

**Policy 7.2.2.2:** The University, in order to provide sufficient fire protection, shall install fire hydrants only on six-inch or larger water lines.

**Policy 7.2.2.3:** The University shall conduct on-site fire flow tests at least annually 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 appropriate Cedar Hammock Fire Department personnel.

**Objective 7.2.3: The University shall continue to implement and expand its water conservation program.**

**Policy 7.2.3.1:** The University shall implement and promote its water conservation program as follows:

- The use of xeric landscaping materials, technology, and maintenance practices, including the maintenance or installation of selected native and environmentally fitting vegetative species, low irrigation and compact hydrazone concepts, are encouraged for all new and renovated building, ancillary, and site facility construction.
- Maintain existing well for landscape irrigation purposes.
- Maintain and install sub-metering on existing and new facilities to be able to monitor accurately the amount of water being utilized in the various irrigation and building facilities.
- The University shall create an awareness program of water usage utilizing the information above.
- Establish computerized, rain-sensitive system controls for all irrigation systems.
- Explore opportunities to coordinate with the host communities in providing a reclaimed water irrigation system, if system is extended to the University area.
- Explore use of collected stormwater or other gray water sources for landscape irrigation purposes.
- Promote the use of air conditioning condensate collection for all new buildings. Prioritization shall be established for retrofitting existing facilities to collect condensate on the basis of availability and proximity to a source requiring reuse water.
- Require use of efficient low water volume plumbing fixtures in new and renovated University buildings. Ultra-low-flow fixtures will be required to support LEED certification for University buildings, for new construction as well as renovated buildings.
- Conduct annual water audits in addition to other leak detection programs.

**Objective 7.2.4: Cooperate with Manatee County Public Works Department and other appropriate State and Federal agencies to ensure safe and sufficient water supply at a cost effective rate.**

**Policy 7.2.4.1:** The University shall, through its capital improvements program, ensure that potable water service capacity is available to meet future potable water facility service needs as prescribed in Element 11, Capital Improvements.



**Policy 7.2.4.2:** The University shall maintain, as appropriate, a “technical design standards” manual to ensure the compatibility of future potable lines for ease of on-going maintenance.

**Policy 7.2.4.3:** The University shall coordinate the provisions of off-campus potable water facilities required to meet future University needs with the host community or appropriate service provider as described in Element 10, Intergovernmental Coordination. The University shall follow established procedures for coordinating with appropriate Sarasota and Manatee County Public Works officials relative to University’s water needs. USFSM shall pursue any inter-local agreements or memoranda of understanding necessary to ensure that potable water will be supplied to meet the future needs of the University.

**Objective 7.2.5:** Correct any existing potable water facility deficiencies and maximize its level of service where feasible.

**Policy 7.2.5.1:** The University shall maintain "loops" within the water system and avoid dead-end distribution lines. New water mains shall be designed to be in close proximity to existing utilities, following established utility corridors where possible, thereby minimizing impact to areas of open space.

**Policy 7.2.5.2:** The University shall establish an on-going maintenance program to replace deteriorated or undersized pipes, to the extent that available funding allows. Existing utility corridors shall be classified as no build zones.

**Policy 7.2.5.3:** The University shall, through its capital improvements program, ensure that when a project requires the relocation of potable water utilities, that those utilities be appropriately upgraded and replaced as necessary to provide service to the capital improvements programmed in Element 11, Capital Improvements.

**Policy 7.2.5.4:** The University shall investigate and ascertain presence of hazardous material when any existing lines (installed prior to 1980) are to be relocated, replaced or removed. Older mains have the potential to contain asbestos, also known as "transite."

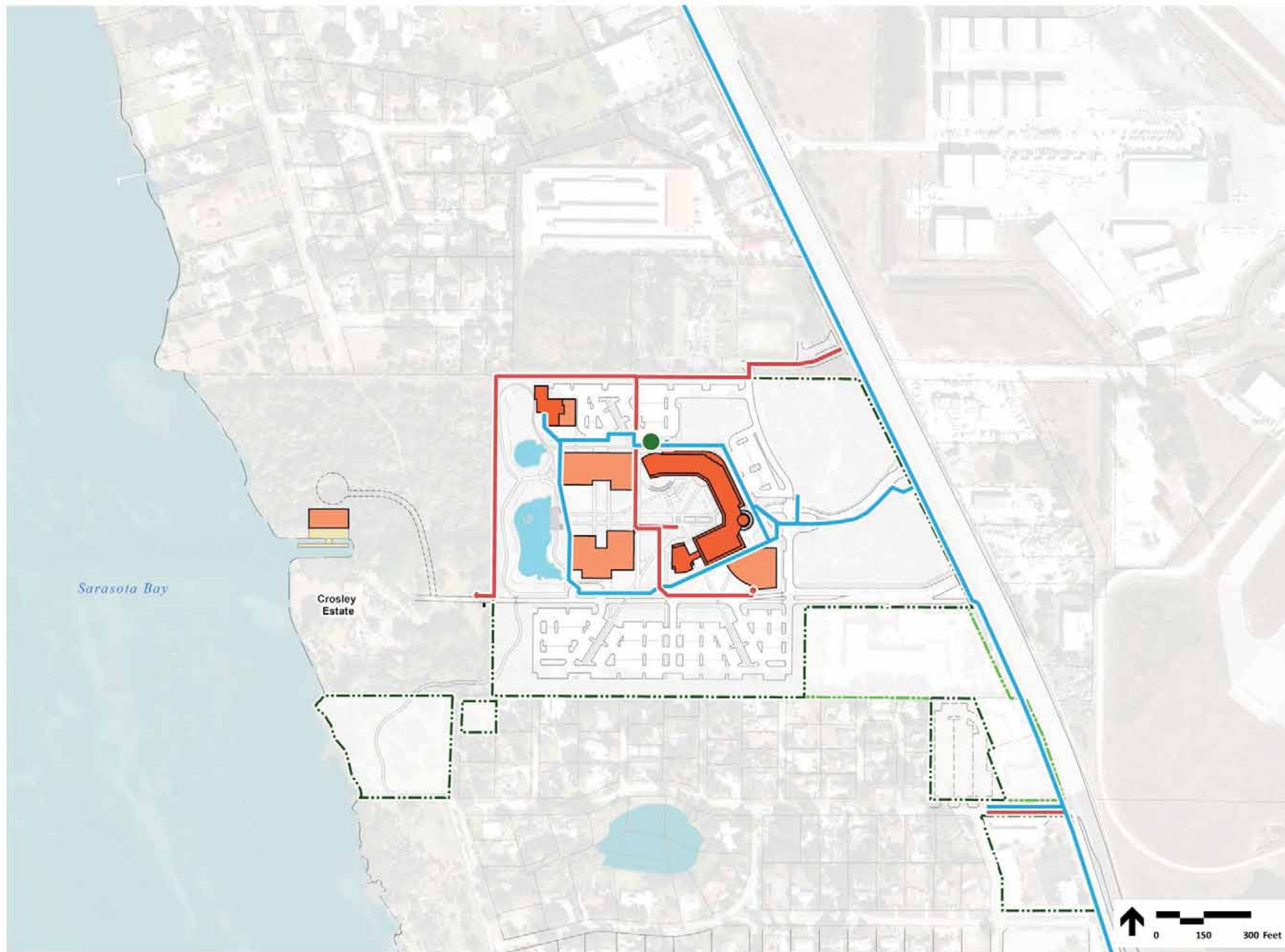
**Policy 7.2.5.5:** The University shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures to ensure that potable water facility improvements required to meet future University needs are in place and operational, at the adopted levels of service, prior to occupancy of any new University building.

**Policy 7.2.5.6:** The University shall implement and maintain a hydraulic model of the potable water system on campus. The model should identify areas of low pressure. Alternatives should be developed to increase pressure to the affected areas. Areas for potential water service expansion should also be considered.

**Objective 7.2.6:** Protect and conserve potable water sources and facilities.

**Policy 7.2.6.1:** The University shall identify the new potable water corridors as "no build" zones.

**2015 Campus Master  
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**Legend**

-  Campus Limits
-  Study Area
-  Water Main
-  Sewer Main
-  Waste Management Facility
-  Existing Building
-  New Building

**Date**  
October 2015

**Element 7**  
General Infrastructure  
and Utilities

**GOP Figure 7-3**  
10 Year Potable Water,  
Sanitary Sewer and  
Waste Management

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### 7.3 Sanitary Sewer Sub-Element

It is recommended that the University continue to maintain its current connection to the Manatee County Southwest Sewage Treatment Plant, via a system of gravity sanitary sewer mains. The University shall work with the maintenance staff of the Crosley Estate to also ensure the estate’s force main remains active during periods of future campus construction.

#### Goal

The Sanitary Sewer goal for the USFSM 2015-2025 Campus Master Plan is to provide an adequate sanitary sewer system that accommodates the future University sanitary sewer needs.

#### Summary of Objectives and Policies

**Objective 7.3.1: Provide for reliable and efficient collection and transmission of all wastewater generated by the University in an environmentally safe manner.**

**Policy 7.3.1.1:** The University shall continue a preventative maintenance program for existing lines as established in this Sanitary Sewer Sub-Element.

**Policy 7.3.1.2:** The University shall coordinate with the host communities to ensure that off-campus sanitary sewer facilities that may be affected by additional demands are improved as appropriate in accordance with procedures identified in Element 10, Intergovernmental Coordination. The University shall continue to follow established procedures to coordinate with appropriate City and County officials relative to University sewage requirements. USFSM shall pursue any inter-local agreements or memoranda of understanding necessary to ensure that sanitary sewer will be supplied to the campus to meet the future needs of the University.

**Policy 7.3.1.3:** The University shall recognize that future adjustment may be required in the sanitary sewer improvement program in response to changes in building programs and funding.

**Policy 7.3.1.4:** The University shall ensure that proposed increases in consumptive uses, whether residential or non-residential, shall be approved only upon a finding that existing sanitary sewer treatment and collection system capacity is already in-place to accommodate the increased load, or that additional capacity will be funded and in-place when needed.

**Objective 7.3.2: Maintain at a minimum the wastewater collection service at its present level of service with the implementation of the 10-year master plan.**

**Policy 7.3.2.1:** The University shall ensure that the detailed sanitary sewer master plan provides adequate capacity within the sanitary sewer system design to handle the wastewater generation rates estimated for the 10-year plan.

**Objective 7.3.3: Coordinate any required sanitary sewer relocation and improvement program with the implementation of the capital improvement program and master plan.**

**Policy 7.3.3.1:** The University shall identify the main sanitary sewer trunk lines as "no build" zones. In the event the utility cannot be avoided, the USFSM Office of Facilities Planning and Management should be contacted.

**Policy 7.3.3.2:** The University shall, through its capital improvements program, ensure that the sanitary sewer system will be appropriately upgraded and expanded on-campus as necessary to meet the future University needs described in Element 11, Capital Improvements.

**Policy 7.3.3.3:** The University shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures to ensure capacity and capital improvements required to meet future University needs are provided when required, based on needs identified in other master plan elements.

**Objective 7.3.4:** Correct any existing and future sanitary sewer deficiencies needed to maintain a reliable level of service.

**Policy 7.3.4.1:** The University shall investigate and ascertain presence of hazardous materials when any of the existing lines are to be upgraded, removed or relocated. Appropriate action will be taken by the University to have these lines removed, remediated, or replaced by a certified contractor or be allowed to remain if associated risks are minimized.

**Policy 7.3.4.2:** The University, through the Office of Facilities Planning and Management, shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures to ensure that sanitary sewer facility improvements required to meet future University needs are in place and operational, at the adopted levels of service, prior to occupancy of any new University building.

**Policy 7.3.4.3:** The University shall devise and implement ongoing monitoring and evaluation activities to survey, document and assess the existing and future sanitary sewer system needs. This study shall address the data and analysis requirements contained in Rules 6C-21.207(7) and (8), F.A.C., and shall also:

- Establish priorities for replacement, correcting sanitary sewer facility deficiencies found, or providing for future facility needs.
- Establish the timing and phasing requirements and identify the projected funding sources for sanitary sewer facility improvements determined to be needed to meet future USFSM needs.

**Objective 7.3.5: Reduce the impacts of sewage generation.**

**Policy 7.3.5.1:** The University shall implement, where practical, the following techniques for reducing the impacts of sewage generated on the campus:

- Utilizing low volume plumbing fixtures.
- Implementing a leak detection and repair program.
- Re-routing air-conditioning condensate drain lines from the sewer system to alternate locations (such as rain barrels, rain gardens, cisterns, infiltration areas).

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## 7.4 Solid Waste Sub-Element

### Goal

The Solid Waste goal for the USFSM 2015-2025 Campus Master 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.

### Summary of Objectives and Policies

**Objective 7.4.1: Coordinate with Manatee County in establishing an appropriate level of service for solid waste collection.**

**Policy 7.4.1.1:** The University shall continue to assist in providing solid waste collection services for the campus.

**Policy 7.4.1.2:** The University shall establish a level of service standard for solid waste collection consistent with Manatee County Solid Waste Division.

**Policy 7.4.1.3:** The University shall coordinate the provision of on and off-campus solid waste collection and disposal facilities required to meet future University needs with the host community or appropriate service provider as outlined in Element 10, Intergovernmental Coordination. USFSM shall pursue any inter-local agreements or memoranda of understanding necessary to ensure that solid waste collection and disposal services will be supplied to the campus to meet the future needs of the University.

**Policy 7.4.1.4:** The University shall develop and administer specific training to all employees who handle solid waste.

**Objective 7.4.2: Define procedures to reduce University-generated solid waste and increase scope of recycling and reuse programs.**

**Policy 7.4.2.1:** The University shall continue to take steps to reduce the quantity of solid waste generated by expanding its recycling program to include additional interior and exterior, easily accessible drop-off locations. These drop-off facilities shall be installed in the individual buildings, residential areas or in other convenient locations. The University will strive to provide, at a minimum, for the recycling of paper, corrugated cardboard, glass, plastics, and metals. Awareness programs directed toward students, faculty and staff shall be included in this recycling program.

**Policy 7.4.2.2:** The University shall recycle and/or salvage construction, demolition and land clearing waste as practical and possible.

**Objective 7.4.3:** Establish a program to modify existing solid waste collection locations for convenient service while avoiding potential pedestrian conflicts and visual impacts.

**Policy 5.3.4.2:** The University shall establish a unified screening program for solid waste collection locations. Included will be the implementation of aesthetic coordination as well as standardized solid waste containers.

**Policy 7.4.3.1:** The University shall, during the design of specific building programs, evaluate the relationship of the proposed buildings with the existing buildings, and identify opportunities to reconfigure, enhance or screen solid waste collection facilities from pedestrian corridors.

**Objective 7.4.4:** Encourage and support proper management in the disposal of hazardous and other special wastes.

**Policy 7.4.4.1:** The University shall meet all State and Federal regulations in the collection and transportation of its hazardous wastes and materials.

**Policy 7.4.4.2:** The University shall coordinate the collection and disposal of hazardous waste and materials with the USF System Office of Environmental Health and Safety.

**Policy 7.4.4.3:** The University shall monitor the volume and type of hazardous waste collection and temporary storage on-site to determine feasibility of constructing and operating the next higher level of storage facility on campus. If such a determination is made to proceed, the University shall amend the adopted campus master plan to reflect the timing, location, and scope of such a facility.

**Objective 7.4.5:** Establish procedures to correct any existing solid waste facility deficiencies.

**Policy 7.4.5.1:** The University shall ensure that solid waste collection and disposal facilities are appropriately provided and phased accordingly to meet the future University needs while correcting any disposal facility deficiencies. USFSM does not anticipate the need for any solid waste facility improvements at this time. If this condition changes, the University shall amend the adopted campus master plan to identify said improvements, and to establish the timing and phasing requirements and priorities for the improvements.

**Policy 7.4.5.2:** The University shall establish that the timing and phasing of disposal facility improvements shall be coordinated with Element 11, Capital Improvements.

**Policy 7.4.5.3:** The University shall annually review future construction programs and priorities for deficiency remediation as part of the capital improvements requirements and procedures of the Florida Board of Trustees to ensure capacity and capital improvements required to meet future University needs are provided when required, based on needs identified in other master plan elements.

## 7.5 Hot Water Sub-Element

The existing campus does not utilize centralized steam or hot water heat.

As signatory of the American College and University Presidents’ Climate Commitment, the University has established goals for becoming carbon neutral by 2070. The University has a significant opportunity to reduce operating expenses associated with electric resistance heat and should commission a study to evaluate the feasibility of utilizing natural gas hot water boilers for heating needs.

### Goal

The Hot Water Sub-Element goal for the USFSM 2015-2025 Campus Master Plan is to explore the feasibility of alternative heating sources as it relates to utilizing natural gas hot water boilers.

### Summary of Objectives and Policies

**Objective 7.5.1:** Study the feasibility of alternative heating sources.

**Policy 7.5.1.1:** The University shall commission a study to determine the feasibility of utilizing natural gas hot water boilers at either a campus level or at the building level.

**Policy 7.5.1.2:** The University shall continue to evaluate the feasibility of utilizing solar collectors to provide primary hot water heating at either a campus level or at the building level.

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## 7.6 Chilled Water Sub-Element

Additional chilled water plant capacity will be required to serve the program growth projected in the USFSM 2015-2025 Campus Master Plan. Additionally, a new policy will identify procedures for metering chilled water loads in order to facilitate load management and conservation measures. The Plan recommends that the next phasing of chiller, thermal storage and cooling tower additions to the Central Energy Plant (CEP) be implemented within the next ten (10) year planning period since much of the growth will occur in the central section of campus. A study should be commissioned to determine the most beneficial approach to growth on the north and south sections of campus.

The growth will result in greater energy and water consumption and impact on the environment. These factors can be mitigated through selection, installation, and thoughtful operation of the systems.

As signatory of the American College and University Presidents’ Climate Commitment, the University has established goals for becoming carbon neutral by 2070. Improvements in the efficiency of the chilled water systems will have direct impact on the greenhouse gas emissions performance of the campus.

(See Figure 7-4, Chilled Water.)

### Goal

The Chilled Water Sub-Element goal of the USFSM 2015-2025 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 while limiting the generation of greenhouse gas emissions (GHG).

### Summary of Objectives

**Objective 7.6.1: Expand the Central Energy Plant (CEP).**

**Policy 7.6.1.1:** The University shall require that a computerized life cycle cost analysis of the HVAC system be submitted for all new and renovated facilities to determine the amount of chilled water which will be required from the central chilled water system.

**Policy 7.6.1.2:** The University shall implement chilled water facility improvements based on the following priorities:

- Expand the system to accommodate new chilled water needs.
- Consideration given to heat pump chiller technology for simultaneous chilled and hot water generation.

**Objective 7.6.2: Extend the existing chilled water distribution system to accommodate future renovated facilities.**

**Policy 7.6.2.1:** The University shall require that the current Chilled Water Master Utility Plan be modified based upon the amount of chilled water required for each new and/or renovated facility. The adopted campus master plan shall be amended as needed to incorporate any new chilled water requirements.

**Policy 7.6.2.2:** The University shall commission a study on the expansion of the chilled water system to support the growth plans.

**Policy 7.6.2.3:** No outside sources from either private or public facilities will be required for chilled water production because all chilled water originates from within the campus.

**Policy 7.6.2.4:** The University shall establish and adopt a level of service standard for chilled water which provides and maintains a maximum of 45 degrees chilled water supply temperature at a minimum pressure of 60 psig to meet building cooling demands.

**Policy 7.6.2.5:** The USFSM Office of Facilities Planning and Management will be responsible for reviewing all proposed development projects to ensure that adequate chilled water capacity exists.

**Policy 7.6.2.6:** Proposed increases in chilled water use, whether residential or non-residential, shall be approved only after finding that existing chilled water distribution capacity is already on-line to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted time of need.

**Policy 7.6.2.7:** The University shall continue to adhere to its policy for replacing ozone-depleting refrigerants with environmentally safe refrigerants.

**Policy 7.6.2.8:** The University shall 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 existing chiller plants that will be essential in accommodating future campus growth.

**Policy 7.6.2.9:** The University shall set and implement a 100% firm capacity criterion to optimize the central energy plant capacity redundancy to an acceptable level commonly used in educational institutions and still provide satisfactory cooling load demand when chilled water equipment failures occur.

**Policy 7.6.2.10:** The University shall evaluate possible ways to preserve the life service of existing chilled water piping by providing corrosion protection to the underground chilled water distribution system.

**Policy 7.6.2.11:** The University, through the Office of Facilities Planning and Management, shall maintain complete verified hydraulic models for the modification and expansion of the piping system throughout the campus.

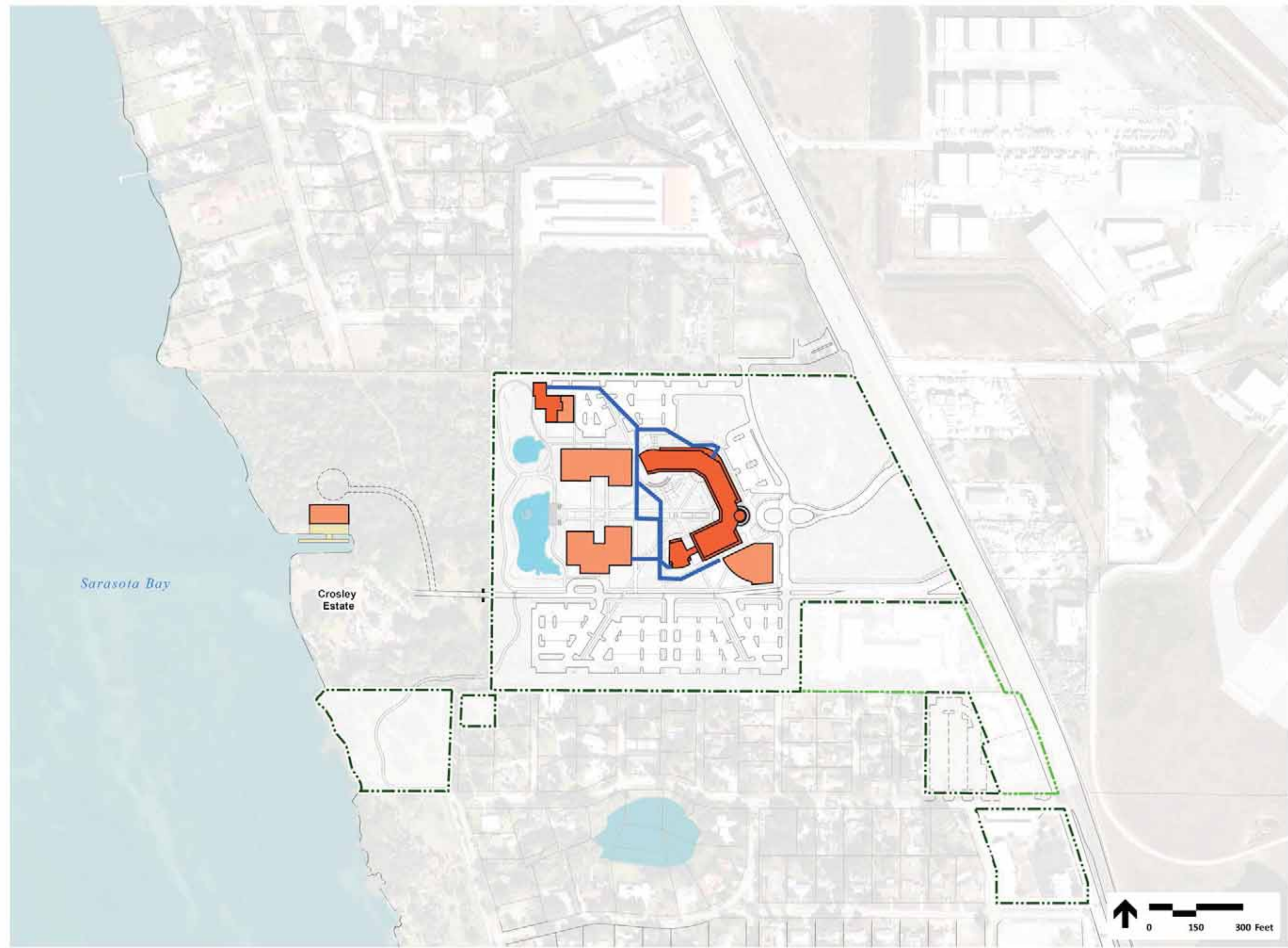
**Policy 7.6.2.12:** The University shall develop and implement non-destructive testing procedures and practices to evaluate the status of existing underground piping systems.

**Policy 7.6.2.13:** The University, through the Office of Facilities Planning and Management, shall meter chilled water loads to implement load management and load history for planning and conservation measures.

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**2015 Campus Master  
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- Legend**
-  Campus Limits
  -  Study Area
  -  Chilled Water
  -  Existing Building
  -  New Building

**Date**  
October 2015

**Element 7**  
General Infrastructure  
and Facilities

**GOP Figure 7-4**  
10 Year Chilled Water

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## 7.7 Electrical Power and Other Fuels Sub-Element

The campus is served by Florida Power and Light (FPL) from 13.2 KV distribution feeders located on US 41 (North Tamiami Trail). All new electrical services to future buildings will be required to be coordinated with FPL.

Given the goal to become carbon neutral by 2070 under the American College and University Presidents' Climate Commitment, the University should seek to significantly reduce the amount of purchased electricity required to operate the campus. Energy conservation measures should be addressed first, however, opportunities to diversify the fuel mix for electricity production using renewable energy should continue to be investigated. Switching to other means of electricity production, such as solar or co-generation, offers significant reductions in greenhouse gas emissions.

### Goal

The Electrical Power and Other Fuels Sub-Element goal for the USFSM 2015-2025 Campus Master Plan is to provide adequate, reliable, and cost effective electrical service to support campus operations and expansions through the 10-year planning period.

### Summary of Objectives

**Objective 7.7.1:** Update and implement design and construction standards to establish the levels of service and installation required to ensure that adequate, reliable, and cost effective electrical service is provided to future and rehabilitated facilities.

**Policy 7.7.1.1:** The University shall implement electrical energy system improvements as described in this sub-element. The timing and phasing requirements for these improvements are established in Element 11, Capital Improvements.

**Policy 7.7.1.2:** The University shall develop a phasing schedule coordinated with FPL to meet future University needs when required. The adopted campus master plan shall be amended as needed to reflect any changes to the timing and phasing requirements.

**Policy 7.7.1.3:** The University shall hold regularly scheduled meetings with FPL to negotiate the terms and conditions under which FPL would continue to provide primary service to future University facilities.

**Policy 7.7.1.4:** The University shall include FPL participation in all modifications to the master plan and in planned expansion programs to ensure adequate electrical service will be available when needed.

**Policy 7.7.1.5:** The University shall require that a computerized life cycle cost analysis be submitted for all new and renovated facilities to determine whether natural gas and/or electricity will be the source of fuel.

**Objective 7.7.2:** Continue to reduce energy losses in the USFSM owned distribution system and in USFSM-owned and operated facilities.

**Policy 7.7.2.1:** The University shall continue to study the use of alternative energy sources (e.g., solar power, co-generation, on-site generation for peak demand shaving, etc.).

**Policy 7.7.2.2:** The University shall continue the use of energy efficient lighting fixtures, electronic ballasts, and high lumen efficiency lamps in all new and renovated buildings and shall continue to implement upgrades as technology evolves and funding is available.

**Policy 7.7.2.3:** The University shall consider the use of infrared survey equipment to determine the status of the primary electrical distribution for energy reliability.

**Policy 7.7.2.4:** The University shall require that the electrical design of all future building construction be designed to achieve a minimum Certified LEED Silver rating.

**Policy 7.7.2.5:** The University shall continue to identify energy conservation opportunities to reduce greenhouse gas emissions and reduce the electrical demand.

**Policy 7.7.2.6:** The University shall coordinate with FPL easements within the campus interior.

**Objective 7.7.3:** Continue to update a computerized data based load tabulation of electric power requirements, for existing facilities and for new buildings proposed in the master plan, which can be upgraded for changes on as needed or programmed basis.

**Policy 7.7.3.1:** The University shall continue to require that a report be submitted for each new and/or renovated facility indicating the amount of electricity which will be required for each renovated and/or new facility.

**Policy 7.7.3.2:** The University shall continue to require that the campus electrical power distribution system be modified to meet the electricity demands created by the renovated and/or new facilities.

**Policy 7.7.3.3:** The University, through the Office of Facilities Planning and Management, shall continue to be responsible for reviewing all proposed development projects to ensure that adequate electrical energy capacity exists.

**Policy 7.7.3.4:** The University shall approve proposed increases in electrical energy use only after finding that existing electrical energy distribution capacity is already in-place to accommodate the

increased need, or that additional capacity will be funded and in-place at the forecasted future time of need. New loads shall be evaluated and selectively added to the existing campus electrical distribution.

**Objective 7.7.4: Limit the expansion of the University-owned electrical distribution system to within the boundaries established by USFSM.**

**Policy 7.7.4.1:** The University shall implement electrical system improvements based on the following priorities:

- Maintaining the existing system, and
- Expanding the system to accommodate new electrical energy needs.

**Objective 7.7.5: Identify, inventory, and study any emergency generators on the campus.**

**Policy 7.7.5.1:** The University shall endeavor to identify funds to keep an updated inventory and study of emergency generators on campus.

**Objective 7.7.6: Develop a means or standard for the assessment of disaster preparedness in existing and future buildings.**

**Policy 7.7.6.1:** The University shall determine the potential risk, liability and economic impact of long term power outages for existing and new buildings.

**Policy 7.7.6.2:** The University shall assess the environmental exposure of electrical service equipment for worst case weather scenarios.

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## 7.8 Telecommunications Sub-Element

The extent of the USFSM telecommunications infrastructure is primarily limited to the existing main building (SMC). As new buildings are added to the campus, consideration should be given to co-locating communication equipment within the main building (SMC) to serve the planned campus expansion. New major telecommunications corridors should be positioned principally along primary circulation patterns and seams between development sites so as to minimize disruption by new construction.

In general, the University shall continue on a path of identifying opportunities to manage growth with sustainability. Principles shall be incorporated that follow the path of Florida’s Energy Plan adopted by the Florida Department of Environmental Protection and recommended policies of the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) Standards.

### Goal

The Telecommunications Sub-Element goal for the USFSM 2015-2025 Campus Master Plan is to provide each existing building and planned new buildings on the USF Sarasota-Manatee campus with communications connectivity for telephone, data, and video/media networks.

### Summary of Objectives

**Objective 7.8.1:** To plan, design and implement communications infrastructure at the USF Sarasota-Manatee campus in order to correct existing deficiencies and meet the voice, data and video communications needs of the 10-year planning period.

**Policy 7.8.1.1:** The University shall endeavor to identify funding for design and construction to extend the communications infrastructure to encompass campus facilities.

**Policy 7.8.1.2:** The University shall endeavor to identify funding for design and construction to extend fiber optic cable to campus facilities and provide connectivity for faculty, staff, and students.

**Policy 7.8.1.3:** The University shall actively participate with local exchange carriers (LEC) and the local CATV companies and other service companies in all modifications to the master plan and in planned expansion programs to ensure adequate telecommunications will be available when needed.

**Policy 7.8.1.4:** The University shall endeavor to identify funding for design and construction to upgrade and create additional licensed and unlicensed wireless systems to meet the needs of the University’s educational mission.

**Policy 7.8.1.5:** The University shall implement telecommunications system improvements. The timing and phasing requirements for these improvements are established in Element 11, Capital Improvements.

**Policy 7.8.1.6:** The University shall implement telecommunications system improvements based on the following priorities:

- Elimination of existing system deficiencies,
- Maintaining the existing system, and
- Expanding the system to accommodate new telecommunications system needs.

**Policy 7.8.1.7:** The University, through Technology Services, shall be responsible for reviewing all proposed development projects to ensure that adequate telecommunications system capacity exists.

**Policy 7.8.1.8:** The University shall approve proposed increases in telecommunications system use only after a finding that existing telecommunications system capacity is already in-place to accommodate the increased need, or that additional capacity will be funded and on-line at the forecasted future time of need.

**Objective 7.8.2:** Standardize on a data local wide area network, for campus-wide use, that will serve USFSM's network needs through the 10 year planning period and beyond.

**Policy 7.8.2.1:** The University shall endeavor to identify funding for design and construction to provide adequate copper connectivity for voice, multi-mode fiber for data, and single mode fiber for video/data to all buildings at USFSM.

**Policy 7.8.2.2:** The University shall identify, inventory, and study any electromagnetic field generators on the campus.

**Policy 7.8.2.3:** The University shall endeavor to identify funding to perform an inventory and study of electromagnetic fields on campus.

**Objective 7.8.3:** Identify, inventory, and assess any media or high bandwidth application on the campus.

**Policy 7.8.3.1:** The University shall endeavor to identify funding to perform an inventory and study of video systems on campus.

**Objective 7.8.4:** Maintain a periodically revised USFSM voice/data/video Construction Standard for use in all new construction and renovation projects requiring these services.



**Policy 7.8.4.1:** The University, through Technology Services, shall produce, distribute, and update as necessary a set of construction standards for campus-wide voice/data/video systems, based on technology to support the University through the 10 year planning period.

**Policy 7.8.4.2:** The University, through Technology Services, and the Office of Facilities Planning and Management, shall provide oversight and coordinate with other responsible departments to coordinate the joint use of underground infrastructure trenches to minimize redundant construction costs.

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# Element 8:

# Conservation

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## 8. Conservation

Conservation policies in the USFSM 2015-2025 Campus Master Plan, as in the 2000-2010 and 2005-2015 Master Plans, address protection and improvement of air quality, conservation and protection of the quantity and quality of water sources, conservation and protection of native vegetation and wildlife habitats, energy efficiency, and waste monitoring, disposition, recycling, and reduction of greenhouse gas emissions in support of the University’s commitment to the American College and University President’s Climate Commitment (ACUPCC).

The USFSM 2015-2025 Campus Master Plan recommends increased demonstration and visibility of conservation measures and pilot project efforts. Broadened awareness of initiatives demonstrates institutional commitment, enriches the educational experience, generates excitement for participation, and contributes to greater success in meeting the ACUPCC goals.

The USFSM 2015-2025 Campus Master Plan continues policies preserving the existing environmental preserve adjacent to US 41. The Plan recommends expanded implementation of the designated open space/pedestrian corridors, including removing those elements currently within the limits of the corridors that conflict with intended land uses; predominantly parking areas.

The USFSM 2015-2025 Campus Master Plan continues to recognize Sarasota Bay as a designated Outstanding Florida Water by the Florida Department of Environmental Protection (FDEP) and, as such, afforded the highest degree of protection by the State. Sarasota Bay is also recognized as part of the National Estuary Program by the U.S. Environmental Protection Agency (EPA).

USFSM will consider promotion of the campus as an arboretum. Preservation and enhancement of a mix of integrated, viable ecosystems can provide USFSM with research and educational resources and opportunities. The USFSM 2015-2025 Campus Master Plan recommends a phased campus wide implementation of a Botanical Garden/Arboretum concept. Implementation of the “Campus as Arboretum” initiative places priority on expansion and documentation of plant materials and vegetative communities throughout the campus and would be phased to include existing campus open spaces – quadrangles and courtyards – as opportunities arise.

### Goal

The Conservation goal of the USFSM 2015-2025 Campus Master Plan is to be an institutional model for conservation policies, to meet the ACUPCC goals, to minimize negative environmental impacts, and better the environment through improved air, water and open space quality in the vicinity of the campus.

## Summary of Objectives

### **Objective 8.1: Identify mitigation techniques in order to reduce greenhouse gas emissions and improve the air quality.**

**Policy 8.1.1:** The University shall continue to participate in and consider expanding those programs that contribute to improving existing air quality and reducing greenhouse gas emissions through the reduction of campus traffic and parking demands. Such programs include, but are not limited to, participation in local transportation management associations, transit routing and terminal servicing activities and the promotion of bicycle and pedestrian circulation improvements.

**Policy 8.1.2:** The University shall reduce mobile sources of air pollution through implementation of Element 5, Transportation policies designed to discourage dependence on single occupancy vehicles (SOV) as the primary transportation mode for commuting to and from and/or moving on campus, and to encourage alternative modes of transportation.

**Policy 8.1.3:** The University shall explore and implement, as appropriate, alternative fuel vehicles including fuel efficient vehicles, low emitting vehicles, and electric vehicles with appropriate charging stations for both automobile and golf cart fleets and campus shuttle systems.

**Policy 8.1.4:** The University shall minimize emissions of air pollutants from and within buildings on campus through the installation of appropriate filtering devices on fume hoods, minimizing the storage and use of volatile and hazardous materials, and by reducing use of refrigerants and coolants in campus buildings.

**Policy 8.1.5:** The University shall continue monitoring both indoor and outdoor air quality. Indoor sampling shall occur at kitchens, and other sites, and in future planned facilities such as chemistry laboratories, where fumes are produced. Outdoor sampling sites shall include parking areas and congested intersections. Failure to meet air quality standards adopted by the State 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 8.1.6:** The University shall implement tree planting programs targeting open space without tree cover during the initial five-year planning period as a means to provide the following benefits onto campus:

- Increased carbon absorption for improved air quality;
- Reduced the heat-island effect on campus;
- Reduced stormwater runoff; and
- Enhanced outdoor space, providing shade for campus population and encouragement for increased alternative non-vehicular circulation.

**Objective 8.2: Conserve and protect the quantity and quality of surface waters and groundwater supply.**

**Policy 8.2.1:** The University shall not undertake activities on-campus which would contaminate groundwater sources or designated recharge areas unless provisions have been made to prevent such contamination or otherwise provide mitigation for such activities so as to maintain established water quantity and quality standards. (See Sub-Element 7.1, Stormwater Management.)

**Policy 8.2.2:** The University shall monitor surface waters for compliance with existing standards for water quality. (See Sub Element 7.1, Stormwater Management.)

**Policy 8.2.3:** The University shall continue to implement its comprehensive Water Conservation Plan, to include, but not be limited to the following measures:

- Exploration of the potential interdependencies between chiller plant make-up water discharge, stormwater collection, and irrigation needs (See Element 7, General Infrastructure and Utilities),
- The use of irrigation monitoring mechanism, such as automated timers, rain and ground moisture sensors, and flow meters,
- Application of low maintenance xeriscape, native plant landscape treatments for new and renovated building construction and new and renovated campus open space site and facilities,
- The use of ultra-low-flow fixtures in new building construction, and
- Participation in water audits and other leak detection programs for existing facilities.

**Policy 8.2.4:** The University, subject to available funding, shall consider the construction of a series of stormwater management facilities located within the University property, providing reduction of stormwater pollutants prior to their eventual outfall into Sarasota Bay. As part of new construction, additional, visible pilot and permanent low-impact design and stormwater management projects shall be considered for implementation within the public campus realm in support of demonstrating institutional commitment to protecting and conserving water, including reduction of pollutants, on campus and within the water shed. (See Sub Element 7.1, Stormwater Management.)

**Objective 8.3: Protect identified jurisdictional native vegetative communities whether upland or wetland, as shown in Figure 8-1, 10 Year Natural and Environmental Resources and campus plantings.**

**Policy 8.3.1:** The University, subject to available funding, through a qualified professional, shall endeavor to conduct a campus wide landscape documentation and assessment including location and identification of existing plant materials, and assessment of health and condition, horticultural, environmental, and spatial significance, for the purpose of establishing a University tree and plant

inventory data base. This data base will enable development of long term management and protection of campus horticultural resources and investments, including budgeting for landscape implementation and staff operations.

**Policy 8.3.2:** The University, subject to available funding, in order to maintain the aesthetic quality, health, and investment in the campus landscape, shall endeavor to provide for the development of a Campus Landscape Management Plan by a qualified professional. This plan shall focus on long term sustainability of the landscape and include identification and description of tasks, schedule and frequency, operational requirements including equipment, materials, and identification of personnel by skill appropriate to tasks and budgeted hours.

**Policy 8.3.3:** Based on the landscape assessment, the University shall identify and protect jurisdictional and other areas of native plant communities from development by designating these areas as "no build" zones. Areas of native plants may include:

- Conservation areas located adjacent to US 41.
- Other opportunities to protect environmentally sensitive lands based upon State and local criteria shall be evaluated.

Should development be necessary to occur within these areas, mitigation techniques as provided by the regulatory agencies shall be coordinated with the host community and permitting agencies by the University.

**Policy 8.3.4:** The University shall endeavor to use plant species that are indigenous to the natural plant communities of the Sarasota-Manatee Bay area. In cases where non-invasive exotic plants are used to enhance the landscape, plantings shall be limited to those non-invasive species that are able to resist periods of drought and which require little fertilization or the use of pesticides.

**Policy 8.3.5:** The University, as part of ongoing planting efforts, shall endeavor to introduce a greater variety of tree and other plant species and greater numerical balance between various species in order to reduce likelihood of collective loss of a single species or group of species that may occur due to an existing or potential yet unknown blight condition. Additionally, the University shall continue to develop age diversity in the tree stock through a phased introduction of trees within given areas over time to improve the long-term sustainability of the aesthetic landscape and vegetative communities.

**Policy 8.3.6:** The University shall endeavor to maintain and improve existing vegetative communities through the removal of ecologically undesirable vegetation. It is the intent of the University to remove all non-native invasive plants (whether grasses, shrubs or trees) which are identified on the most current Exotic Pest Plant Council's "Florida's Most Invasive Species List" from the campus grounds. As these species are identified on the campus, the University shall coordinate



with the Florida Department of Environmental Protection and other appropriate governmental entities to ensure the proper removal and disposal of these exotic species.

**Policy 8.3.7:** The University shall endeavor to reduce the extent of turf grass in passive recreation areas on campus in favor of alternative native and xeriscape groundcovers (shade tolerant where required) and designation of areas of naturalized groundplane, to thereby reduce water consumption, fertilizer application, and overall mowing maintenance requirements.

**Objective 8.4: Designate environmentally sensitive lands for protection based on state and locally determined criteria.**

**Policy 8.4.1:** The University shall maintain the jurisdictional areas based upon the most recent Florida Department of Environmental Protection criteria, standards and guidelines.

**Policy 8.4.2:** The University shall maintain, in a managed natural state, all of those sites identified for preservation on the 10 Year Natural and Environmental Resources (Figure 8-1). No construction is anticipated in these areas except for minimal entrance road widening, structures and improvements necessary to ensure safe access and essential recreational support functions.

**Policy 8.4.3:** The University, during the initial planning phase of any physical changes to the campus, shall perform a census of plants and wildlife in the area to be affected. Existing plants or animals identified in the most current "Official Lists of Endangered and Potentially Endangered Fauna and Flora in Florida", Florida Fish and Wildlife Conservation Commission, or otherwise afforded protection by the host communities and state and federal agencies, shall be noted. Protection plans for those identified species shall be formulated consistent with those of the host communities and appropriate state and federal agencies.

**Objective 8.5: Restrict University activities known to threaten the habitat and survival of threatened and endangered species and species of special concern.**

**Policy 8.5.1:** The University shall continue to require the use of best management construction practices, including the use of erosion and pollution prevention devices, and other techniques to reduce the impact of development activities.

**Policy 8.5.2:** The University shall minimize site disturbance on previously undeveloped sites, and will utilize native or adapted non-invasive xeriscape vegetation when restoring disturbed areas.

**Policy 8.5.3:** The University shall require that future development, including buildings, parking facilities, utilities, walkways, paths, stormwater facilities, and recreation fields, be carefully sited to minimize impacts to existing trees. Prior to initiating construction, trees shall be protected from damage through the use of perimeter barricades placed at the tree drip lines or critical root zones (whichever is greater), and shall remain in place throughout the period of construction. Existing trees that are removed due to construction shall be replaced with new trees; total caliper of all

new trees combined shall equal total caliper of trees removed or lost through construction. Replacement trees may be planted at the site of construction or elsewhere on campus depending on the site and overall campus needs as determined by USFSM Office of Facilities Planning and Management.

**Policy 8.5.4:** The University shall require that any proposed development adjacent to an environmentally sensitive area shall be carefully sited and integrated into the existing landscape to have minimal visual impact on the area. Landscape treatment shall preserve significant existing vegetation to allow a gracious transition from developed areas to undeveloped areas to preserved areas. The existing vegetation shall serve to essentially buffer proposed development in order to maintain the natural and undeveloped character of the area.

**Policy 8.5.5:** The University shall protect and conserve the natural functions of soils, floodplains, and water bodies. The University shall continue to support the designation of Sarasota Bay as an Outstanding Florida Water by protecting and enhancing this important resource. Stormwater facilities within the campus that flow into Sarasota Bay shall comply with State requirements for discharging into impaired water bodies.

**Policy 8.5.6:** The University shall, to the maximum practical extent, locate new facilities outside of the Federal Emergency Management Agency's (FEMA) recognized 100-year flood zone. In those locations where encroachment into the floodplain is deemed unavoidable, the University shall provide Base Flood protection and abide by all regulatory requirements to provide compensatory flood storage areas.

**Policy 8.5.7:** The University shall continue to protect and conserve threatened and endangered species of plants and animals, and species of special concern, as required by the Endangered Species Act of 1973, as amended, Chapter 39, F.A.C., and federal and state management policies relating to the protection of threatened and endangered species, and species of special concern. The campus has designated the environmental preserve areas adjacent to US 41 as gopher tortoise habitat.

**Policy 8.5.8:** The University shall instruct its personnel, when encountering listed species, to follow procedures and seek consultation with the appropriate agencies as identified in the Florida Fish and Wildlife Conservation Commission's most current "Wildlife Methodology Guidelines."

**Policy 8.5.9:** The University shall endeavor to reduce and prevent "light pollution" and its impact on nocturnal environment by meeting relevant LEED credit guidelines in new development and through phased replacement of non-compliant lighting campus-wide.

**Objective 8.6:** Reduce the quantity of waste generated on campus and expand the percentage of waste recycled or reused.

**Policy 8.6.1:** The University shall continue its ongoing evaluation of monitoring, reducing, and disposing of hazardous chemical and medical wastes. New technologies to assist in transporting and disposing of such wastes shall be evaluated by the University. (See Sub-Element 7.4, Solid Waste Management.)

**Policy 8.6.2:** The University shall provide on-campus facilities for the collection and storage of hazardous materials used in University operations as required by federal, state and local regulations. (See Sub Element 7.4, Solid Waste Management.)

**Policy 8.6.3:** The University shall continue to encourage reduction of generated waste materials and expanded use of its recycling and reuse programs by establishing mechanisms for coordinating efforts between impacted USFSM departments, creating awareness through varied communication methods, and installing additional convenient recycling centers. (See Sub Element 7.4, Solid Waste Management.)

**Policy 8.6.4:** The University shall coordinate on-campus recycling programs with those of local government in regard to materials collected, and disposal/collection procedures. (See Sub Element 7.4, Solid Waste Management.)

**Policy 8.6.5:** The University shall, through the USFSM Office of Purchasing , endeavor to establish mechanisms for developing and maintaining a “green” products database and shall encourage use of those environmentally preferable products with lower environmental impact.

**Objective 8.7: Identify measures to conserve and appropriately reduce energy use.**

**Policy 8.7.1:** The University shall evaluate and implement, as appropriate and cost effective, solar energy and other clean energy sources as alternative sources of power for irrigation systems, outdoor fountains and lighting, shuttles, phones, etc. (See Sub-Element 7.7, Electrical Power and Other Fuels.)

**Policy 8.7.2:** The University shall establish administrative, operational and other procedures to monitor energy use on a building specific basis and provide enhanced feedback to end users on their energy use, and incentives for reduction.

**Objective 8.8: Expand the use of conservation and energy saving techniques with the planning, design, and construction of new facilities.**

**Policy 8.8.1:** The University shall require the design of new buildings to be consistent with the climatic response and sustainability guidelines such as USGBC LEED and AASHE STARS rating system.

**Policy 8.8.2:** The University shall require energy conservation fixtures, air conditioning and lighting systems and other building specific energy use and management techniques to be a required element of all new and renovated buildings constructed on the campus.

**Policy 8.8.3:** The University shall consider, during development of building programs and design, the building orientation, increased day-lighting measures, utilization of courtyards, arcades and other shade and ventilation techniques to further reduce energy demands.

**Policy 8.8.4:** The University shall consider, during development of building programs and design, use of low-maintenance, local (within 500 miles per USGBC LEED), durable, and sustainable materials, with priority placed on durable materials with long term life cycle benefit.

**Policy 8.8.5:** The University shall require all major new construction and renovation projects to seek USGBC LEED certification with goal of achieving a minimum rating of Silver.

**Policy 8.8.6:** Copies of land development criteria and design standards which reflect the policies contained in the adopted campus master plan and USGBC LEED guidelines shall be provided to design consultants and appropriate University staff. The University shall standardize the construction review process to assure adherence to appropriate master plan and Sustainability Guideline policies.

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

-  Campus Limits
-  Study Area
-  Tree Framework
-  Conservation/Naturalized and Vegetative Corridor
-  Existing Tree Canopy Cover Conservation
-  Existing Building
-  New Building

**Date**  
October 2015

**Element 8**  
Future Land Use

**GOP Figure 8-1**  
10 Year Natural and  
Environmental Resources

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# Element 9:

# Recreation and Open Space

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## 9. Recreation and Open Space Element

### Recreation Facilities

In response to program expansion initiatives bringing a full four-year undergraduate student body to campus, the development of new campus recreation facilities becomes an even more important component of the USFSM 2015-2025 Campus Master Plan. The emphasis in this Plan on sustainability further underlines the essential role quality campus open space plays in establishing a healthy, inviting campus setting of memorable places that engage the University community on a daily basis. The plan proposes development of recreation facilities over the ten-year planning period to include:

- Informal play field/open space
- USFSM - Manatee County joint-use rowing facility for rowing teams and recreational use in cooperation with Manatee County on the north end of the Crosley Estate property
- Existing jogging path and walk network expanded throughout the campus with links to Bay Shore Drive and Uplands Boulevard properties to the south and to the bay front at the north side of campus/Crosley Estate
- Student Union facility incorporating fitness center, indoor basketball court, indoor running track and associated locker room facilities

The projected program for the USFSM 2015-2025 Campus Master Plan is based on the National Intramural Recreational Sports Association (NIRSA) standards and USFSM projected enrollment.

### Campus as Botanical Garden/Arboretum

A key addition to the USFSM 2015-2025 Campus Master Plan is the University's envisioning the "Campus as Botanical Garden and Arboretum." This initiative recognizes the potential of the campus landscape to contribute to establishing an environmentally healthy setting that supports the educational and social experience, and physical health of students, staff and visitors. Additionally, it acknowledges the commitment of the University to contribute to the education and enrichment of students through the overall campus setting as well as the classroom. Finally, it is an acknowledgement of the University's commitment and vision as a campus presence for generations to come.

### Conservation and Naturalized Open Space Areas

Conservation easements may be impacted by roadway implementation proposed in the USFSM 2015-2025 Campus Master Plan. Modification and expansion of the existing Seagate Drive campus entrance roadway may impact the southern boundary of the conservation area located south of the current main campus entrance drive. The Plan proposes mitigation measures be taken for the disturbed areas as noted in Element 8, Conservation. The plan identifies additional areas for preservation and designation as undeveloped campus open space, including the west edge of campus adjacent to the Crosley Estate. Efforts to implement and strengthen vegetative corridors

connecting these areas support the intent to establish visually and physically contiguous open space links across campus and to the bay front.

**Goal**

The Recreation and Open Space goal of the USFSM 2015-2025 Campus Master Plan is to provide enhanced recreational options for the campus community in a diverse open space environment that links the campus and the larger host community environment.

**Summary of Objectives and Policies**

**Objective 9.1:** Provide recreational facilities and open space to meet campus community demand through the coordinated use of public and private resources.

**Policy 9.1.1:** The University shall seek to establish a private donor program for the purpose of contributing to the development and maintenance of on-campus recreation and open space facilities and shall coordinate the distribution of these funds with other public University funding sources.

**Policy 9.1.2:** The University shall coordinate with campus organizations and public/private off campus organizations to investigate and seek expanded opportunities for generating income through campus facility rentals and programs at the campus.

**Policy 9.1.3:** The University shall coordinate with host communities and agencies to explore shared or swapped recreation/open space development, maintenance, and/or use of facilities to better serve the University and local populations.

**Objective 9.2:** Provide increased facilities to serve on-campus recreation, physical education, and intercollegiate athletic demands.

**Policy 9.2.1:** The University shall increase recreation facilities to meet on-campus recreation, physical education, and club sport activities within the 10 year planning time frame. The proposed improvements to recreation and open space facilities are identified in Figure 9-1, 10-Year Recreation Facilities and Open Space Framework.

**Policy 9.2.2:** The University shall establish a basis for level of service (LOS) standard for the provision of recreational space, such as the National Intramural Recreational Sports Association (NIRSA) standards, as a means to ensure that the future recreational needs of the campus community are adequately met.

**Objective 9.3:** Provide increased opportunities for on-campus access to varied, high quality open spaces.

**Policy 9.3.1:** The University shall establish a hierarchy of campus open spaces including: the pedestrian corridors, quadrangles, plazas and courtyards within the 10-year planning time frame in

partnership with the capital building and infrastructure improvements program as shown in Figure 9-1, 10-Year Recreation Facilities and Open Space Framework and as identified in Element 4, Future Land Use and Element 11, Capital Improvements.

- **Central Quadrangle**—Continue to implement Central Quadrangle improvements in order to provide a physical setting that provides a quality collegiate atmosphere and identifiable place-making campus center. The overall resulting character will be of a strong formal east west axis connecting the main campus building to the Crosley Estate site and bay front beyond, framed by a naturalized, informal landscape of mature trees and enhanced understory within a framework of developing architectural edges, terraces, and strong diagonals extending to the southwest and north east. While tree planting to shade walks is a priority, overall planting design shall include informal massing of diverse plant material to establish stronger and more interesting spatial definition and provide greater aesthetic interest.
- **Corridors**— Continued development of the Central Quadrangle as a primary corridor and pedestrian mall, establishing a visual and physical framework for organizing the pedestrian dominated campus, providing a hierarchy of spaces and activity, and connecting academic, conservation areas, naturalized open spaces, and recreational functions. These primary corridors are supported by secondary walks and landscaped roadway corridors.
- **Corridors** shall be enhanced with shade through tree planting, or other means such as trellises, shade structure, or building arcades. Implementation of new corridors shall be phased in coordination with adjacent building development or redevelopment or as independent projects ahead of development.
- **Terraces and Courtyards**—Encourage inclusion of adjacent plazas/terraces and/or interior courtyard spaces in new buildings or closely clustered groups of buildings when and where appropriate.

**Policy 9.3.2:** The University shall affirm a belief that naturalistic parklands are necessary to the quality of urban life and that the institution seeks continuity with the natural communities and processes that support human life. The University will protect and enhance campus open spaces – including designated conservation and naturalized open space areas.

**Policy 9.3.3:** The University shall maintain densities and intensities for the development of its campus (as established in Element 4, Future Land Use), including sites for infrastructure, academic, and support space, which maximize permeable campus land and the retention and creation of meaningful open space.

**Objective 9.4:** The University endorses a campus open space planning approach that envisions the entire campus as an ecologically appropriate “Campus as Arboretum/Botanical Garden.”

**Policy 9.4.1:** The University shall initiate a USFSM Arboretum/Botanical Garden to include all campus open space, with a priority placed on documentation and enhancement of the Central Quadrangle and establishing a searchable inventory data base of all campus trees.

**Policy 9.4.2:** The University, in recognition of the value of trees to the campus the University, shall initiate measures to protect, manage, and increase the number of trees and quality of the campus tree stock. (See Element 8, Conservation.)

**Objective 9.5:** Coordinate with the host communities and sister institutions of higher education to promote provision of adequate recreation and open space off-campus to serve the community living in the context area and to ensure continuity of campus open space resources within the larger regional open space system.

**Policy 9.5.1:** The University shall seek to establish procedures and assign responsibilities for regularly scheduled coordination meetings with the Sarasota and Manatee County Parks and Recreation Departments, and the Manatee County Convention and Visitors Bureau (as stewards of the Crosley Estate), relative to the provision of recreational facilities. The University shall pursue inter-local agreements or memoranda of understanding that may be necessary to ensure that parks and recreational facilities will be available to meet the future needs of the University.

**Policy 9.5.2:** The University shall seek to collaborate with its local sister institutions of higher education – including New College, FSU/Ringling Museums and the Ringling College of Art & Design – to identify opportunities for shared recreational, conservation and open spaces.

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

-  Campus Limits
-  Study Area
-  Existing Building
-  New Building
-  Primary Campus Gateway
-  1 Rowing Facility
-  2 Informal Multi-purpose Field
-  3 Multi-use Path
-  4 Walking/Jogging Trail
-  5 Barbeque

**Date**  
October 2015

**Element 9**  
Recreation and Open Space

**GOP Figure 9-1**  
10 Year Recreation Facilities  
and Open Space Framework



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# Element 10:

# Intergovernmental Coordination

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## 10. Intergovernmental Coordination Element

Since the adoption of the USF Sarasota-Manatee 2005-2010 Campus Master Plan, the University has consistently put into action coordination and communication measures necessary to facilitate the implementation of the campus master plan and to address the public impacts of development herein identified. The importance of effective coordination and communication between the University, the host community, adjacent jurisdictions, and the numerous agencies and companies that provide services to the campus will increase as the needs and actions of the University and host communities are increasingly interdependent and impact each other. As both USFSM and host communities address issues of sustainability—including transportation, land use and natural resource impact, energy use, economic and social fabric—the role of intergovernmental coordination is both complex and essential to the University and its contextual communities—local to state levels. USFSM currently interacts with numerous governmental and service entities at the local, regional, and State level. To ensure that coordination continues in the most effective manner, and to the benefit of all the parties involved, the 2015-2015 Campus Master Plan updates and builds on existing relationships and accomplishments with the expectation of continued and expanding University engagement.

### Goal

The Intergovernmental Coordination goal of the USFSM 2015-2025 Campus Master Plan is to achieve the goals, objectives and policies of the 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.

### Summary of Objectives and Policies

**Objective 10.1:** Maintain and develop processes for the reciprocal review by University and local government officials of growth management plans, campus master plans, and plan amendments.

**Policy 10.1.1:** The University shall continue to work with the Sarasota and Manatee Counties and the City of Sarasota to implement procedures allowing the University, through the Office of Facilities Planning and Management, to review and comment on proposed amendments to local government comprehensive plans which:

- Have the effect of changing land uses or policies that guide the development of land within the designated context area surrounding the university;
- Affect the provision of local service; or
- Otherwise impact university facilities and resources.

**Policy 10.1.2:** Proposed amendments to the adopted campus master plan which exceed the thresholds established in s. 1013.30(9), F.S., shall be transmitted to the appropriate local, regional and state agencies for review in accordance with the procedures established in Chapter 21.108-21.110, Florida Administrative Code.

**Policy 10.1.3:** Proposed amendments to the adopted campus master plan which do not exceed the thresholds established in s. 1013.30(9), F.S., and which have the effect changing land use designations or classifications, or impacting public facilities, services or natural resources, shall be transmitted to the host and affected local governments for a courtesy review.

**Policy 10.1.4:** University planning officials shall meet with officials from Manatee County and the City of Sarasota on a regular (at least annual) 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 10.1.5:** Disputes between the University and a local government shall be resolved by the process established in s. 1013.30(8), F.S.

**Objective 10.2:** Continue reciprocal development review processes that assess the impacts of proposed campus development on significant local, regional and state resources and facilities, and assess the impacts of off-campus development of university resources and facilities.

**Policy 10.2.1:** Continue to work with Manatee County, City of Sarasota and other pertinent agencies, to ensure that Comprehensive Plan amendments and rezoning requests within the designated context area, which have the potential to impact or affect University facilities and resources, shall be transmitted to the USFSM Director of Facilities Planning and Management for review and input.

**Policy 10.2.2:** The USFSM Director of Facilities Planning and Management shall periodically meet with City and County officials to review and refine the criteria and thresholds for development proposals which would be subject to review by the University. The University 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.

**Policy 10.2.3:** Upon receipt of an application for a development order proposed for the context area from City and County officials, the USFSM Director of Facilities Planning and Management shall assess the potential impacts of the proposed development on University facilities and resources. University findings shall be remitted in writing to the appropriate local government.

**Policy 10.2.4:** When it has been determined that proposed development on campus would have an adverse impact on local services, facilities or natural resources, University officials will participate and cooperate with respective City and County officials in the identification of appropriate strategies to mitigate the impacts.

**Policy 10.2.5:** When it has been determined that proposed development within the designated context area would have an adverse impact on University facilities and resources, University officials will participate and cooperate with respective City or County officials in the identification of appropriate strategies to mitigate the impacts on University facilities and resources.

**Policy 10.2.6:** The University and Manatee County shall negotiate and execute a Campus Development Agreement (CDA) in accordance with the process established in s. 1013.30, F.S. This agreement shall be based on the USFSM 2015-2025 Campus Master Plan and shall establish the University’s “fair share” for impacts to local infrastructure, resources and services provided by Manatee County as the host community.

**Policy 10.2.7:** Any dispute between the University and any host or affected local government regarding the assessment or mitigation of impacts shall be resolved in accordance with the process established in s. 1013.30(8), F.S.

**Policy 10.2.8:** All campus development may proceed without further review by the host local government if it is consistent with the Campus Development Agreement and the adopted campus master plan.

**Policy 10.2.9:** Once the University pays its “fair share” and annually reports construction of capital improvements, as identified in the Campus Development Agreement, all concurrency management responsibilities of the University are deemed to be fulfilled.

**Objective 10.3:** Increase ongoing coordination between the University and public agencies to create a better community and environment.

**Policy 10.3.1:** The University shall work with host community agencies and organizations as described in Element 6, Housing, Policies 6.1.1 through 6.1.3, to coordinate, improve, and increase the availability of safe, diverse, affordable off-campus housing in the USFSM area to serve the needs of its students, faculty, and employees.

**Policy 10.3.2:** The University, including the main campus and remote instructional sites, lies within the Manatee County and City of Sarasota service areas and has experienced effective and efficient provision of fire, rescue, and emergency medical services. Existing systems shall remain in effect.

**Policy 10.3.3:** The University shall continue to coordinate with Sarasota and Manatee Counties in support of the use of CMAQ and Tea3 (formerly ISTEAs and TEA-21) funds for USFSM area projects that coordinate and facilitate the safe use of bicycles and reduce automobile impacts on the area.

**Policy 10.3.4:** The University shall continue to cooperate with the appropriate entities in the evaluation of traffic impact on adjacent roadways and endeavor to mitigate impact through the establishment of affiliations for the development of nearby off-campus student housing, improved transit service, and other mitigation techniques described in Element 5, Transportation. The

University shall participate in the planning of improvements to US 41 to ensure that adequate pedestrian and bicycle facilities are incorporated.

**Policy 10.3.5:** The University shall continue to work with the Sarasota County Area Transit (SCAT) and Manatee County Area Transit (MCAT) to promote bus transit and possible future alternative transit mode ridership by disseminating information at the time of registration, through target mailings, and at appropriate locations and events on and off-campus. Strategically placed bus stop shelters will continue to be installed to increase convenience of service.

**Policy 10.3.6:** The University shall continue to work with the Sarasota Manatee Area Regional Transit (SMART) to establish a comprehensive plan for serving the USFSM main campus and remote instructional sites.

**Policy 10.3.7:** The University shall continue to develop and implement a Master Stormwater Management System and associated permits, and produce a technical design standards manual for new systems to ensure adequate level of service and ease of maintenance.

**Policy 10.3.8:** The University shall continue with the regulatory process of the State Florida Department of Environmental Protection (FDEP) to ensure that State sanitary codes are met.

**Policy 10.3.9:** The University shall maintain and periodically update its Emergency Operations Plan in coordination with Manatee County Emergency Management Operations (EMO), the American Red Cross, and the host communities. The plan shall identify the extent to which University buildings can and will be used to provide shelter for students, faculty, staff, and the general public, and will designate suitable campus open spaces for use as staging areas for emergency supplies, equipment, and resources.

**Policy 10.3.10:** The University affirms that the information prepared through the implementation of Policy 10.3.9 shall be made available each year to the Manatee County EMO for inclusion in local emergency management plans.

**Policy 10.3.11:** The University shall continue to coordinate with Sarasota and Manatee Counties, and the City of Sarasota, to achieve an appropriate integration of the campus recreation and open space resources into the larger regional open space system, and to ensure that an adequate provision of recreation of open space is available through the 10-year planning horizon to serve the campus and off-campus communities.

**Policy 10.3.12:** The University shall coordinate with the Department of State, Division of Historical Resources, prior to any land clearing or ground-disturbing activities that may impact sites of potential archeological significance.

# Element 11:

# Capital Improvements

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## 11. Capital Improvements Element

The Capital Improvements Element is intended to evaluate the need for facilities and site improvements identified in preceding elements of this USFSM 2015-2025 Campus Master Plan Goals, Objectives and Policies Report, as well as the Data Collection and Analysis Report. This Element is also intended to estimate the cost of the improvements for which the University has fiscal responsibility; to analyze the fiscal capability of the University to finance and construct improvements; to adopt financial policies to guide the funding of improvements; and to schedule the funding and construction of improvements in a manner necessary to ensure that capital improvements are provided when required based on needs identified in the preceding campus master plan elements. All development is contingent upon the availability of funding.

Figure 11-1, Proposed Property Acquisition and Disposition and Figure 11-2, 10-Year Building Plan, reflect recommended land acquisitions, land dispositions, proposed new buildings, renovations, site improvements and infrastructure needs, as well as, parking program as identified by the University and summarized in the Potential Building Development Capacity (shown in - Element 4, Future Land Use).

The USFSM 2015-2025 Campus Master Plan does not identify specific building program assignments, but rather provides the site development framework for organizing and accommodating phased development of discreet buildings and site improvements within the overall planning framework in a way that allows strategic efficiencies and synergies between projects in order to create a unified campus framework and long term campus legacy for USFSM - the whole that is stronger than the individual components.

In general the 10-Year New Construction programs shown have been recommended for priority phased construction because their implementation:

- Supports program changes due to SACS designation and four year program offerings
- Strengthens the campus urban framework
- Supports campus circulation
- Provides programmatic synergies
- Leverages budgetary advantages of implementation

Unforeseen or changed conditions related to program, cost or other justifiable reason(s) may recommend consideration of an alternative site not included in the 10-Year Campus Master Plan. In such an event, USFSM will evaluate the circumstances and may update or amend the Campus Master Plan in accordance with the terms prescribed by Florida Statutes.

As the University moves forward in developing greater long term sustainability in capital outlays and development investment, the USFSM 2015-2025 Campus Master Plan recommends an increased weighing of life cycle costs as projects are programmed, budgeted, designed and

implemented. Continued existing monitoring and expanded use of metrics to assess operation and maintenance costs of existing facilities in order to build dynamic data bases for setting long term project budgets is recommended. Dynamic data bases can be used to support strategic investment and development decisions and guide project design and implementation. The long-term management of existing resources - building and site - through planned funding and maintenance operations programs is key to establishing a well-maintained, more economically and environmentally sustainable campus.

Additional information regarding capital improvements and funding sources is provided in the 2015 Data Collection and Analysis Report, Element 11, Capital Improvements. Also included is the 2015-16/2019-20 Five-Year Capital Improvement Program (CIP2), approved by the USF Board of Trustees on June 5, 2014, 2015 DCA, Element 11, Capital Improvements, Table 11-1). The projects included on this list are those which the University indicates will be needed to serve the expected programmatic needs of the next five years.

**Goals**

The Capital Improvements goal for the USFSM 2015-2025 Campus Master Plan is to provide educational, research and support facilities to all enrolled students, faculty staff and community partnerships, in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned sustainable campus development.

**Summary of Objectives and Policies**

**Objective 11.1:**The University shall, through the coordination of land use decisions and available projected fiscal resources, prepare a schedule of capital improvements to maintain the levels of service established in the master plan and to address the existing and projected facilities’ needs.

**Policy 11.1.1:** USF Sarasota-Manatee shall, on an annual basis or as requested by the Florida Board of Governors (FBOG), prepare and submit a prioritized schedule of capital improvements to the USF System President or duly authorized representative. These capital improvements are identified in Table 11-1, USF Sarasota-Manatee 2015-16 through 2019-20 Five-Year Capital Improvement Plan (CIP-2).

**Policy 11.1.2:** The University of South Florida System, on an annual basis and in cooperation with the State University System (SUS), shall evaluate and rank the Capital Improvement Plans submitted by each institution of the USF System, and shall prepare a consolidated USF System order of priority for capital improvements. The consolidated USF System Fixed Capital Outlay Legislative Budget Request is submitted for approval by the USF System Board of Trustees to be considered by the Governor and the Legislature. These capital improvements are identified in Table 11-2, USF System 2015-16 through 2019-20 Five Year Capital Improvement Plan (CIP-2) and Legislative Budget Request.



**Policy 11.1.3:** The University shall adopt the following criteria to evaluate and prioritize capital improvement projects related to the individual elements of the master plan:

- Florida Board of Governors (FBOG) funding priority criteria
- University budget impact and financial feasibility
- The elimination of existing capacity deficits
- Locational and programmatic needs based on projected student enrollment increases
- The accommodation of expansion and improvement demands
- Related benefits/detriments to adjacent campus development of site areas
- Life cycle costs of the project
- Plans and priorities based on funding availability

**Objective 11.2:** To provide the needed improvements identified in the other elements and manage the expansion or improvement process so that facility needs do not exceed the ability of the University to fund and provide the needed capital improvements, including initial construction costs, ongoing operation and maintenance costs and impact costs.

**Policy 11.2.1:** The University shall base the coordination of land use decisions associated with the implementation of capital improvements upon the development requirements of this USFSM 2015-2025 Campus Master Plan, the development agreements called for by this plan and the availability of resources necessary for implementing required supporting facilities at the time needed of proposed capital improvement/development.

**Policy 11.2.2:** The University shall make provisions for programming the budget for future facility development to consider the cost of the site improvements, utility extensions and associated easements, parking, traffic, pedestrian and bicycle circulation improvements, and operation and maintenance, necessary for the proper function of the individual facility and, to the extent funding levels allow, to include the cost of facilities necessary to support future capacity requirements.

**Policy 11.2.3:** The University shall make provisions for the adoption of the capital budget as part of the annual budgeting process and will include provisions which are consistent with the Campus Development Agreement resulting from the adopted USFSM 2015-2025 Campus Master Plan.

**Policy 11.2.4:** USFSM shall explore development of level of service standards as part of a broader initiative to establish Design and Construction Guidelines.

**Policy 11.2.5:** The University shall ensure that future facility costs and programming efforts include consideration of the following:

- Site improvements

- Utility extension and easements
- Parking needs and traffic, pedestrian, and bicycle circulation improvements
- Life cycle cost/benefits related to these site elements
- Compliance with applicable policies and standards

**Policy 11.2.6:** The University shall adhere to sound fiscal policies, including life cycle cost/benefit assessment, in providing the capital improvements of this campus master plan and shall proceed with new capital improvements, expansions or replacements based upon the identification and commitment of adequate funding and resources for design, implementation, operation, and maintenance.

**Policy 11.2.7:** The University shall increase sustainable construction practices by adopting the USGBC LEED certification process and criteria in project design and implementation.

**Objective 11.3:** To use the Capital Improvements Element as a means to meet the needs of the University for the construction of capital facilities to correct existing deficiencies, accommodate desired future growth, and replace exhausted or obsolete facilities.

**Policy 11.3.1:** The University shall make provisions for the replacement and renewal of capital facilities when it is determined that the building facility, site element or infrastructure, including transportation facility (road, walk, bikeway) or utility line, is nearing the end of its useful life.

**Policy 11.3.2:** The University shall prohibit construction of academic and research buildings less than the minimum heights established in Element 4, Future Land Use, except by special approval from the President.

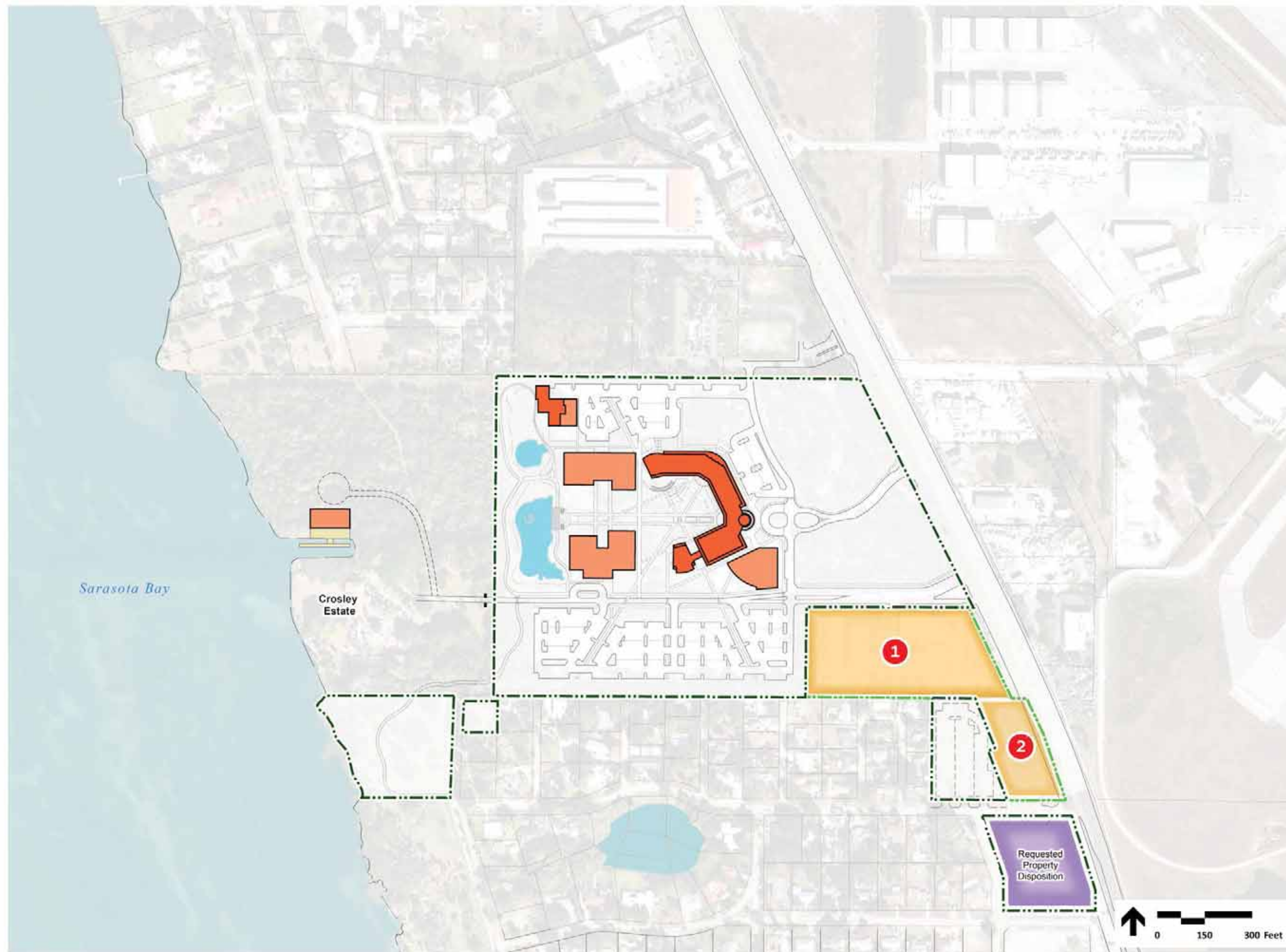
**Policy 11.3.3:** The University shall discourage and limit the renovation of existing buildings that are two stories or less in height, except by special approval from the President for health and safety reasons. Buildings two stories or less in height are less efficient and not in keeping with the USFSM 2015-2025 Campus Master Plan objective of increasing FAR campus density in order to reduce impermeable surface, concentrate activity, and gain efficiencies in land and energy use. For these reasons, with the exception of specialty function facilities or portions of facilities, the USFSM 2015-2025 Campus Master Plan recommends buildings two stories or less be phased out.

**Policy 11.3.4:** The University shall continue to adhere to existing capital improvement programming procedures and shall update this master plan, as needed, to revise the Capital Improvement Program priorities established in the Five-Year Capital Improvements Schedule.

**Table 11-1: USF System 2015-16/2019-20 Five-Year Capital Improvement Plan (CIP-2)**  
[http://usfsm.edu/wp-content/uploads/2015/03/CIP-2015\\_2020.pdf](http://usfsm.edu/wp-content/uploads/2015/03/CIP-2015_2020.pdf)

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**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

- Campus Limits
- Study Area
- Proposed Acquisition
- Parcel Number
- Existing Building
- New Building
- Requested Property and Disposition

**Date**  
October 2015

**Element 11**  
Capital Improvements

**GOP Figure 11-1**  
Proposed Property  
Acquisition and Disposition

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

- Campus Limits
- Study Area
- Existing Building
- New Building

**Date**  
October 2015

**Element 11-2**  
Capital Improvements

**GOP Figure 11-2**  
10 Year New Building

2015-2025  
USF System  
Campus Master Plan Updates

**Appendix A**  
**General Requirements & Definitions**

Sarasota-Manatee



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## 1. General Requirements

University campus master plans must be updated every five years. The minimum requirements of the master plans for Florida universities are contained in two documents: Florida Statutes (FS) 1013.30 and Chapter 21. In addition to these requirements, each university may add additional information and sections.

Both documents are available on the web at the following addresses:

- FS 1013.30:  
[http://www.flsenate.gov/statutes/index.cfm?App\\_mode=Display\\_Statute&Search\\_String=&URL=Ch1013/SEC30.HTM&Title=->2009->Ch1013->Section%2030#1013.30](http://www.flsenate.gov/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=Ch1013/SEC30.HTM&Title=->2009->Ch1013->Section%2030#1013.30)
- Chapter 21: <http://www.flbog.org/about/regulations/regulations.php>

University campus master plans are composed of three parts containing, at a minimum, the criteria described in FS 1013.30 and Chapter 21:

1. The Evaluation and Appraisal Report (EAR) is a self-assessment by the University of the previously adopted Goals, Objectives, and Policies and how well it succeeded in implementing them.
2. The Data Collection (DCA) and Analysis Report is an update to the required and discretionary information upon which the Campus Master Plan Update is based. The minimum requirements are specified to be based on best existing available information and do not require the University to conduct original data collection.
3. The Campus Master Plan Update Goals, Objectives and Policies (GOP) Report describes, in narrative, table, and graphic form, the intended development criteria and parameters for the next 10 years and beyond.

These documents are presented to the USF Sarasota-Manatee Campus Board, USF System Campus Development Committee (CDC) and USF System Academic Campus and Environment Advisory Committee (ACEAC) for review and recommendation to the USF System Academic and Campus Environment (ACE) Workgroup. The ACE reviews and recommends adoption to the USF Board of Trustees.

This is a ten-year update to the USF Sarasota-Manatee 2005-2015 Campus Master Plan and five-year update to the USF Sarasota-Manatee 2010-2020 Campus Master Plan Update.

The USF Sarasota-Manatee Campus Development Agreement with Manatee County Government, dated July 26, 2005 will be renegotiated following the adoption of the 2015-2025 USFSM Campus Master Plan Update by the University of South Florida Board of Trustees.

The former Campus Development Agreement is available on this website:

[http://legacy.usfsm.edu/facilities/documents/usfsm\\_manatee\\_co\\_campus\\_development\\_agreement\\_2005.pdf?from=404](http://legacy.usfsm.edu/facilities/documents/usfsm_manatee_co_campus_development_agreement_2005.pdf?from=404)

2015-2025  
USF System  
Campus Master Plan Updates

**Appendix B**  
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Sarasota-Manatee



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# Element 1:

# Introduction

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# 1. Introduction

## The University of South Florida System

The University of South Florida (USF) System is a young and emerging system that currently includes three institutions: USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee. Each institution is separately accredited by the Southern Association of Colleges & Schools (SACS) and has a distinct mission with its own detailed strategic plans and campus master plans.

The University of South Florida System was formed to bring these three institutions together, so that collectively and collaboratively they could serve the region and beyond in optimal ways, resulting in a stronger presence and a distinctiveness that provides an unstoppable competitive differentiation. In addition to having a strong and unified voice for higher education, the USF System seeks to find and capitalize on synergies and economies of scales among its institutions that are of benefit to students, faculty, staff, alumni, and communities.

The University of South Florida System offers over 238 degree programs at the undergraduate, graduate, specialist and doctoral levels, including the doctor of medicine. The USF System has a \$1.6 billion annual budget, an annual economic impact of \$4.4 billion, and serves more than 48,783 students annually.

The University of South Florida System Strategic Plan 2010-2015, the first comprehensive plan for the USF System, complements the institutional strategic plans and provides a blueprint for the future. Goals defining the future academic mission of the University have been established as part of the University’s strategic planning process.

## The University of South Florida Sarasota-Manatee

As a thriving institution within the University of South Florida System, USF Sarasota-Manatee brings the resources of a major public research university to Sarasota and Manatee Counties. USF Sarasota-Manatee offers course work at the main campus located in Sarasota and Manatee Counties and three distinct instructional sites: USF Sarasota-Manatee at North Port located in the City of North Port, USF Sarasota-Manatee at Mote Marine Laboratories located in the City of Sarasota, and the USF Sarasota-Manatee Culinary Innovation Lab located at Lakewood Ranch in Manatee County.

The University of South Florida Sarasota-Manatee is a regional institution that provides upper level junior, senior and graduate course work leading to baccalaureate and master’s degrees, as well as undergraduate and graduate certificate programs. USF Sarasota-Manatee has a \$24 million annual budget, offers 41 academic programs and certificates, and serves more than 2,400 students annually. The institution began admitting lower level undergraduate students in 2012.

## Accreditation

The University of South Florida Sarasota-Manatee is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award baccalaureate and master’s degrees.

## Historical Context

The University of South Florida, founded in 1956 in Tampa, initiated limited course offerings in 1974 at two public high schools in the Sarasota-Manatee area to serve local residents, with particular attention to community college graduates and school teachers.

The University of South Florida Sarasota-Manatee was established in 1975 by legislative mandate in response to the public demand for greater access to higher education. Concurrent with the establishment of the University of South Florida Sarasota-Manatee, New College, a private liberal arts college located in Sarasota, became affiliated with the University of South Florida with the title of New College of the University of South Florida.

In 2000, the Florida Legislature established a revised governance structure for public universities which took effect on July 1, 2001. This revised governance structure required that all universities be governed by the Florida Board of Governors and appointed Boards of Trustees for each individual university. The revised governance structure also granted operational autonomy to the regional campuses of the USF System, including USF St. Petersburg and USF Sarasota-Manatee, through separate Campus Boards for each regional campus. It also established New College of Florida as the eleventh public university within the State University System, thereby ending its affiliation with the University of South Florida.

In 2003, USF Sarasota-Manatee and New College of Florida executed a Joint Relocation and Use Plan to relocate the USF Sarasota-Manatee academic programs, administrative offices, and physical facilities to a nearby 28.5 acre tract of land, and to also maintain a limited number of shared-use facilities for the benefit of both universities.

During the years 2002-2005, the State legislature approved \$30 million for master planning and construction of new facilities to house USF Sarasota-Manatee. This appropriation was supplemented with \$7.5 million from community private donations and State of Florida matching grant funds. The new facilities were completed and opened in August 2006.

The USF Sarasota-Manatee campus also includes facilities located on a 3.3-acre tract of land located approximately ¼ mile south of the main campus, commonly referred to as the “Viking Campus”. The Viking Campus buildings were constructed in 1959 and operated as a motel prior to their purchase by the State of Florida in 1983 for future campus expansion, and have a limited useful life expectancy.

USF Sarasota-Manatee also maintains access to several buildings as shared-use facilities pursuant to the 2003 USF Sarasota-Manatee and New College of Florida Joint Relocation and Use Plan. These shared-use facilities include a campus library, a conference center and a counseling and wellness center.

In addition to the previously described properties, in 2004, the University of South Florida Sarasota-Manatee Campus Board established an instructional site in southern Sarasota County to better serve the those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site opened in August 2010, and is currently located in a leased facility in the City of North Port.

In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the

City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.

### **USF Sarasota-Manatee Campus Master Plans**

The 2000-2010 USF Sarasota-Manatee Campus Master Plan was initially adopted by the USF Sarasota-Manatee Campus Board in April 2003. That master plan was challenged through a legal action by a group of local residents on the grounds that the plan violated due process and on the basis of disputed content. The dispute was adjudicated with a Final Order issued by the State of Florida Department of Community Affairs Administrative Commission in March 2004. USF Sarasota-Manatee revised the master plan to incorporate all of the items required by the above referenced order, and that revised plan was adopted by the USF Sarasota-Manatee Campus Board and USF Board of Trustees in 2004.

As a result of the 2000-2010 Campus Master Plan, USF Sarasota-Manatee entered into a Campus Development Agreement (CDA) with Manatee County, Florida, to affirm the development plan set forth in the Campus Master Plan through June 2012. USF Sarasota-Manatee allocated \$683,591.00 from the State University Concurrency Trust Fund to pay for improvements to public facilities and infrastructure to support the growth of USF Sarasota-Manatee.

The 2005-2015 USF Sarasota-Manatee Campus Master Plan Update was adopted by the USF Sarasota-Manatee Campus Board in April 2008 and by the USF Board of Trustees in June 2009. That master plan update reaffirmed the goals, objectives and policies of the 2000-2010 Master Plan; and further defined redevelopment opportunities for the Viking properties, evaluated future property acquisitions, and identified the need to accommodate the rapid enrollment growth in south Sarasota County.

The 2010-2020 USF Sarasota-Manatee Campus Master Plan Update was approved in concept by the USF Sarasota-Manatee Campus Board and by the USF Board of Trustees in 2011. That master plan update reaffirmed the goals, objectives and policies of the 2005-2015 Master Plan; and further defined priorities for property acquisitions and facilities needs for future campus growth in anticipation of the inaugural first and second year undergraduate class.

This 2015-2025 USF Sarasota-Manatee Campus Master Plan Update is presented as the legislatively mandated five-year update to previously approved master plans.

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# Element 2:

# General Requirements

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## 2. General Requirements

University Campus Master Plans must be updated every five years. The minimum requirements of the Master Plans for Florida universities are contained in two documents: The Florida Statute (FS) 1013.30 and Chapter 21. In addition to these requirements, each university may add additional information and sections.

Both documents are available on the web at the following addresses:

- FS 1013.30:  
[http://www.flsenate.gov/statutes/index.cfm?App\\_mode=Display\\_Statute&Search\\_String=&URL=Ch1013/SEC30.HTM&Title=->2009->Ch1013->Section%2030#1013.30](http://www.flsenate.gov/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=Ch1013/SEC30.HTM&Title=->2009->Ch1013->Section%2030#1013.30)
- Chapter 21: <http://www.flbog.edu/about/regulations/regulations.php>

University Campus Master Plans are composed of three parts containing, at a minimum, the criteria described in FS 1013.30 and Chapter 21:

1. The Evaluation and Appraisal Report (EAR) is a self-assessment by the University of the previously adopted Goals, Objectives, and Policies and how well it succeeded in implementing them.
2. The Data Collection and Analysis (DCA) Report is an update to the required and discretionary information upon which the campus master plan update is based. The minimum requirements are specified to be based on best existing available information and do not require the university to conduct original data collection.
3. The Campus Master Plan Update Goals, Objectives and Policies (GOP) Report describe, in narrative, table, and graphic form, the intended development criteria and parameters for the next 10 years and beyond.

These documents are presented to the USF Sarasota-Manatee Campus Board, USF System Campus Development Committee (CDC) and USF System Academic Campus and Environment Advisory Committee (ACEAC) for review and recommendation to the USF System Academic and Campus Environment (ACE) Workgroup. The ACE Workgroup reviews and recommends adoption to the USF Board of Trustees.

This is a ten-year update to the USF Sarasota-Manatee 2005-2015 Campus Master Plan and five-year update to the USF Sarasota-Manatee 2010-2020 Campus Master Plan Update.

The USF Sarasota-Manatee Campus Development Agreement with Manatee County Government, dated July 26, 2005 will be renegotiated following the adoption of the 2015-2025 USFSM Campus Master Plan Update by the USF Board of Trustees.

The most recent Campus Development Agreement is available on this website:

[http://legacy.usfsm.edu/facilities/documents/usfsm\\_manatee\\_co\\_campus\\_development\\_agreement\\_2005.pdf?from=404](http://legacy.usfsm.edu/facilities/documents/usfsm_manatee_co_campus_development_agreement_2005.pdf?from=404)

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# Element 3:

## Vision Statement

- University Strategic Plan (2007-2012)
- USF Sarasota-Manatee Strategic Plan: Focus on Quality (2015-2020)
- Campus and Community Sustainability Policy

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### 3. Vision Statement

#### 3.1 The University of South Florida System Strategic Plan (2007-2012)

##### Mission Statement

The University of South Florida System, which includes USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee, catalyzes and coordinates initiatives at and among its interdependent institutions that develop graduates for 21st century careers; advances research, scholarships, and creative endeavors to improve the quality of life and engages its communities for mutual benefit.

##### Vision Statement

The University of South Florida System will empower and connect its institutions into a distinctive system that is nationally recognized for innovation in teaching and research, for attracting outstanding and diverse scholars, staff and students, and for transforming its region and beyond.

##### Values

The University of South Florida System embraces the generally accepted values of higher education, including freedom of inquiry, academic excellence, student success, diversity and inclusion, shared governance, accountability, collegiality, and integrity. It particularly advances the following as hallmark System values:

- Diverse perspectives with a unified vision
- Innovative in approach, entrepreneurial in spirit, and disciplined in action
- Internally collaborative and externally competitive to be “best in class”
- Open and honest communication
- Equitable and fair decision making
- Social, economic, and environmental sustainability
- Exemplary System citizenship, sharing best practices
- Passion for excellence

##### Strategic Goals

###### *Goal 1: Academic Excellence, Student Access, and Student Success*

The USF System will require its institutions to provide a rich array of academic programs that are recognized regionally and nationally for their rigor, intellectual challenge, and high expectations. The USF System will enable access to these programs to qualified and diverse students and will promote student learning and success throughout the System by supporting activities that result in retention and graduation at higher than externally predicted rates, employment or admission to graduate or professional schools at specified rates, lower than average student debt loads, and higher than average satisfaction when compared to peer institutions.

### ***Goal 2: Impactful Research, Economic Leadership and Community Engagement***

The USF System will coordinate and promote research and innovation by providing information and services creating synergies among faculty across the System and fostering external partnerships. These activities will lead to measurable increases in the creation, dissemination, and utilization of new knowledge. In addition, the USF System will coordinate the activities and promote synergies among its institutions to become a major economic engine for the region and the state. It will do so by challenging its institutions to increase the production of graduates in high demand fields; increase applied research supported by the private sector; and incubate a significant number of new companies, agencies, and occupations.

The USF System will also challenge its institutions to increase further their level of community engagement by sharing best practices, by supporting their applications to achieve the Carnegie “Community Engaged” designation, and by facilitating increased collaborations among institutions and across the region. For its leadership in strengthening the economy and community engagement, the USF System will be recognized as the key unifying element for the region.

### ***Goal 3: Increased Academic and Administrative Collaborations***

The USF System will provide the leadership to increase academic and administrative collaborations among the institutions by establishing opportunities for students to enter graduate and professional programs across the USF System institutions; by creating joint degree programs and innovative cross-institution curricula; by promoting joint research activities and other faculty development opportunities; by improving the efficiency, effectiveness, and functionality of identified System-wide administrative processes, systems, and technologies; and by measuring the continuous improvement of those services, including increased user satisfaction.

### ***Goal 4: Open Communication and Effective Branding***

The USF System will launch an initiative to develop and then communicate a shared understanding of the USF System’s common identity and brand promise and its relationship to the unique missions and distinctive identities of its member institutions for both internal and external audiences.

### ***Goal 5: Expanded and Diversified Resources***

The USF System will expand and diversify its resource base to increase the financial sustainability of its member institutions to assist them in meeting their distinctive missions. The USF System will, in partnership with its member institutions, increase its endowment, its annual giving levels, its research grants and contracts, its revenues from auxiliaries and Direct Service Organizations (DSO), and its overall efficiency (especially through optimizing economies of scale). It will also, in partnership with the leadership of its institutions, work with Florida’s legislature to increase investment in higher education and to expand the fiscal flexibility of the USF System and its member institutions.



### 3.2 The University of South Florida Sarasota-Manatee Strategic Plan (2015-2020)

The USF Sarasota-Manatee Strategic Plan: Focus on Quality 2015-2020 was adopted by the USFSM Campus Board in April 2015 and the USF Board of Trustees in June 2015 following a comprehensive campus and community engaged evaluation process.

[http://usfsm.edu/wp-content/uploads/2015/01/USFSM\\_StrategicPlan\\_2015\\_06\\_04.pdf](http://usfsm.edu/wp-content/uploads/2015/01/USFSM_StrategicPlan_2015_06_04.pdf)

As a member of the University of South Florida System, USF Sarasota-Manatee embraces the USF System mission, vision, values and strategic goals while adopting its own institutional mission, vision, values and strategic goals included below.

#### Mission Statement

The University of South Florida Sarasota-Manatee provides high quality education and scholarly activity in a personalized learning community that prepares successful leaders and responsible citizens.

#### Vision Statement

As a valued member of the USF System, the University of South Florida Sarasota-Manatee will be nationally recognized as a student-centered, research-focused, community-engaged university with significant economic and cultural impact to the region.

#### Values

The University of South Florida Sarasota-Manatee embraces the values of higher education: academic excellence, freedom of inquiry, diversity and inclusion, shared governance, accountability and student-centeredness.

#### Peer Institutions

- Georgia Southwestern State University (Americus, Georgia)
- Indiana University-Kokomo (Kokomo, Indiana)
- Louisiana State University-Shreveport (Shreveport, Louisiana)
- University of Houston-Victoria (Victoria, Texas)

#### Aspirant Institutions

- University of North Carolina at Asheville (Asheville, North Carolina)
- State University of New York College at Geneseo (Geneseo, New York)
- Stockton University (Galloway Township, New Jersey)

## Strategic Goals

### *Goal 1: Student Success*

Ensure student retention, timely completion, employment success, and student satisfaction.

### *Goal 2: Campus Life*

Foster an intentional culture of campus engagement.

### *Goal 3: Intentional Enrollment Management*

Strategically recruit and retain students by growing existing programs and creating new programs of strategic emphasis or demonstrated demand.

### *Goal 4: Teaching and Learning*

Explore and implement innovative technologies and pedagogical methods that increase student engagement in the learning process and improve student learning outcomes.

### *Goal 5: Scholarly Activity*

Recognize and support diverse faculty research activities.

### *Goal 6: Community Engagement*

Build and be known for a community engagement identity in partnership with a variety of organizations throughout the service area.

### *Goal 7: Resources*

Preserve, grow, and diversify the human, physical, financial, private, and other resources, aligning them to support strategic goals.

## 3.3 Campus and Community Sustainability Policy

The Campus and Community Sustainability Policy, included below, establish a clear vision for the University. The master plan update is developed to help meet the goals outlined in the University System's Strategic Plan, and uses the Sustainability Policy as a guiding tool to ensure the campus is developed in ways that contribute to achieving the University System's vision.

The Campus and Community Sustainability Policy (Policy 10-051) was adopted in July, 2010.

### Introduction (Purpose and Intent)

- A. The University of South Florida System desires to educate, research, design, and build sustainable, healthy communities and to create a community of learners together with significant and sustainable University-community partnerships and collaborations. The guiding values that empower this mission include social, economic, and environmental sustainability, which promote

conserving resources, reducing waste, recycling and reusing materials, finding new sources of clean energy, increasing energy efficiency, and diminishing life-cycle impacts and our consumption of greenhouse gas producing materials.

- B. Toward accomplishing the University System’s mission, USF is a signatory of the American College and University Presidents’ Climate Commitment (ACUPCC) and a charter participant of the Sustainability Tracking, Assessment, and Rating System (STARS), administered by the Association for the Advancement of Sustainability in Higher Education.
- C. As a member of the ACUPCC, USF Tampa has established the Office of Sustainability to coordinate and build partnerships for University-wide initiatives that advance USF’s strategic goal of creating a sustainable campus environment. In pursuit of this mission and as required by the ACUPCC, the USF Office of Sustainability has prepared a long term Climate Action Plan (CAP), which provides certain recommendations related to sustainability issues for policy promulgation at USF.

**Statement of Policy**

- A. The Office of Sustainability oversees USF’s efforts to follow the recommendations documented in the CAP.
- B. The CAP, which includes the greenhouse gas emissions inventory for USF, will be updated on an annual basis.
- C. The Office of Sustainability has the authority and responsibility to coordinate the efforts of Academic Affairs, Student Affairs, Administrative Services, and Business and Finance in the compilation of data to complete the reporting requirements of STARS.
- D. The USF President/Chief Executive Officer and USF System Board of Trustees will be updated on the progress of the CAP and STARS on an annual basis.

**Definitions**

For purposes of this policy, the term sustainability refers to the capacity to meet the social, economic, and environmental needs of the present without compromising the ability of future generations to meet their own needs.

**Priorities for Steps toward Institutional Sustainability**

The CAP emphasizes certain strategies to reduce carbon dioxide emissions over time. These strategies are aligned with specific scopes of greenhouse gas emissions to better leverage and focus institutional strengths and to set periodic (five-year) priorities for resource allocations. The strategies collectively focus on improvements to the designed and built environments (including water management), transportation, energy, and consumption (water and recycling) through policy promulgation, education and awareness campaigns, and updates to the USF campus master plans, among other action steps.

- A. The designed environment includes, but is not limited to: campus design, open space network, greenway expansion, integrated landscape, forestation, xeriscape development, waterscape improvement, irrigation, and conservation.

- B. The built environment includes, but is not limited to: materials reuse and building renovation, retrofitting, green building, smart masonry, materials conservation, materials recycling, recycled content materials, renewable building materials, biodegradable materials, building orientation, green roofs, rainwater harvesting, low-flow water fixtures, dual-plumbing, greywater reuse, and water metering.
- C. Transportation includes, but is not limited to: pedestrian and bicycle commuting, bus system, commuter options, motor vehicle idling, mass transit, parking, campus fleet, and air travel.
- D. Energy includes, but is not limited to: monitoring, commissioning, conservation, recovery, and renewable energy.
- E. Consumption includes, but is not limited to: procurement, dining services, waste reduction (including paper), general recycling, electronic equipment reuse and recycling, and recycling construction debris.

# Element 4:

# Future Land Use

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## 4. Future Land Use

This element designates existing and future development as reflected in the goals, objectives and policies of the campus master plan, and describes how future development will be coordinated with land uses planned by the host and/or affected local governments in the planning study area.

### A. Space and Building Needs Assessment

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

#### 1. Existing USFSM Building Inventory

Table 4-1 provides an inventory of USFSM buildings. The USFSM Academic Center (SMC), Physical Plant (SMP), Modular Lab 1 (SMA) and Modular Lab 2 (SMB) are located on Parcel #1 and comprise the “main campus”. The SMC was completed in 2006 and serves as the University’s primary academic facility. The SMP, completed in 2006 and expanded in 2011, provides chilled water for climate control of the SMC. Although the SMP’s chilled water equipment is currently sized only to accommodate the existing SMC, the chiller plant building itself is large enough to accommodate the equipment necessary to serve an additional 130,000 gsf. The SMA and SMB are temporary modular buildings completed in 2015 and serve as science research labs.

All other USFSM buildings were acquired as part of the Viking Motel property purchase. Of the Viking buildings, only VBK, 3,544 gsf, is in active use and serves as the University’s bookstore. VKA, VKB, and VKC currently are limited in occupancy and house various classroom, laboratory, storage and University and non-University office functions. All of these buildings are in need of significant renovations.

**Table 4-1 Inventory of Existing Building Facilities**

Building Number	Building Abbrev.	Building Name	Gross SF	General Adequacy	Present State of Repair/Construction
3069	SMC	Sarasota-Manatee Academic Center	134,540	Excellent	Satisfactory
3071	SMP	Sarasota-Manatee Physical Plant	10,612	Excellent	Satisfactory
3050	VBK	Viking Complex-Bookstore	3,544	Fair	Renovations Required
3046	VKA	Viking Complex-Building A	6,195	Fair	Renovations Required
3047	VKB	Viking Complex-Building B	3,834	Fair	Renovations Required
3048	VKC	Viking Complex-Building C	4,486	Fair	Renovations Required
3076	SMA	Modular Lab 1	599	Temporary	Satisfactory
3077	SMB	Modular Lab 2	599	Temporary	Satisfactory
<b>Total Gross Square Feet</b>			<b>164,409</b>		

Source: University of South Florida - Sarasota-Manatee, Facilities Planning & Management

USFSM shares bookstore, library, health and wellness, and security services with New College. The bookstore (VBK), as noted above, is located on the USFSM campus Viking site. The shared USFSM/New College Library, Health and Wellness Center, and Campus Police facilities are located on the New College campus.

## 2. Enrollment

Student population data from the University has been used to develop projections for future growth in enrollment at USFSM over the 10-year master plan horizon through 2025-26. Faculty and staff employment is assumed to grow parallel with the enrollment growth.

Table 4-2 provides a summary of the existing and projected student enrollment by headcount (HC). Table 4-3 provides the same summary utilizing full-time equivalencies (FTE). Both tables include all students enrolled with USFSM as their school of registration, including those students attending classes online, at North Port, and at other USF campuses.

**Table 4-2 Existing and Projected USFSM Enrollment (HC)**

Category	2014-15	2024-25	Total Growth
Undergraduate Students	2,100	2,962	862
Graduate Students	192	271	79
Non-degree	<u>162</u>	<u>229</u>	<u>67</u>
<b>Total</b>	<b>2,454</b>	<b>3,462</b>	<b>1,008</b>

Source: University of South Florida – Sarasota-Manatee, Facilities Planning & Management  
 Note: includes all students registering as USFSM students.

**Table 4-3 Existing and Projected USFSM Enrollment (FTE)**

Category	2014-15	2024-25	Total Growth
Undergraduate – Lower Levels	270.63	420.28	149.65
Undergraduate – Upper Levels	835.40	1,297.35	461.95
Graduate Level	<u>91.65</u>	<u>142.33</u>	<u>50.68</u>
<b>Total</b>	<b>1,197.68</b>	<b>1,859.96</b>	<b>662.68</b>

Source: University of South Florida - Sarasota-Manatee, Facilities Planning & Management  
 Note: includes all students registering as USFSM students.

Per Table 4-2, headcount enrollment projections indicate that USFSM will grow by 1,008 students, or 41% by 2025-26. Undergraduate enrollment is expected to account for the greatest increase, making up 82% of the total growth through the planning horizon.

Per Table 4-3, USFSM is expected to grow by a total of 663 FTE, or 55%, by 2025-26. The greatest percentage increase in FTE is anticipated to occur at the Undergraduate – Lower Level.

Tables 4-4 and 4-5 below address USFSM enrollment (by FTE) with the main campus as “home campus” – students are registered as USFSM students and attend the majority of classes on the main campus. The enrollment data and projections summarized in these tables have been used in projecting programmatic demands for future building, recreation, and parking facilities based on recommendation by USFSM master planning committees. Table 4-5 provides a break out of class attendance by time of day. In 2015-16 the peak attendance period is the evening. Attendance is projected through the 10 year planning horizon based on existing ratios of morning, afternoon, evening; however, it is recognized that as the student population changes to include a greater percentage of lower division undergraduates (freshmen and sophomore students) the distribution of class time attendance may shift between periods of the day. Opportunities for greater facility utilization over periods of the day may be gained through strategic scheduling, and this may in turn affect programmatic space needs and the phasing of new facilities.



**Table 4-4 Existing and Projected USFSM Enrollment (FTE) –USFSM Main Campus as Home Campus**

Category	FTE 2014-15	FTE 2024-25	Total Growth	10 Year Growth Rate	Annual Growth Rate <sup>1</sup>
Undergraduate – Lower Levels	164	253	89	54.27%	4.4%
Undergraduate – Upper Levels	359	558	199	55.43%	4.5%
Graduate Level	71	110	39	54.93%	4.5%
<b>Total</b>	<b>594</b>	<b>921</b>	<b>327</b>	<b>55.05%</b>	<b>4.5%</b>

Source: University of South Florida – Sarasota-Manatee, Departments of Facilities Planning and Management and Institutional Research and Effectiveness.

Notes: 1 Annual Growth Rate is calculated as a cumulative compounding rate.

Notes: 2 Only FTE generated at the USFSM Sarasota main building is included (i.e. not CIL, Mote, IMG, South Florida Museum, North Port nor Online. All enrollments are included regardless of the students' home campus.

**Table 4-5 Existing and Projected USFSM Enrollment (FTE) by Time of Day –USFSM Main Campus**

Category	FTE 2014-15				FTE 2024-25			
	LL-UG	UL-UG	Grad.	Total	LL-UG	UL-UG	Grad.	Total
FTE Morning	102	98	19	219	158	152	30	340
FTE Afternoon	52	114	27	194	81	177	42	300
FTE Evening	9	147	25	181	14	228	39	281
<b>FTE Total</b>				<b>594</b>				<b>921</b>

Source: University of South Florida – Sarasota-Manatee, Departments of Facilities Planning and Management and Institutional Research and Effectiveness.

In determining projected 10 year building program demands for office (administration and academic), instructional, student administration, and operations and physical plant facilities, the existing ratio of gross square feet (gsf) per FTE was used as a basis for estimating future gsf based on projected 2024-2025 enrollment. Future auditorium, library, full service dining, housing and support, and indoor recreation facilities were determined based on a combination of existing shared facility usage and commonly used space standards. Table 4-6 summarizes projected 10 year building facilities program projections that are used as the basis for the USFSM 2015-2025 Campus Master Plan. It is understood that programmatic demand and timing of demand per functions will be impacted by enrollment distribution – both class level and time of day – and related scheduling, online vs. on site delivery, and implementation of new initiatives such as lower level student enrollment, housing, and related student services, as well as curriculum/program changes and funding opportunities.

3. Project Space and Building Needs

Table 4-6 Projected 10 Year Building Facilities Program

Program Function	2015-16 GSF	Proposed 2024-25 GSFs	10 Year Growth GSF
Office (Administration General)	23,323	29,383	6,060
Office (Academic)	22,797	31,537	8,740
Instructional	50,227	96,051	45,824
Research	1,198	7,580	6,382
Student Administration	17,115	27,332	10,217
Student Support	695	5,222	4,527
Physical Plant Operations	26,428	27,785	1,357
Bookstore	3,544	5,760	2,216
Auditorium – 500 seats		12,500	12,500
Library/Resource Center		6,156	6,156
Food Service - cafe	5,575	16,775	11,200
Indoor Recreation	2,895	52,959	50,064
<b>Subtotal Building Program GSF</b>	<b>153,797</b>	<b>319,040</b>	<b>165,243</b>
Central Plant (existing capacity 250,00 gsf)	10,612	15,512	4,900
<b>Total Building Program GSF</b>	<b>164,409</b>	<b>334,552</b>	<b>170,143</b>

Source: University of South Florida - Sarasota-Manatee, Facilities Planning & Management for existing building program gsf.

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

Table 4-7 and related Figure 4-2, Existing Undeveloped and Underdeveloped Lands, identifies developable campus land (unencumbered) and underdeveloped land such as existing surface parking and land occupied by inefficient/poor quality facilities that may be considered for future campus facility development.

Table 4-7 Undeveloped and Underdeveloped Property

Existing Undeveloped / Underdeveloped Lands	Acres	% of Total Underdeveloped Area
Surface Parking	6.3	50%
Sub quality existing facility site	3.5	30%
Non-parking unencumbered	2.7	20%
<b>Total Acres Undeveloped / Underdeveloped Lands</b>	<b>12.5</b>	<b>100%</b>

**C. Inventory and Future Needs Assessment of Properties within the Study Area (where title interest is held by the Board of Trustees of the Internal Improvement Trust Fund)**

All University property is owned in fee-simple by the Board of Trustees of the Internal Improvements Trust Fund and leased to the University of South Florida Board of Trustees. There are currently no properties being subleased on the USFSM campus.

In addition to the facilities identified above, USFSM leases two off-campus facilities:

- SNP-3072: USFSM North Port is 7,056 gsf of space located at 5920 Pan American Boulevard, North Port, approximately 40 miles to the southeast of the main campus. The lease terminates in December 2015.
- SLR-3075: USFSM Culinary Innovation Lab is 4,217 gsf of space located at 8130 Lakewood Ranch Main Street, Unit D104, Lakewood Ranch, approximately 7 miles east of the main campus. The lease terminates in 2017.

In addition to the facilities identified above, USFSM maintains an inter-institutional agreement with Mote Marine Laboratories, a private non-profit organization, for 5,618 gsf of science teaching labs (SMM-3074) located at 1703 Ken Thompson Parkway, Sarasota, approximately 6 miles west of the main campus. The agreement expires in 2022.

Table 4-8 summarizes areas of the USFSM campus that are impacted by encumbrances or easement.

**Table 4-8 Description of USFSM Property in Encumbrances or Easement**

Encumbrances	Acres
Conservation Area	6.60
Utility/Access Easements	0.46
<b>TOTAL</b>	<b>7.06</b>

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

Currently, the USFSM main campus consists of six parcels totaling 41.3 acres. See Figure 4-1, Existing Property Ownership and Study Area Land Use. Due to the campuses proximity to the Manatee/Sarasota County line, four of the parcels are located within Manatee County and two within Sarasota County. Of the two Sarasota County parcels, one is located within the unincorporated county, while the other is within the boundary of the City of Sarasota. Below is a detailed description of each parcel.

- Parcel #1 is approximately 28.4 acres in size, located within unincorporated Manatee County and bounded by US 41 to the east, the Crosley Estate to the west, the Hilton Garden Inn to the north and a single-family residential neighborhood to the south (The Uplands). It contains the institution’s primary buildings, the Sarasota Manatee Campus building (SMC) - 134,540 gsf, Physical Plant (SMP) - 10,612 gsf, Modular Lab 1 (SMA) - 599 gsf and Modular Lab 2 (SMB) - 599 gsf as well as the majority of the parking, infrastructure and recreational facilities.

Parcel #1 is designated “Public/Semi-Public (2)” or P/SP (2) on the Manatee County Future Land Use Map (FLUM). The intent of this category is to “recognize major existing and programmed

public/quasi-public facilities... having an essential purpose for the health, safety, and welfare of the community..." Permitted uses include health care facilities and public or private colleges or universities. No density or intensity standards are established for this designation in the comprehensive plan.

Parcel #1 has split zoning. The eastern two-thirds of the site is zoned General Commercial (GC), while the western third is Planned Development Residential (PDR). As the name would suggest, the GC district is intended to allow a broad range of commercial activities at a maximum Floor Area Ratio (FAR) of .25 (.35 with special exception). The PDR district is intended to allow for residential uses pursuant to specific design criteria developed during the planned development process.

- Parcel #2 is part of the Viking Motel acquisition. Located within unincorporated Manatee County, this parcel is approximately 1.6 acres in size and bounded by two commercial properties to the east (currently used auto lots), The Uplands to the west, the University Row Apartments (formerly Airport Inn or Ramada Inn) to the north and Edwards Drive to the south. The land parcel is currently vacant

Parcel #2 is designated Retail/Office/Residential (ROR) on the Manatee County FLUM. The intent of this category is to "identify areas exhibiting a broad range of commercial, residential and, in certain cases, light industrial uses, and to recognize the continued existence of such areas..." Permitted uses include Retail, wholesale or office commercial, residential, lodging, public or semi-public, schools and recreational. Development standards permit for residential densities ranging from 9 to 16 dwelling units per acre and non-residential Floor Area Ratios (FAR) ranging from .35 to 1.0.

Parcel #2 is designated General Commercial (GC) on the Manatee County zoning map. As previously mentioned, the GC district allows a broad range of commercial activities at a maximum FAR of .25 (.35 with special exception).

- Parcel #3 is also part of the Viking Motel acquisition, but is located in unincorporated Sarasota County. The parcel is approximately 1.9 acres in size and bounded by US 41 to the east, The Uplands to the west, Parcel #2 and adjoining used auto lots to the north and Poinciana Drive to the south. The site contains four buildings, VKA, VKB, VKC and VBK, totaling 18,063 gsf in size. VBK houses the shared USFSM/New College Bookstore.

Parcel #3 is designated Moderate Density Residential (MODR) on the Sarasota County FLUM. The intent of this category is to recognize "existing development that has occurred at densities between two and less than five dwelling units per acre." Permitted uses are limited to residential. It may be presumed that the existing non-residential uses are "grandfathered" or vested non-conforming uses.

Parcel #3 is designated Commercial General (CG) on the Sarasota County zoning map. The CG district allows a broad range of commercial activities and limited residential development. Permitted residential density ranges from 9-13 dwelling units per acre. A maximum non-residential intensity is not clearly stated in the County's land development code. It should be noted that the CG zoning district appears to be inconsistent with the parcel's MODR future land use designation.

Parcel #3 is also located in the Federal Aviation Administration (FAA)-designated Runway Protection Zone (RPZ) of the Sarasota-Bradenton International Airport. In an effort to enhance

public safety through the acquisition of properties in the RPZ, the Sarasota-Manatee Airport Authority (SMAA) initiated contact with USF in 2014 to purchase the property. USF and SMAA executed a Letter of Intent in October 2014 for the sale of Parcel #3 to SMAA. A final sale agreement is pending review by the Florida Board of Governors and State legislative and executive approval. The parcel proposed for land disposition is identified on Figure 4-3, Proposed Property Acquisition and Disposition.

- Parcel #4 is a ¼ acre, residential lot located within The Uplands subdivision. The parcel is bounded by similar residential lots to the east and south, the Crosley Estate to the north and Uplands Boulevard to the west. The parcel has a P/SP (2) FLUM designation and RSF 4.5 zoning. The RSF 4.5 zoning district allows for single-family residential development at a maximum density of 4.5 dwelling units per acre.
- Parcel #5 is jointly owned with New College. The parcel is approximately 2.6 acres in size and located within Unincorporated Manatee County. It is bounded by Uplands Boulevard to the east, Sarasota Bay to the west, the Crosley Estate to the north, and a similar, vacant parcel of land to the south. The parcel has a P/SP (2) FLUM designation and RSF 3/CH zoning. The RSF 3 zoning district allows for single-family residential development at a maximum density of 3 dwelling units per acre. The “CH” denotes the fact that the parcel is located within the Coastal High Hazard Area Overlay and therefore has additional limitations on uses and heightened design standards.
- Parcel #6 is also jointly owned with New College. The parcel is approximately 6.5 acres in size and located within the City of Sarasota. It is bounded by Uplands Boulevard to the east, Sarasota Bay to the west, Parcel #5 to the north and New College to the south.

Parcel #6 has a Metropolitan/Regional 2 (M/R-2) FLUM designation. The intent of the Metropolitan/Regional FLUM designation to identify, “areas in the City that represent attractions that draw visitors from great distances and have developed in distinct and identifiable “complexes”, “circles”, “centers”, or “campuses”. The suffix “2” denotes a specific area containing USFSM, the Ringling Museum of Art and the Asolo Theatre.

Parcel #6 is designated Medical Charitable and Institutional (MCI) on the City of Sarasota zoning map. The MCI district allows a broad range of institutional activities, specifically those of charitable, religious or social character. Residential development is permitted at a maximum density of 25 dwelling units per acre. This is no maximum Floor to Area Ratio (FAR) for the district, but development is limited to building height and building coverage limitations of 35 feet and 40%, respectively.

The existing campus properties provide the opportunity to accommodate the programmatic demands of the 2015-26 USFSM Campus Master Plan without the need for property acquisitions. However, as part of the long-term development strategy for USFSM, adjacent parcels have been identified for acquisition within the 10-year planning horizon. The following parcels are proposed for land acquisition and are identified on Figure 4-3:

- Acquisition Parcel 1: Multi-family residential and commercial property adjacent to the USFSM south boundary and Viking properties, adjacent to US 41, commonly referred to as the “University Row Apartments”, former “Airport Inn” or former “Ramada Inn”.
- Acquisition Parcel 2: Two commercial properties located adjacent to the USFSM Viking properties, adjacent to US 41, commonly referred to as the “Auto Sales lots”.

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

**1. Natural Resources**

At the time of construction of the existing USFSM facility (SMC) and campus site infrastructure, two Conservation areas were established through Florida Fish and Wildlife Conservation Commission Permit for gopher tortoise habitat. The larger area (6.0 acres) is located on the east edge of campus adjacent to US 41 and the smaller area (0.6 acres) is located to the west, north of SMC. These conservation areas are to be preserved and enhanced in efforts to define a distinct campus edge and identity along US 41. See Element 8, Conservation, for additional detail.

Though USFSM core campus property is separated from the Bayfront by the Manatee County Crosley Estate property and Uplands housing, the bay front regional context is important to the institutional identity and campus community experience. Pedestrian and bicycle access between the USFSM core campus area and the bay front (both at the Crosley Estate and at shared USFSM/New College bay front site to the south), including the experience of natural setting enroute to the bay, was enhanced with the completion of the USFSM-Manatee County bay front trail in July 2014. The trail is open to the USFSM campus community and the general public.

Discussion with Manatee County regarding access to the waterfront and programmatic development of a limited facility for recreation and athletic activities (rowing/sailing) is mutually desired and continues.

**2. Historic Resources**

See Element 8, *Conservation* for additional detail.

**3. Archaeological Resources**

No archaeological resources have been identified to date (2011).

**F. Inventory and Future Needs Assessment of Facilities on University-Controlled Lands (not under jurisdiction or operation of the State University System)**

No such facilities or lands exist in the study area.

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

*Existing Land Uses within Study Area*

See this Element, Section D above and Figure 4-1, Property Ownership and Existing Land Use, for a description of existing land uses within the study area.

*Future Land Uses within Study Area*

The USFSM 2015-2025 Campus Master Plan considers and provides recommendations for property acquisition and disposition strategies along the south edge of campus.

The USFSM 2015-2025 Campus Master Plan anticipates the following existing adjacent area land uses to continue:

- Private residential areas to the south and northwest,
- Manatee County Crosley Estate to the west (with possible development of shared use facilities),
- Sarasota Bradenton International Airport across US 41 to the east,
- New College campus to the south and southeast, and
- General commercial uses to the north, south and across US 41 to the east.

**H. Inventory of Potential Induced Development in Neighboring Community**

USFSM and New College continue to support development of a “village center” retail center that is envisioned as a mixed use retail area including supporting services to serve both campus communities and the public, such as café, dry cleaners, hair salon, etc.

USFSM and Manatee County will continue to explore opportunities for shared use facilities on the USFSM campus and Crosley Estate.

USFSM and Manatee County will continue to explore opportunities for vehicular and non-vehicular safety improvements to US 41 and Seagate Drive, including roadway improvements, traffic signalization or roundabout, lighting and public transportation.

*Sources:*

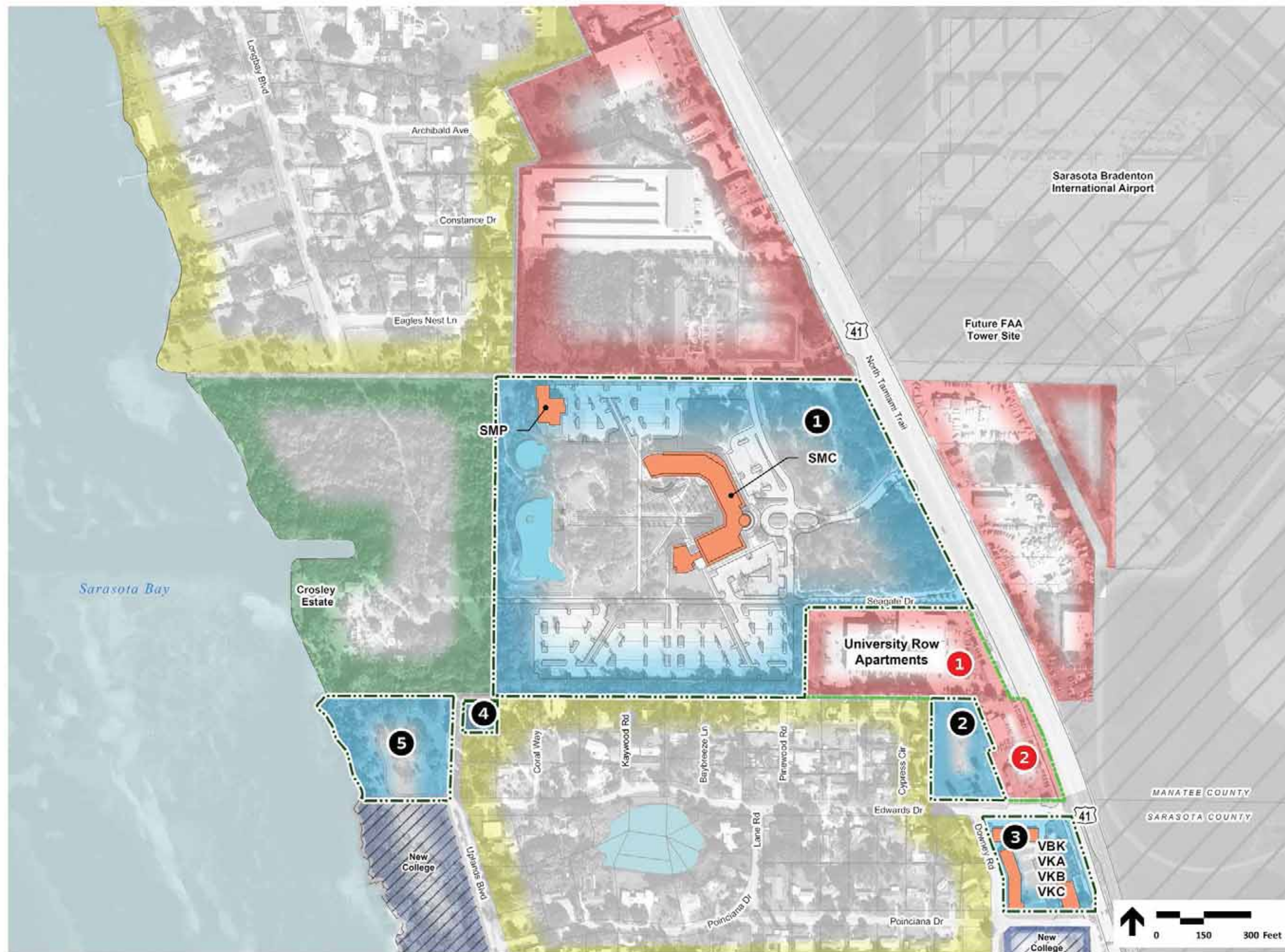
The following is a list of sources reviewed for information to support the Future Land Use data collection and analysis.

- USFSM Facilities Planning and Management, Response to Data Request, Feb. 2011
- Manatee County Comprehensive Plan
- University of South Florida, Sarasota-Manatee 2009 Campus Map
- Sarasota County Comprehensive Plan (11/17/06)
- USFSM Office of Institutional Research, Enrollment Projections (2015)
- USFSM Department of Facilities Planning and Management; Building List, Space Function Report (2015)

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**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



**Legend**

- Campus Limits
- Study Area
- Land Use**
- USFSM
- New College
- Commercial
- Residential
- Public
- Airport
- Existing USFM Facilities
- Parcel Number
- Acquisition Parcel Number

**Date**  
October 2015

**Element 4**  
Future Land Use

**DCA Figure 4-1**  
Property Ownership and  
Existing Land Use

**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



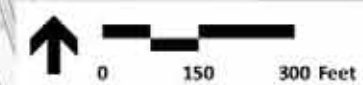
**Legend**

- Campus Limits
- Study Area
- Surface Parking
- Undeveloped/Underdeveloped
- Low Density - Underutilized Facility
- Existing USFM Facilities

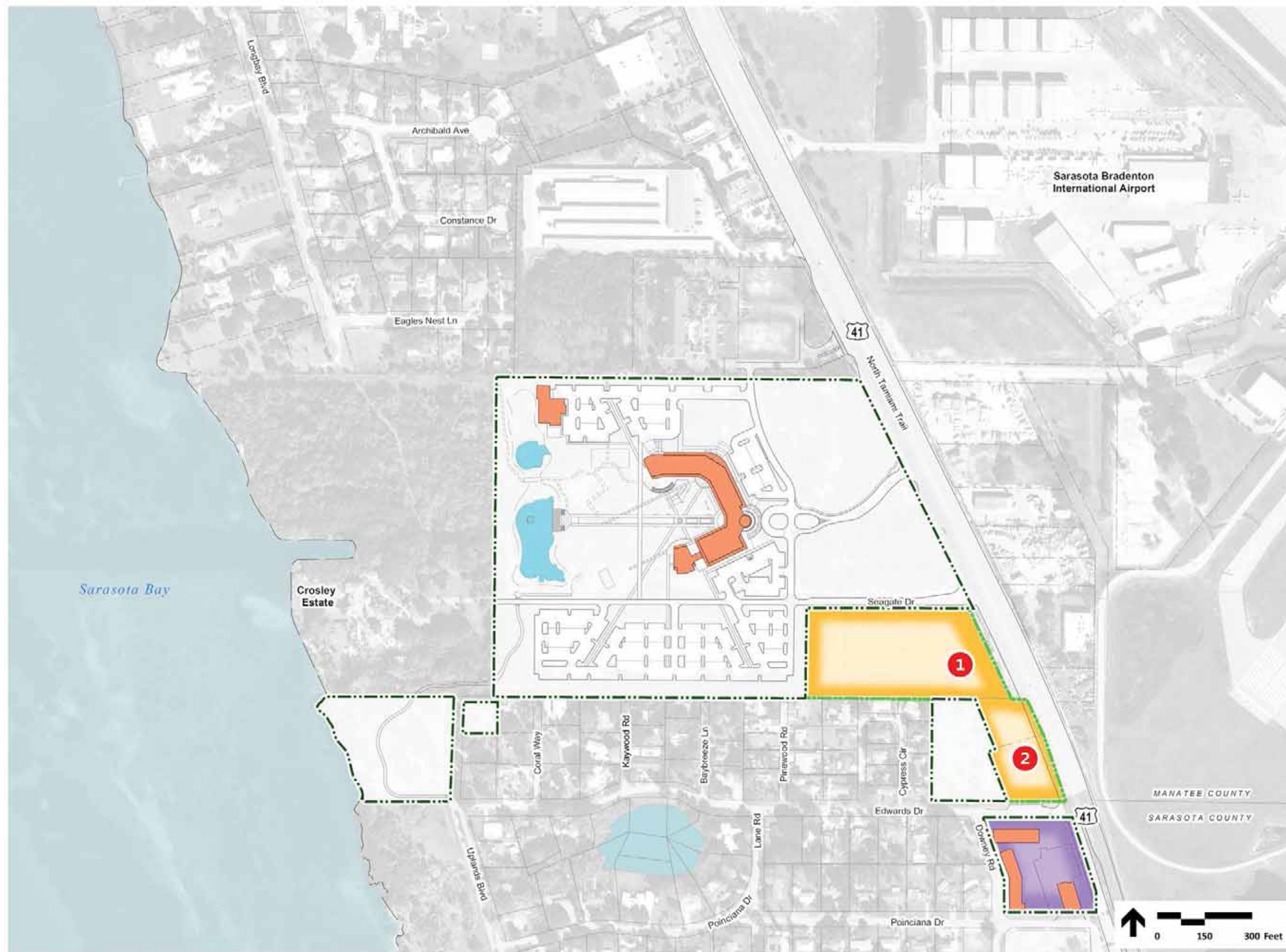
**Date**  
October 2015

**Element 4**  
Future Land Use

**DCA Figure 4-2**  
Undeveloped and  
Underdeveloped Land



**2015 Campus Master  
Plan Update -  
Sarasota Manatee**



- Legend**
- Campus Limits
  - Study Area
  - Proposed Acquisition
  - Existing USFM Facilities
  - Requested Property Disposition

**Date**  
October 2015

**Element 4**  
Future Land Use

**DCA Figure 4-3**  
Proposed Property  
Acquisition and Disposition

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# Element 5:

# Transportation

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## 5. Transportation

This element assesses and makes transportation recommendations for integrating all modes of travel (bicycle, pedestrian, bus/transit, and motor vehicle) both on campus and on roadways serving the campus. These recommendations shall coordinate policies, programs, and projects with the host and/or affected local governments, as well as with other state and regional agencies.

### A. Parking Inventory and Assessment

Parking at the University of South Florida Sarasota-Manatee is provided in surface parking lots surrounding the main building (SMC) on the north, east, and south sides. All parking on the campus is located within 600 feet of the campus building, and the vast majority of the campus's parking is less than 400 feet from the building. USFSM conducted an inventory of the University-controlled parking lots to understand overall parking capacity in the University parking system. Except for handicap and visitor parking, USFSM doesn't designate parking areas for individual users or otherwise restrict parking in the University lots. The University does not control or operate any off-campus parking. Figure 5-1 shows the campus parking map and identified the number of parking spaces provided in each parking lot surrounding the campus buildings. Table 5-1 provides a summary of the existing parking capacity from the inventory.

**Table 5-1 Existing Parking Supply Summary**

Location	Number of Spaces	Percent of Inventory
East Lot 1	42	7%
North Lot 1	83	14%
North Lot 2	52	8%
South Lot 1	65	11%
South Lot 2	67	11%
South Lot 3	100	16%
South Lot 4	113	18%
South Lot 5	93	15%
<b>Total Spaces</b>	<b>615</b>	<b>100%</b>

Source: University of South Florida Department of Parking and Transportation Services, 2015

USFSM sells annual, fall, spring, and summer parking permits to students, faculty, and staff. During the 2014-15 school year, USFSM sold a total of 3,208 parking permits. Additionally, students and staff for the Lifelong Learning Academy, which is a continuing education program that operates on the USFSM campus and shares parking with USFSM, purchased 1,899 parking permits.

Parking occupancy data on the USFSM campus was collected to establish peak parking demand levels for the campus. The parking utilization count data includes activity associated with the Lifelong Learning Academy, which provides courses for mature students outside of the typical USFSM undergraduate and graduate curricula. Table 5-2 provides a summary of the observed existing USFSM parking occupancy.

**Table 5-2 Existing Parking Occupancy (Demand) Summary**

Day of Week	Morning Peak		Afternoon Peak		Evening Peak	
	Occupied Spaces	Percent Occupied	Occupied Spaces	Percent Occupied	Occupied Spaces	Percent Occupied
Monday	438	71%	359	58%	213	34%
Tuesday	334	54%	374	60%	229	37%
Wednesday	332	53%	397	64%	165	27%
Thursday	431	69%	337	54%	196	32%
<b>Average</b>	<b>384</b>	<b>62%</b>	<b>367</b>	<b>59%</b>	<b>201</b>	<b>32%</b>

Source: University of South Florida Sarasota-Manatee, 2015

Parking occupancy data collected on the USFSM campus indicates that the University's parking demand does not approach or exceed the parking supply during peak periods, suggesting that existing parking capacity is adequate for the University's normal operations. The observed parking demand data indicates that the weekday afternoon is typically the peak period of parking demand on the campus. The existing peak parking utilization rate at USFSM is approximately 71%, which indicates that at least 175 parking spaces are regularly unused.

Student population data from the University has been used to develop projections for future growth in enrollment at USFSM over the 10-year master plan horizon (2015-2025). Based on the enrollment projections, faculty and staff employment is assumed to grow in parallel with the enrollment growth. This data can be used to project unconstrained growth in parking demand at USFSM. Table 4-5, Existing and Projected USFSM Enrollment (FTE) – by Time of Day –USFSM Main Campus in Element 4, Future Land Use, provides a summary of the existing and projected student enrollment in full-time equivalents (FTE) at USFSM. Table 5-3 provides a summary of existing distribution of student attendance by time of day and projects the anticipated enrollment growth out to 2024-2025 at the same ratios between periods of day.

**Table 5-3 Existing and Projected USFSM Enrollment (FTE) by Time of Day –USFSM Main Campus**

Category	FTE 2014-2015				FTE 2024-2025			
	LL-UG	UL-UG	Grad.		LL-UG	UL-UG	Grad.	
FTE Morning	219	102	98	19	340	158	152	30
FTE Afternoon	194	52	114	27	300	81	177	42
FTE Evening	181	9	147	25	281	14	228	39
<b>FTE Total</b>	<b>594</b>				<b>921</b>			

Source: University of South Florida - Sarasota-Manatee, Departments of Facilities Planning and Management and Institutional Research and Effectiveness.

The annual population growth data provides the basis for projecting the unconstrained growth in parking demand on the USFSM campus. Table 5-4 provides a summary of the projected 2025 parking occupancy on the campus.



**Table 5-4 Projected 2025 Peak Parking Occupancy (Demand) Summary**

<b>Time of Day</b>	<b>Existing Occupied Spaces</b>	<b>2025 Occupied Spaces</b>	<b>Percent Increase</b>
Morning Peak	438	680	55%
Afternoon Peak	397	614	55%
Evening Peak	229	356	55%

The results of the parking evaluation suggest that peak parking demand at USF is expected to grow approximately 55 percent during the peak evening period by the 2025 plan horizon. It should be noted, that this analysis does not account for potential parking demand reductions associated with potential transportation demand management strategies included in the USFSM 2015-2025 Campus Master Plan.

To adequately accommodate the projected parking demand growth, without incurring significant financial burdens associated with constructing excessive parking facilities, USFSM should plan to maintain a peak parking utilization ratio of approximately 85-90 %. Based on this ratio, the recommended parking supply target for the USFSM 2015-2025 Campus Master Plan is approximately 775 parking spaces.

To control costs as future growth of the USFSM campus occurs, it is recommended to consider the potential to add spaces to existing parking lots by restriping to accommodate motor vehicles of different sizes. This policy is being adopted on the USF-Tampa campus and it is common for parking structures to have spaces designated for compact cars. In recent years, the USFSM motor vehicle fleet has changed to offer a larger range of sizes from very large to very small. For example, in comparison to the largest vehicles, such as a Ford F-150 pick-up truck that occupies 142 square feet (sf) of space, the smallest vehicle, a Smart Fortwo, occupies 50 sf. Parking design standards typically vary from a standard 9’x18’ space to an 8’x16’ compact space, which represents a per-space savings of 34 sf. USFSM may also consider developing policies to support the University’s ACUPCC pledge to lower carbon emissions by incentivizing the use of smaller vehicles.

As electric vehicles are beginning to be introduced into the market, USFSM should consider incorporating short and long-term charging options, preferably located in the most desirable parking locations (i.e. closest to academic or support buildings), as a benefit to campus users choosing sustainable transportation options. Given current uncertainty about growth in the market for electric vehicles, it may not be economically prudent for USFSM to install charging stations in existing parking lots, but new parking facilities should be designed to incorporate charging stations in the future.

**B. Transit Services**

The USFSM campus is located along bus transit routes operated by regional transit providers. Manatee County Area Transit (MCAT) and Sarasota County Area Transit (SCAT) provide service to adjacent stops along U.S. Route 41 (North Tamiami Trail), the Sarasota Bradenton Airport, and Ringling Museum, the latter two of which are located approximately 0.75 miles away from campus. These transit routes provide connections to downtown Sarasota and downtown Bradenton as well as other key destinations or connections to other transit routes.

1. **Service Providers**

The USFSM campus does not operate any University campus shuttles. Two principal transit service providers currently operate in the vicinity of the University. The following is a list of the existing transit service providers in the area:

- Manatee County Area Transit (MCAT)
- Sarasota County Area Transit (SCAT)

2. **Routes and Schedules**

Currently, the MCAT Route 16 and MCAT/SCAT Route 99 provide transit service along US 41 (North Tamiami Trail), which is the only direct service to the USFSM campus. The following is a summary of all of the regional bus routes in proximity to the USFSM campus:

- Route 16 (MCAT) - Runs between the Desoto Station and Sarasota Bradenton Airport, via 15th Street East, Tallevast Road, and US 41.
- Route 99 (MCAT/SCAT) - Runs between the Palmetto Terminal and downtown Sarasota, via downtown Bradenton and US 41.
  - Route is shared by MCAT and SCAT with a transfer point at Desoto Station. There is a \$1.25 transfer fare and approximately a 50 minute waiting time.
- Route 2 (SCAT) - Runs between the Sarasota Bradenton Airport and downtown Sarasota, via Old Bradenton Road and Coconut Avenue.
- Route 15 (SCAT) - Runs between the Sarasota Bradenton Airport and the Landings Shopping Center, via Desoto Road, Honore Avenue, Cattlemen Road, Clark Road, and Proctor Road.
- Routes 90X/100X (SCAT) - Express bus service between the Sarasota Bradenton Airport and North Port, via downtown Sarasota and either US 41/South Tamiami Trail (90X) or I-75 (100X). Route 90X also stops in Venice Island.

3. **Bus Stop Locations**

Transit provider service information was reviewed to determine the location of bus stops in proximity to the USFSM campus. All SCAT and MCAT bus routes stop at marked bus stops along public roadways and established transit stops. The locations of major transit stop locations are summarized in Table 5-5, and a system route map near the USFSM campus is included in the Figure 5-2.

**Table 5-5 Major Regional Transit Stop Locations**

MCAT Route 16	MCAT/SCAT Route 99	SCAT Route 2	SCAT Route 15	SCAT Routes 90X/100X
DeSoto Station 15 <sup>th</sup> Street E. at 63 <sup>rd</sup> Avenue E. Goodwill US 41 at Tallevast Road Sarasota Bradenton Airport	Palmetto Terminal Manatee Court House Desoto Station State College of Florida USFSM Sarasota Bradenton Airport Ringling Museum Downtown Sarasota (1 <sup>st</sup> Street & Lemon Avenue)	Sarasota Bradenton Airport  University Parkway and Old Bradenton Road  Cocoanut Avenue and 16 <sup>th</sup> Street  Downtown Sarasota (1 <sup>st</sup> Street & Lemon Avenue)	Landings Shopping, Proctor Road and US 41  Sarasota Pavilion  Target at University Parkway and Cattlemen Road  University Town Center Station  Sarasota Bradenton Airport	University Parkway/Sarasota Bradenton Airport  Downtown Sarasota (2 <sup>nd</sup> Street & Lemon Avenue)  Sarasota Memorial Hospital  Venice Island (90X)  North Port (City Hall and

**4. Frequency of Service**

All routes serving the campus operate Monday to Saturday.

*Route 16 (MCAT)*

- Hour headway during the daytime and evening hours
- First stop is at 6:05 AM at DeSoto station
- Last stop is at 7:30 PM at DeSoto station

*Route 99 (MCAT/SCAT)*

- 30 minute headway during the day with a varied schedule during evening hours
- First stop is at 5:15 AM in downtown Sarasota at the 1st Street and Lemon Avenue bus terminal
- Last stop is at 9:10 PM at the 1st Street and Lemon Avenue bus terminal

*Route 2 (SCAT)*

- Hour headway during daytime and evening hours
- First stop is at 5:35 AM at Sarasota Bradenton Airport
- Last stop is at 9:50 AM at the 1st Street and Lemon Avenue bus terminal

*Route 15 (SCAT)*

- Hour headway during daytime and evening hours
- First stop is at 5:10 AM at Landings Shopping Center, Proctor and US 41
- Last stop is at 7:40 PM at Beneva Road and Clark Road

*Route 90X/100X (SCAT)*

- Primarily operates during morning and evening peak periods (5:20 AM - 10:30 AM and 3:15 PM - 9:15 PM)
- Varied schedule throughout the day
- First northbound stop is at 5:20 AM at Shoppes of North Port (90X) and southbound stop is at 7:37 AM in Downtown Sarasota (100X)
- Last northbound stop is at 7:22 PM at Sarasota Bradenton Airport (100X) and southbound stop is at 9:14 PM at North Port City Hall (90X)

**5. Ridership Data**

Ridership statistics for the SCAT and MCAT systems are not available for the campus master plan.

**6. Transit Vehicle Capacity**

The SCAT and MCAT systems use a variety of vehicles, including state of art transit vehicles. Capacity information for specific vehicles was unavailable.

**7. Planned Transit Service Modifications**

Sarasota County Area Transit (SCAT) SCAT completed an alternatives analysis in 2010 which ultimately recommended bus rapid transit service along US 41, connecting USFSM, the Sarasota Bradenton International Airport, downtown Sarasota, the Westfield Southgate, and points in-between. Bus Rapid Transit (BRT) is a permanent, integrated system of buses or specialized vehicles using both roadways and dedicated lanes that combines the characteristics of light-rail transit vehicles and station spacing with the flexibility and lower costs of bus service.

Preliminary discussions between SCAT and USFSM regarding the planned BRT route have suggested that the northern extent of route will enter the USFSM campus. BRT vehicles would enter the campus via the main driveway, travel in front of the main building (SMC), and exit the campus via Seagate Drive to return to the south along US 41. USFSM anticipates a transfer station/commuter station for the BRT route will be constructed on the campus.

The Florida Department of Transportation (FDOT) District 1 in 2013 completed the Sarasota/Manatee Area Regional Transit Study (SMART Connect). This study evaluated the feasibility of premium transit improvements between Sarasota and Manatee Counties. Ultimately, the study determined that express bus (connecting Palmetto, downtown Bradenton, USFSM/Sarasota Bradenton International Airport, and downtown Sarasota) and mixed traffic BRT (serving Palmetto, downtown Bradenton, USFSM/Sarasota Bradenton International Airport, and points in-between) were viable options that could be implemented during the planning horizon of 2035. These transit improvements need local adoption in order to move forward. The Sarasota Manatee 2035 Long Range Transportation Plan (LRTP) describes US 41 as a Multimodal Emphasis Corridor. To support multimodal enhancements on the corridor, the 2035 LRTP recommends 15-minute bus frequency and limited-stop express bus service during morning and evening peak periods, as well as a bus transfer facility in proximity to the US 41/University Parkway intersection. The plan also calls for enhanced bus stops, including benches, shelters, lighting, and kiosks.

**8. On-campus and Off-campus Transit Connections**

No transit service is provided within the USFSM campus; however, SCAT/MCAT Route 99 and MCAT Route 16 provide transit service on US 41 (North Tamiami Trail). Both transit services provide connections to several other local/regional transit routes and transportation modes at the Sarasota

Bradenton Airport, the Main Transfer Station in downtown Sarasota, Desoto Station, and Palmetto Terminal.

**C. Pedestrian and Bicycle Facility Assessment**

USFSM has long been a commuter school with little or no appreciable pedestrian and bicycle commuting for students and staff. However, as the USFSM campus grows and increases opportunities for on-campus student life, pedestrian and bicycle activity within the campus and associated with off-campus origins and destinations will increase in importance. Campus sustainability is dependent on the adequacy of facilities designed to support alternatives to automobile transportation and USFSM will pursue opportunities to incorporate new pedestrian and bicycle facilities. Existing facilities accommodating pedestrian and bicycle modes include sidewalks, pathways, and bicycle racks throughout the campus, as well as bicycle lanes on US 41 providing access to the campus.

An existing sidewalk and multi-use pathway network currently provides pedestrian and bicycle access from US 41 and circulation throughout the core campus. Sidewalks are provided along US 41 and the main USFSM driveway, providing pedestrian and bicycle access to the main building (SMC) entrance plaza at the western end of the main driveway. A standard crosswalk is provided on Seagate Drive at US 41, but crosswalks are not provided at the other campus gateways. None of the intersections providing access to the campus include pedestrian crossing treatments to cross US 41, which is not a roadway compatible with unsignalized crossing treatments because of its width and relatively high traffic volumes.

Sidewalks are provided along the main campus entrance drive (Bull Run) and Seagate Drive, but not along other internal circulation roadways. The existing pathway system is comprised of eight to ten foot wide concrete pathways, radiating from the main building (SMC) to each of the parking areas and the open space bordering the Crosley Estate to the west. The existing sidewalk and pathway network is shown in Figure 5.3.

An eight-foot wide concrete and elevated wood trail connects the existing campus sidewalk system at the western end of Seagate Drive to the recreation areas along the bay front. The trail extends through the Crosley Estate grounds in a naturalized setting.

The USFSM 2015-2025 Campus Master Plan includes new pathways and sidewalks to improve connections to the public sidewalk system along US 41 and connect the main building (SMC) with planned future facilities. The planned pathway network improvements include new pathways to the planned boathouse on the Crosley Estate.

The USFSM 2015-2025 Campus Master Plan also contemplates recommendations to improve pedestrian and bicycle mobility and safety along US 41 in proximity to the campus. Sidewalk improvements along the USFSM frontage on US 41 would improve connections from the core campus to parts the campus to the south. USFSM will also support improvements to the design of US 41 to implement a Complete Streets model intended to reduce speeds and provide improved facilities for pedestrians and cyclists along the roadway. Recommended improvements to pedestrian and bicycle facilities along US 41 include:

- raised median (replacing the two-way center turn lane) for pedestrian refuge
- sidewalk widening or multi-use pathways along the road edge

- reduced lane widths to reduce vehicle speeds
- widened bicycle lanes
- high-visibility crosswalks on side streets and at signalized intersections
- pedestrian countdown signals and wheelchair ramp improvements
- a landscaped buffer
- improved lighting
- warning signage
- signalization of the main driveway to improve pedestrian and bicycle safety crossing US 41

The Sarasota Manatee 2035 Long Range Transportation Plan (LRTP) describes US 41 as a Multimodal Emphasis Corridor. To support multimodal enhancements on the corridor, the 2035 LRTP recommends that gaps in sidewalk segments on US 41 should be connected and all sidewalks widened to a minimum of six feet. The plan also supports similar measures to those suggested above for the US 41 segment in proximity to USFSM, including reduced lane widths, enhanced pedestrian crossings, on-street bike lanes, and a 10-foot multi-use recreational trail.

While bicycling is a viable mode of transportation for the USFSM campus, current bicycle facilities in proximity to the campus provide an uncomfortable riding experience. In proximity to the campus, the Sarasota County bike map lists University Parkway, Bay Shore Road, General Spatz Boulevard, and Bradenton Road as good or fair bicycle routes. Dedicated bicycle lanes are provided on University Parkway and Bradenton Road. Bicycle accommodations on US 41 consist of approximately four-foot wide bike lanes on both sides of the roadway, which provide an uncomfortable riding experience given their proximity to traffic traveling on the six-lane roadway with a posted speed limit of 50 miles per hour (mph). The SCAT and MCAT transit services have outfitted many of their vehicles with front-mounted bicycle racks for “pedal and ride” convenience on these systems. The transit vehicle bicycle racks carry capacity for two bikes. Local bicycle advocacy groups, including the Sarasota Manatee Bicycle Club, also provide additional resources for bicyclists in the region.

The City of Sarasota has been in the process of constructing a long-term Bayfront Multi-use Recreational Trail (MURT) from downtown Sarasota to General Spatz Boulevard at New College in segments. The MURT connects Selby Botanical Gardens to New College. Additionally, local discussion of a bay side trail or pathway, sometimes referred to as Crosley/Caples Baywalk, has circulated for several years. The City of Sarasota’s intent for the Bayfront MURT is to connect to the Crosley/Caples Baywalk. USFSM and Manatee County completed the northern segment of the Crosley/Caples Baywalk in 2014, extending southward from the Crosley Estate through the USFSM campus to the Manatee-Sarasota County line and the northern boundary of the New College campus. Future development of the trail is dependent on commitments and funding by other institutions. This plan is not currently included on the Capital Improvement Plan for Sarasota County, but USFSM will continue discussions with local transportation planning departments regarding development of a bicycle pathway corridor on public right-of-way along the bay, including bikeway connections to the campus.

Two bicycle racks have been installed on the USFSM campus. One rack is located on the north side of the main building (SMC), near the entrance to the B101 Lobby and the other rack is located on the west side of the building near Jonathan’s Café. Both bicycle racks have the capacity for nine bicycles. Observations of the usage of the bicycle racks indicated one or two bikes parked in each rack during peak periods. The bicycle rack locations are also shown on Figure 5-3.

Additional bicycle racks should be provided in a visible location near the main entry of each new building constructed on the campus. Covered bicycle racks or storage within buildings is preferable for most cyclists. Dedicated shower facilities for bicyclists, or other campus users, are not currently offered on campus. New buildings and/or a designated commuter center location should include shower facilities to provide accommodations for students and employees biking to these buildings.

**D. Transportation Demand Management Strategies**

Transportation Demand Management (TDM) is essential to campus sustainability in order to reduce and consolidate the number of trips to campus. TDM programs are designed to maximize the people-moving capability of the existing transportation infrastructure by increasing the number of persons in a vehicle, facilitating alternate modes of travel, or influencing the time of, or need to, travel. These strategies serve to reduce the campus community's reliance on single occupant vehicles for commuting purposes and develop more sustainable transportation patterns between the campus and other parts of the community. These strategies are important to encourage travel choices that reduce the need for investment in transportation and parking infrastructure, reduce congestion, consume fewer resources, and produce lower emissions. The coordinated combination of multiple strategies forms the basis of a comprehensive TDM program.

USFSM does not currently maintain an official TDM program. However, several regional transportation agencies provide TDM services to the University community, including the following:

- Commuter Services (<http://www.commuterservicesfl.com/>) is a program of the Florida Department of Transportation, serving travelers who live or work in the 12-county region of Southwest Florida, including both Manatee and Sarasota Counties. Commuter Services provides assistance with ride matching and carpooling options for commuters and provides employers with program development, on-site events, marketing tools, and incentive programs. The Internal Revenue Service allows employers to offer participating employees pre-tax deduction for alternative transportation, which can provide benefits to employers, including tax savings, payroll savings, and reduced disability insurance.
- MCAT and SCAT provide transit service in proximity to the USFSM campus that provides an alternative to driving for some students and employees.

The USFSM 2015-2025 Campus Master Plan will include a range of new programs and strategies for USFSM to consider in order to incentivize the use of alternative transportation modes and reduce single-occupant vehicle trips to the campus. The following is a summary of various measures that would reduce use of single-occupant vehicles as the primary commute mode for faculty, staff, and students:

- **Support Development of Off-Campus Student Housing** - The USFSM 2015-2025 Campus Master Plan will support the establishment of affiliation agreements for off-campus student housing.
- **Car Sharing Service** - USFSM should consider partnering with ZipCar or other similar car sharing services to provide rental vehicles on the campus, particularly once student housing is completed. Providing an alternative to car ownership on the campus is an attractive amenity to cost-conscious students and reduces trip activity.
- **Pedestrian and Bicycle Facility Improvements** - At a minimum, USFSM should pursue master plan recommendations to improve and expand pathway and sidewalk connections within the campus, to better connect with internal and external facilities. Additional amenities to support walking and bicycling to and within the campus include:

- Access to shower facilities in new buildings and/or commuter center and covered bicycle storage within or adjacent to campus buildings.
- Support for pedestrian and bicycle facility improvements along US 41 (North Tamiami Trail), including widened sidewalks or multi-use paths, bicycle lanes, raised medians, countdown pedestrian signals, and high-visibility crosswalks. Specifically, providing dedicated bicycle connections on US 41 to University Parkway and Bay Shore Road may encourage increase bicycle commuting activity for the University.
- Consideration of bicycle sharing services through new recreational facilities.
- **Transit Services** - The University should consider the following transit service strategies to improve use of mass transportation:
  - Exploration of initiating a U-pass system, giving privileges such as reduced fares to University users of the regional transit system.
  - Consider implementing fixed route shuttle service to key local destinations, such as the Sarasota Bradenton International Airport and rental car facilities, Sarasota Bradenton International Convention Center, other nearby schools (i.e. New College and Ringling College of Art and Design), and key destinations and SCAT bus transfer stops along University Parkway.
- **Guaranteed Ride Home** - To supplement a fixed route shuttle service for the USFSM campus, the University should consider implementing an on-demand shuttle or van providing door-to-door transportation for students and employees, within limited service area. At a minimum, this service would provide an option for students and employees to get home after public transit systems shut down in the evening. Another option includes a service agreement with a taxi service from which USFSM would purchase or subsidize vouchers for students and staff to use taxis to get home.
- **Financial Incentives** - Multiple financial incentives are available to USFSM to encourage greater use of alternative modes:
  - The Federal government allows employers to provide employees with pre-tax deductions from the payroll for transit expenses.
  - USFSM should consider subsidizing or purchasing transit passes for students or employees who do not purchase a parking permit and desire to use transit.
  - A permit buyback program rewards current parking permit holders by paying commuters to surrender their parking permit and choose an alternative commute mode (i.e. rideshare, transit, bicycling, or walking). The program can also be structured to reward anyone currently using alternative transportation modes and to allow commuters who choose to relinquish their parking permits to still occasionally park on campus.
  - Provision of a reduced-price carpool permit option would allow a group of two or more students or employees to share one parking permit. This system would allow the permit to be used in multiple vehicles and requires some oversight to ensure the users are ridesharing. This option may be most effective if restricted to full-time students and employees.



- **TDM Coordinator** - As the USFSM campus and population grow, a designated part-time or full-time TDM coordinator may be valuable to coordinate with local and regional transportation authorities, assist commuters with alternative options, conduct program marketing, and assess effectiveness. A key function for a TDM coordinator would be to develop systems for commuters to find appropriate ride share partners and maintain a transportation website for the campus.
- **Commuter Membership Program** - USFSM should publicize the Commuter Services program and consider providing financial incentives to students and employees who use carpool or vanpool services, through Commuter Services or other programs. An alternative rideshare service options includes the Zimride ([www.zimride.com](http://www.zimride.com)) social networking site that facilitates ride matching opportunities via an integrated Facebook application to offer an accessible and comfortable interface for college communities. USF has implemented a robust Zimride network on the Tampa campus.
- **Program Marketing** - Frequent communications, including email newsletters, articles or advertisements in student and faculty newspapers, banners, and involvement in University events would help increase the recognition and benefits of alternative commuting. A new or enhanced commuter website can be used to present an interactive and comprehensive resource for information on different commuting options, including the MCAT and SCAT bus services. Marketing should draw attention to the various resources available to the campus community and the ecological and economic benefits of non-single occupancy vehicle commutes. Campus-wide events, like employee and new student orientations, provide great forums to communicate commuting options before new students or staff have already settled on a commute mode. A TDM manager can use these forums to emphasize the cost savings and ecological benefits of alternative commutes, while providing guidance to individuals regarding their best options.
- **Telecommute and Distance Learning** - Increasing options for telecommuting and distance learning via enabling technologies (e.g., Blackboard, Elluminate, high speed connections, etc.) can reduce automobile commuting to the USFSM campus. Other University of South Florida campuses are giving more consideration to growth in the use of distance learning as it could have an effect on parking demand and its associated debt payments for new construction.

Finally, USFSM may also want to consider other transportation measures and strategies that, while not directly reducing demand, support the University's environmental sustainability goals by influencing transportation choices. For instance, as part of the various campus development and parking improvement projects, USFSM may want to consider incorporating electric car charging stations and preferential parking (or permit fee reductions) for electric and hybrid automobiles, as well as motorcycles and mopeds which require significantly less fuel and space. Similarly, fuel sources for campus fleet vehicles should be evaluated for potential migration to more sustainable alternatives, including hybrid and electric. Such measures, as a complement to other TDM strategies, could help to establish USFSM as a leader in sustainable transportation design and operations.

**E. On-campus Transportation Safety**

USFSM places a priority on safety for its students, employees, and visitors. USFSM maintains evacuation and emergency plans, and coordinates with neighboring jurisdictions, in the event of severe weather.

**1. Crash Data**

On-campus transportation safety is largely managed through the design of on-campus roadways as two-lane facilities with relatively low vehicle speed. The size of the campus minimized potential vehicle-pedestrian conflict zones, and vehicles typically move slowly through parking facilities where

pedestrians are present. No significant collisions within the campus were identified by USFSM for the USFSM 2015-2025 Campus Master Plan study.

Recent crash data for US 41 (North Tamiami Trail) was unavailable from the FDOT for the USFSM 2015-2025 Campus Master Plan. Crash data collected on US 41 in 2003-2005 was available from previous traffic studies completed for USFSM. This data predates the opening of the USFSM main entrance, but indicated several vehicle crashes at the US 41/Seagate Drive intersection. Table 5-6 summarizes the crash data at the intersection.

**Table 5-6 2003-2005 US 41/Seagate Drive Vehicle Crash Data**

<b>Crash Type</b>	<b>Number of Crashes</b>	<b>Total Participants Injured</b>	<b>Total Fatalities</b>
Rear End	2	0	0
Angle	1	3	0
Head-on	1	1	1
Sideswipe	1	0	0
Out of Control	1	0	0
Pedestrian	<u>1</u>	<u>1</u>	<u>0</u>
<b>Total</b>	<b>7</b>	<b>5</b>	<b>1</b>

The crash data in Table 5-6 indicates a variety of crash types occur at the US 41/Seagate Drive intersection. Given the age and limited scope of the available crash data, it is inappropriate to speculate on the most significant trends or crash types at the existing USFSM driveways. However, it is likely that a variety of crash types continue to occur at the USFSM driveways on US 41.

**2. Lighting Assessment**

Roadway lighting at the USFSM campus begins at the main entrance and extends along the internal driveways and into the parking lots. All of the campus parking lots are provided with overhead lighting. Bollard lighting is present along sidewalks leading into the main building (SMC) courtyard and throughout the courtyard. The courtyard canopy is illuminated with programmable colored lamps.

**3. High Crash Locations and Other Safety Concerns**

Recent crash data for US 41 (North Tamiami Trail) was unavailable from the FDOT for the USFSM 2015-2025 Campus Master Plan. While crash data from FDOT is not available for these intersections, the relatively high speed design, two-way turn lane configuration, and unsignalized traffic control likely contribute to potential vehicle conflicts, including head-on collisions within the center turn lane and angle crashes between through vehicles on US 41 and turning vehicles exiting the USFSM campus from the main driveway and Seagate Drive. Additionally, the presence of sidewalks and bicycle lanes on both sides of US 41 enable pedestrian and bicycle travel near campus, but the nearest signalized intersections with adequate crossing treatments for pedestrians and bicyclists are located over ¼ mile from the campus. Roadway design modifications, including raised medians, protected turn-lane treatments, and potential signal control at the main driveway may benefit vehicle, pedestrian, and bicycle safety along US 41.

**4. Weather Event Vulnerability**

No significant physical vulnerabilities to weather events on the USFSM transportation network have been identified. The USFSM transportation system is considered adequate to provide overall mobility and emergency access during weather events.

The primary weather-related challenge for the USFSM transportation system consists of the reluctance of users to consider walking, bicycling, and transit options during extreme temperature conditions or precipitation. Like a number of other schools and localities in west central Florida, the hot and sunny climate creates acute challenges for the walking and bicycle modes. Providing shade along sidewalks, pathways, and bicycle routes through tree cover, shade structure, and building colonnades increases comfort and may contribute to increased use of the non-vehicular modes.

**5. Evacuation and Emergency Events**

The Manatee County Emergency Management Division of the Public Safety Department and Sarasota County Emergency Services are responsible for planning and coordinating the evacuation and sheltering of county residents in the event of a natural or manmade disaster. Evacuation planning and sheltering in the event of a severe weather event, such as a hurricane, for the USFSM campus and surrounding area is conducted by these governmental agencies.

The USF Sarasota-Manatee Facilities Planning & Management Department, in collaboration with the USFSM Campus Police, is responsible for maintaining the Emergency Action Plan, which outlines appropriate procedures for students, faculty, and staff in the event of an emergency. The USF System Emergency and Safety Manager provides specific guidance to the USFSM community during severe weather events or other emergencies. The University will execute its emergency management plan as appropriate, and it will at all times coordinate with local, state and federal agencies. USF Sarasota-Manatee will communicate regularly with the USFSM community via its website and mass media.

**F. Planned Roadway and Transportation System Modifications**

The 2015-16/2019-20 USF System Five-Year Capital Improvements Plan lists a total of \$7.0 million for USFSM Utilities and Infrastructure over the next five years, but doesn't specifically identify the funding level for transportation or list specific projects. The USFSM 2015-2025 Master Plan seeks to expand access to the campus, particularly for pedestrian and bicycle modes. Vehicle access and circulation enhancements to improve or slightly modify existing driveways and internal roadways will be necessary to accommodate future development and growth on the campus.

**G. Roadway Operations Assessment**

Traffic volume data provided by USFSM and the FDOT indicate that US 41 carries significant traffic volume on an average daily basis, but traffic associated with the USFSM campus represents a fraction of the total traffic activity near the campus. This section discusses the existing operations of campus and bordering roadways and discusses transportation management strategies to enhance mobility and access for the USFSM campus.

**1. Roadway Classifications**

The USFSM campus is bordered on the east by US 41 (North Tamiami Trail), a six-lane undivided urban principal arterial highway. US 41 becomes a divided six-lane highway, with a raised and landscaped median, in Sarasota County, approximately 500 feet to the south of the USFSM campus. The USFSM core campus is characterized by an area of wooded conservation space along the US 41 frontage and a combined academic and administrative building surrounded by surface parking lots on three sides (north, south, and east). Once on campus, vehicles may circulate around the site and access individual parking lots via a set of two-lane campus roadways. The SMC building is accessible to the fire department, and deliveries are accomplished via loading access within the parking lots, on the north side of the building.

Primary access to the campus is provided via one main driveway on US 41, aligned with the main campus building (SMC). The primary campus access leads to the parking lots directly in front of the SMC building. Secondary access to the campus is available via Seagate Drive, which accesses the site on the southern border and connects US 41 with the southern parking lots. Informally, the campus is also accessible from US 41 via inter-parcel access with the Hilton Garden Inn parcel to the north. The combined USFSM/New College bookstore is located on US 41, approximately 1,000 feet south of the core campus, adjacent to New College of Florida. To the west, the campus is bordered by the publicly-owned Crosley Estate, which is accessible via Seagate Drive, and Sarasota Bay.

The geometric configuration of US 41 at the access locations for the USFSM campus is comprised of three travel lanes in each direction (north and south) separated by a two-way turn lane in the center of the roadway. The posted speed on US 41 is 50 miles per hour (mph). All roadways accessing the USFSM campus from US 41 are unsignalized and operate under STOP sign control for the minor street.

The USFSM 2015-2025 Master Plan contemplates maintaining existing campus access points but relocating the primary campus access to Seagate Drive. The proposed roadway changes will facilitate improved and safer access to USFSM and the Manatee County Crosley Estate property. Roadway design modifications to Seagate Drive from the US 41 intersection westward to the intersection with an internal north-south campus roadway will improve the traffic flow and safety on US 41 and Seagate Drive by providing reduced traffic lane widths, dedicated traffic turning lanes, pedestrian and bicycle improvements, pedestrian median refuges and landscaping, improved street lighting and, most importantly, strengthen the case for a traffic signal or roundabout providing a campus gateway.

The USFSM 2015-2025 Campus Master Plan maintains the existing main entrance driveway (i.e. Bull Run) as a secondary access point on US 41. The proposed US 41 median improvements will require that this access point be accessible only for southbound US 41 traffic for ingress and egress (i.e., right-in/right-out configuration). This driveway will maintain its connectivity to the internal access roadway system and campus parking lots. The existing inter-parcel access to the Hilton Garden Inn driveway on US 41 will be maintained.

Some slight modifications to the internal roadways serving the core campus parking lots are planned to accommodate new surface parking near the main building (SMC). Additionally, a roadway may be constructed to provide access to several existing and/or planned parking lots on the campus and will extend via an emergency access way to a planned boathouse on the Crosley Estate.

**2. Existing Traffic Volumes and Levels of Service**

Existing daily and weekday evening peak hour traffic volume data for roadways on-campus and within the context area were obtained from prior studies conducted for USFSM or by the Florida Department of Transportation. Daily traffic count data for US 41 near the USFSM campus was collected in 2007 and 2010. Table 5-7 provides a comparison of the traffic volumes on US 41, indicating that overall traffic volume levels decreased over the three year period.

**Table 5-7 US 41 (North Tamiami Trail) Average Daily Traffic Volumes**

Roadway	Limits	Lanes	2007 Daily Volume	2010 Daily Volume	Percentage Difference
US 41 (North Tamiami Trail)	USFSM Driveway to Tallevast Road	6LU	44,800	37,405	-14%

Source: 2007 USFSM Traffic Signal Warrant Study and 2010 FDOT Daily Traffic Counts

Peak hour traffic volumes for the driveways accessing the USFSM campus were obtained from previous studies of the campus. Student enrollment at USFSM has remained relatively steady since this data was collected and the traffic volumes are considered representative of existing conditions in 2015.

Capacity analysis based on the Highway Capacity Manual analysis procedures was conducted to evaluate levels of service at each of the unsignalized campus driveway intersections with US 41. The existing peak hour traffic volumes for the USFSM campus driveways are shown on Figure 5.4. The existing daily and weekday evening peak hour traffic volumes and Levels of Service (LOS) for critical movements at the campus driveways are summarized in Table 5-8.

**Table 5-8 USFSM Peak Hour Intersection Volumes and Levels of Service**

Location	Time Period (Peak Hour)	Critical Movement	Existing Conditions		Delay <sup>c</sup>	LOS <sup>d</sup>
			Volume <sup>a</sup>	v/c <sup>b</sup>		
US 41 at USF Main Driveway	Weekday Morning	EB L	0	0.00	0.0	A
		EB R	3	0.01	15.3	C
		NB L	20	0.10	23.0	C
	Weekday Evening	EB L	5	0.03	28.6	D
		EB R	25	0.05	12.3	B
		NB L	2	0.00	13.0	B
US 41 at Seagate Drive	Weekday Morning	EB L	0	0.00	0.0	A
		EB R	2	0.01	15.2	C
		NB L	18	0.09	22.5	C
	Weekday Evening	EB L	4	0.03	29.0	D
		EB R	25	0.05	12.4	B
		NB L	4	0.01	13.2	B

Note: EB = eastbound, WB = westbound, NB = northbound, SB = southbound; T = through movement, R= right-turn movement, L = left-turn movement

1. Lane volume, in vehicles per hour
  2. Volume-to-capacity ratio
  3. Average delay, in seconds per vehicle
  4. Level of service
- + Denotes delay in excess of 120 seconds per vehicle

The results in Table 5-8 indicate that the left-turn movements entering and exiting the campus driveway intersections currently operate at generally acceptable levels of service during peak conditions. However, the overall traffic volume and speeds on US 41 represent challenging conditions for turning movements at the site driveways, particularly exiting movements, which require gaps in the traffic traveling in both directions on US 41.

**3. Pavement Condition**

Asphalt wear surfaces at the main Campus were assessed by an independent consulting engineer on January 5, 2011. At the time of this assessment, the seven year old asphalt surface was assessed as in excellent condition. The lack of visible wear or raveling together with the dense surface appearance at that time of assessment indicated that the pavement could be expected to serve the facility for 10 to 12 years from that date (2021-2023) before replacement of the wearing surface is required.

**4. Transportation System Management Strategies**

Transportation system management strategies used on the USFSM campus will support the University’s goals to provide enhanced multimodal transportation options for the campus, enhance campus air quality, reduce greenhouse gas emissions, and enable the establishment of housing and recreational uses on the campus. In particular, USFSM will focus on improving transit, bicycle, and

pedestrian connections to address operational and safety issues on the USFSM campus. The following is a summary of a various transportation management strategies USFSM will consider:

- Maintain or enhance connections to the public roadway system and reduce reliance on single-occupant automobiles by supporting regional transit systems.
- Construct only necessary new parking, based on empirical parking demand projections, and re-evaluate parking demand vs. supply before each new development project.
- Encourage alternative fuel vehicles for the campus automobile fleet.
- Pursue Transportation Demand Management programs (discussed in section D of this element) that increase carpooling, transit ridership, and pedestrian/bicycle trips.
- Support completion of off-campus pedestrian and bicycle facilities, including widened sidewalks, landscaped buffers, on-street bicycle lanes, and multi-use pathways along US 41 and other nearby transportation corridors.
- Support installation of crosswalks, warning signage, and/or a new traffic signal on US 41 to improve pedestrian and bicycle safety along the campus edge.
- Support the development and construction of nearby off-campus student housing to reduce single occupant vehicle trips.
- Provide shade and shaded benches along streets and sidewalks.
- Base decisions to construct new lane capacity, modify lane geometry, or install traffic signals on detailed engineering studies and capacity evaluations.

#### H. Roadway Capacity Evaluation

Transportation mode split data for the USFSM campus shows that the vast majority of campus users drive to the campus alone. USFSM student enrollment is anticipated to grow, resulting in overall growth in traffic accessing the campus. USFSM can implement programs to reduce single-occupant vehicle travel to the campus, including policies and programs designed to increase the proportion of commuters using alternative transportation modes.

##### 1. Future Conditions

Student population data from the University has been used to develop projections for future growth in enrollment at USFSM by the master plan horizon year (2025). Table 4-4, Existing and Projected USF Enrollment (FTE) –USFSM Main Campus as Home Campus, in Element 4, Future Land Use, summarizes the existing and projected FTE enrollment at USF. USFSM student enrollment is anticipated to grow at a rate of approximately 4.5% annually over the 10 year planning horizon, and faculty and staff employment is assumed to grow in parallel with the enrollment growth.

Based on future enrollment growth on the campus, traffic volume entering and exiting the campus is projected to increase over the planning horizon. Traffic volume forecasts for the 2025 planning horizon were calculated using the existing intersection traffic volume data and the projected annual enrollment growth rate. Figure 5.4 provides a summary of the future 2025 USFSM master plan peak hour traffic volume projections for the campus driveways.

Capacity analysis of the projected future peak hour traffic volumes was conducted to evaluate traffic operations at the access points controlled by USFSM after completion of the planned elements of the

USFSM 2015-2025 Campus Master Plan. The future condition peak hour traffic volumes and capacity analysis results for the USFSM campus driveways are summarized in Table 5-9.

**Table 5-9 USFSM Peak Hour Intersection Volumes and Levels of Service**

Location	Time Period (Peak Hour)	Critical Movement	Existing Conditions				2025 Master Plan Conditions			
			Vol <sup>a</sup>	v/c <sup>b</sup>	Delay	LOS <sup>d</sup>	Vol	v/c	Delay	LOS
US 41 at USFSM Driveway	Weekday Morning	EB L	0	0.00	0.0	A	n/a			
		EB R	3	0.01	15.3	C	4	0.01	15.4	C
		NB L	20	0.10	23.0	C	n/a			
	Weekday Evening	EB L	5	0.03	28.6	D	n/a			
		EB R	25	0.05	12.3	B	32	0.07	12.4	B
		NB L	2	0.00	13.0	B	n/a			
US 41 at Seagate Drive	Weekday Morning	EB L	0	0.00	0.0	A	0	0.00	0.0	A
		EB R	2	0.01	15.2	C	4	0.01	15.3	C
		NB L	18	0.09	22.5	C	53	0.26	26.7	D
	Weekday Evening	EB L	4	0.03	29.0	D	8	0.06	30.1	D
		EB R	25	0.05	12.4	B	45	0.10	12.7	B
		NB L	4	0.01	13.2	B	8	0.02	13.4	B

Note: EB = eastbound, WB = westbound, NB = northbound, SB = southbound; T = through movement, R= right-turn movement, L = left-turn movement

1. Lane volume, in vehicles per hour
  2. Volume-to-capacity ratio
  3. Average delay, in seconds per vehicle
  4. Level of service
- + Denotes delay in excess of 120 seconds per vehicle

The capacity analysis reflects growth at USFSM, including changes to the campus access plan, which will establish Seagate Drive as the primary campus driveway and modify the existing USFSM main driveway to a right-in/right-out configuration. The existing driveway for the Hilton Garden Inn will maintain the existing inter-parcel access to the USFSM campus along the northern campus boundary, but this access is anticipated to remain minimally used by USFSM traffic. The capacity analysis results indicate that the campus driveways on US 41 are projected to maintain acceptable operations under future master plan conditions.

The projected traffic volumes for the main driveway were evaluated in relation to the Manual on Uniform Traffic Control Devices peak hour signal warrant to determine whether the master plan growth is likely to justify construction of a traffic signal at the US 41/Seagate Drive intersection. Based on this analysis, Seagate Drive does not exceed the peak hour signal warrant. A more detailed signal warrant study may be appropriate when modifications to the campus driveways are designed.

Traffic safety concerns for left-turning vehicles exiting the main driveway onto US 41 should be considered when contemplating constructing a traffic signal. The overall traffic volumes and relatively high speed limit on US 41 present challenges for vehicles entering and exiting the campus. Seagate Drive will be accessible from all parts of the campus and construction of a traffic signal at this location would provide a safer left-turn accommodation for all drivers on the USFSM campus.

## 2. **Mode Split**

The University has not conducted student or employee surveys to determine the mode choice for the campus community. However, observational and anecdotal information indicates that the vast majority of students, faculty, staff, and visitors commute to the campus by single-occupant vehicle. The single-occupant mode share for the USFSM campus likely exceeds 90%.

## 3. **Transportation Demand Management Strategies**

USFSM does not currently maintain an official TDM program. TDM programs would help to support the University's goals of reducing single occupant vehicles and developing more sustainable transportation patterns for the campus and community. As described in detail in section D of this element, the USFSM 2015-2025 Campus Master Plan will include a range of new programs and strategies to for USFSM to consider to incentivize the use of alternative transportation modes and reduce single-occupant vehicle trips to the campus, including the following:

- Providing shuttle service to off-campus residential areas and key destinations
- Coordinating with SCAT to locate the planned BRT route and a stop/transfer station on the USFSM campus
- Improving pedestrian and non-vehicular facilities
- Locating student oriented housing in close proximity to the campus
- Partnering with a car sharing service
- Academic scheduling modifications, including scheduling more classes during non-peak hours
- Parking pricing strategies designed to make other modes of travel more economical and to provide revenue for improved TDM services and facilities
- Parking permit buyback program
- Pre-tax deduction for employee alternative commute expenses
- Services to provide a Guaranteed Ride Home
- Hiring or designating a TDM Coordinator
- Promoting of Commuter Membership Programs offering ride matching services and designating preferential parking locations for carpoolers
- Distance learning programs for students and telework or staggered work hours for faculty and staff

Car sharing and ride-matching are two program types that are commonly supported and funded by the administrations of large university campuses and these programs play a strong role in supporting use of alternative travel modes by students, staff and faculty. Providing a car sharing option is an effective strategy to minimize the need for resident students to own a car. On the USF-Tampa campus, Zimride has attracted approximately 1,200 participants interested in carpooling, which is nearly 10 times more people than the regional ride matching system hosted by TBARTA. The annual cost for a Zimride license for hosted ride matching assistance is estimated at about \$5,000 per year.

USFSM should carefully consider and evaluate the costs and benefits of various TDM measures to inform decisions on improving the use of alternative commuter modes. In particular, TDM strategies that save money on personal costs of transportation for all campus users (students, staff, and faculty), promote healthier and more active lifestyle through changes in transportation, and support



sustainability goals of USFSM are the most likely to succeed. By targeting funding and resources for the projects and initiatives most likely to affect commuting behaviors, USFSM can achieve significant results in reducing single-occupant vehicle trips to the campus. The 2015-2025 USFSM Campus Master Plan envisions that moderate implementation of TDM measures is capable of reducing the mode split for single-occupant vehicles by at least 10% during the planning horizon.

USFSM should continue to play an active role in coordinating with the Sarasota Manatee Metropolitan Planning Organization and the MCAT and SCAT transit systems. These agencies already provide many of the types of services USFSM can leverage to achieve improvements in alternative transportation options and usage.

The USF Center for Urban Transportation Research (CUTR) on the USF-Tampa campus is a leader in Transportation Demand Management research and advocacy. CUTR maintains excellent resources for the USF community regarding TDM programs and CUTR staff can be consulted and utilized to research and develop effective TDM programs that are appropriate for the University. Many of CUTR's resources can be found at <http://www.nctr.usf.edu/clearinghouse/index.htm>.

**4. Trip Generation**

To estimate the projected trip generation for the USFSM campus by the 2025 planning horizon, trip generation rates published by the Institute of Transportation Engineers (ITE) Trip Generation were used for this evaluation. Specifically, average rates for the Junior/Community College land use (Land Use Code 540) were used because the sites surveys for this data most closely resemble the operations of USFSM (i.e. no existing student housing). The ITE trip generation calculations are based on the existing and projected number of enrolled students. A TDM adjustment has been applied to the future 2025 master plan trip generation estimates based on a projected 10% shift to alternative transportation modes related to TDM programs discussed in the master plan. Table 5-10 provides a summary of the projected trip generation for the USFSM campus.

**Table 5-10 Trip Generation Projections**

Time Period	Movement	Existing Motor Vehicle Trips (2,454 students)	2025 Projected Motor Vehicle Trips (3,462 students)	Difference
Weekday Daily <sup>a</sup>	Enter	1,472	1,869	+397
	Exit	<u>1,472</u>	<u>1,869</u>	<u>+397</u>
	<b>Total</b>	<b>2,944</b>	<b>3,738</b>	<b>+794</b>
Weekday Morning Peak Hour <sup>b</sup>	Enter	241	307	+66
	Exit	<u>53</u>	<u>67</u>	<u>+14</u>
	<b>Total</b>	<b>294</b>	<b>374</b>	<b>+80</b>
Weekday Evening Peak Hour <sup>b</sup>	Enter	188	239	+51
	Exit	<u>106</u>	<u>135</u>	<u>+29</u>
	<b>Total</b>	<b>294</b>	<b>374</b>	<b>+80</b>

Source: ITE Trip Generation, 8<sup>th</sup> Edition

1. Vehicles per day
2. Vehicles per hour, during adjacent street peak hour

In the use of the ITE Informational Report, it should be noted that the trip rates provided by this source are based upon five to six studies of junior or community colleges, with average student populations over 10,000 students. We urge care in the application of these rates to estimate existing trips and future projected trips for the USFSM campus which is significantly smaller than the average

study size. Based on evaluation of actual traffic count data at the USFSM campus driveways, it is likely that the ITE rates overestimate trip generation at the University. Traffic count data collected at the main campus driveway and Seagate Drive in 2007, when overall student enrollment was similar to 2014-2015 levels, indicated daily trip generation for the USFSM campus was approximately 1,500 vehicles per day.

**I. USF Vehicle Fleet and Fuel Sources**

The USFSM vehicle fleet is comprised eight vehicles. A summary of the vehicle types, age, fuel types, and departments owning the vehicles is provided Table 5-11.

**Table 5-11 USFSM Vehicle Fleet Summary**

Vehicle	Year	Tag (FL State License Plate)	Vehicle Identification USF Inventory	Decal Number	Fuel Type	Custodian Dept	Location
Uplander (Chevrolet, Minivan/SUV)	2007	21231	1GNDV13W77D168821	495000252338	Flex Fuel	Campus Computing	SMC-A319
Uplander (Chevrolet, Minivan/SUV)	2007	21235	1GNDV23W37D168093	495000253502	Flex Fuel	Courier - Central Receiving	SMC-A121
Impala (Chevrolet)	2007	25216	2G1WB58K479281882	495000252337	Flex Fuel	Business Office (State Car)	SMC-B116
Silverado (Chevrolet)	2007	25268	1GCEC19087E575210	495000252694	Flex Fuel	Facilities Planning & Management	SMC-B128
Cargo Van (Ford)	2007	25213	1FTRE14W64HA10794	495000239442	Regular Gasoline	Courier - Central Receiving	SMA-A121
Cargo Van (Ford)	2014	YF719	1GCSGAF44E1116940	495000274698	Flex Fuel	Courier - Central Receiving	SMA-A121
Cargo Van (Ford)	2013	YG803	1FBNE3BL7DDA75085	495000274755	Flex Fuel	College of Hospitality & Tourism Leadership	SMA-A319
GEM, E6S, LSV (Polaris)	2015	YG810	52CG6SGA7F0011121	495000275007	Electric Cart	Student Services	SMC-C107

**J. Existing Alternative Transportation Incentives**

The University doesn't currently maintain an official transportation demand management program providing alternative transportation incentives. USFSM administrators actively coordinate with the regional transit providers, transportation agencies, and planning authorities to discuss opportunities to provide new strategies and incentives for alternative transportation options. The USFSM 2015-2025 Campus Master Plan outlines a range of TDM measures that will effectively support alternative transportation on the USFSM campus.

*Sources:*

The following is a list of the sources reviewed for information to support the Transportation Element data collection and analysis:

- Exterior Lighting Plan (9/16/04)
- Herald Tribune Article " Blame Sarasota County for bike and pedestrian dangers" (2/23/11)
- City of Sarasota Bike Route Map (2/11)
- Manatee County Comprehensive Plan - Capital Improvement Element

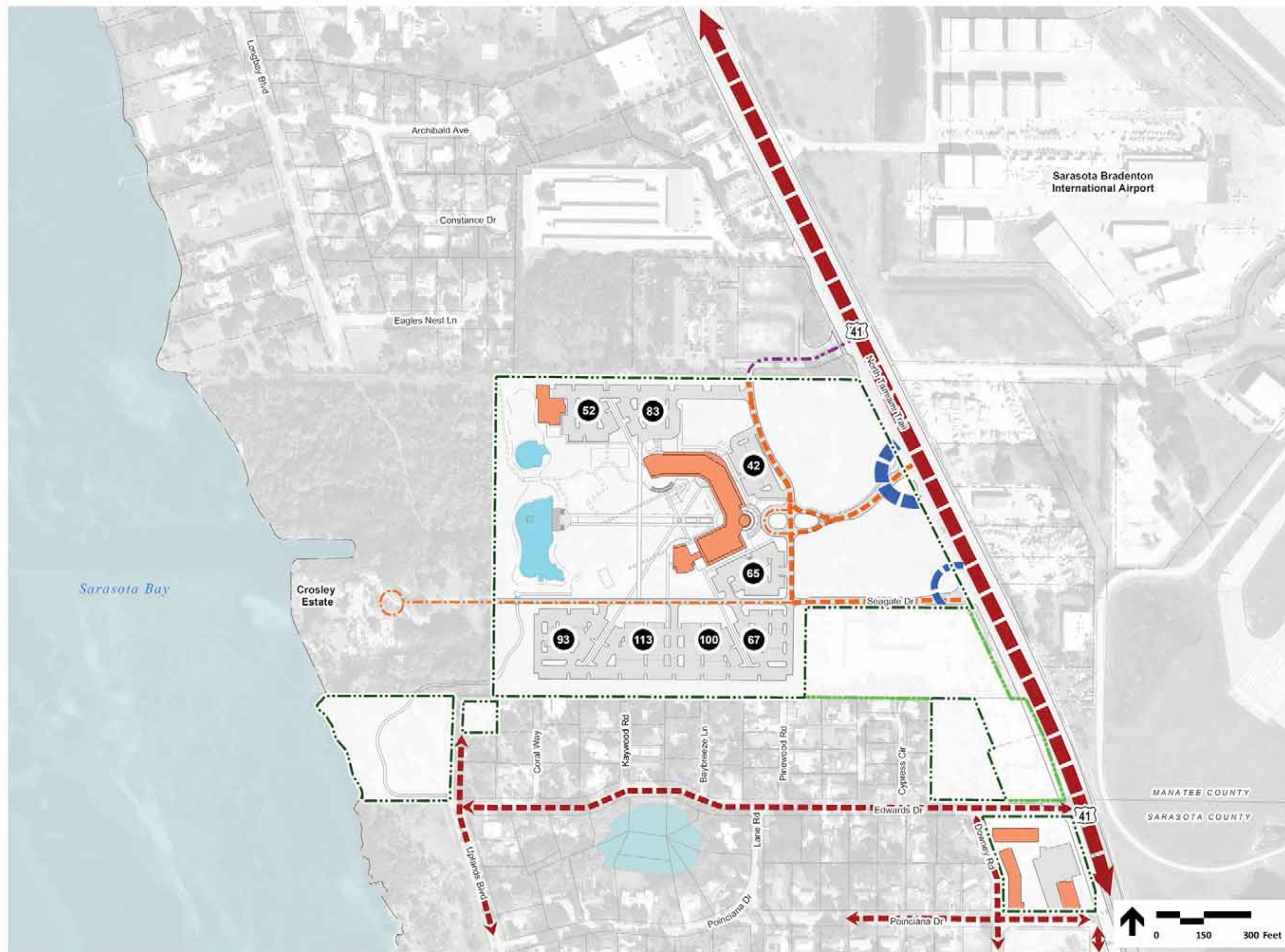
- Manatee County Comprehensive Plan - Traffic Sub-Element
- University of South Florida, Sarasota-Manatee 2009 Campus Map
- Manatee County Area Transit (MCAT) System Map
- Sarasota County Comprehensive Plan - Chapter 10. Chapter Capital Improvements (11/17/06)
- Sarasota County Comprehensive Plan - Chapter 6. Transportation (11/17/06)
- Bicycle Plan for Sarasota County (1999)
- Sarasota County Area Transit (SCAT) Bus Rapid Transit (BRT) Update Information
- Sarasota County Area Transit (SCAT) Bus Rapid Transit (BRT) and USFSM Correspondence (4/4/08)
- Sarasota-Manatee Area Regional Transit (SMART) Connect Study Area Map
- Sarasota County Area Transit (SCAT) System Maps (2013-2015)
- City of Sarasota Bayfront Multi-use Recreational Trail Map (2007)
- State Highway System Key Sheet - Manatee County (6/22/06)
- State Highway System Key Sheet - Sarasota County (11/17/08)
- FDOT US 41 Median Plan from Manatee C/L (Edwards Drive) to Braden Avenue: Section 19010 - Bradenton, Manatee County (12/3/09)
- US 41 Streetscape Improvements (layout view) - (10/26/09)
- US 41 Streetscape Improvements (perspective view) - (10/26/09)
- USFSM Traffic Concurrency Report (12/04)
- USFSM 2015-16 Five-Year Capital Improvement Plan
- USFSM Campus Expansion: Final Traffic / Queue Length Technical Memorandum (12/03)
- USFSM Campus Expansion: Final Traffic / Queue Length Technical Memorandum (10/04)
- US 41 and USFSM Campus Traffic Signal Warrant Analysis (7/07)

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\* Other than dates associated with document name, source dates reflect the date consultant received material from USF.  
 Trip Generation: Eighth Edition, Institute of Transportation Engineers, Washington, DC (2008).

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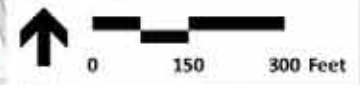


- Legend**
- Campus Limits
  - Study Area
  - Principal Arterial
  - Public Drive
  - Campus Access Road
  - Campus Access by Agreement
  - Campus Drive
  - Surface Parking
  - Main Campus Entry
  - Secondary Campus Entry
  - Parking Space Total
  - Existing USFM Facilities

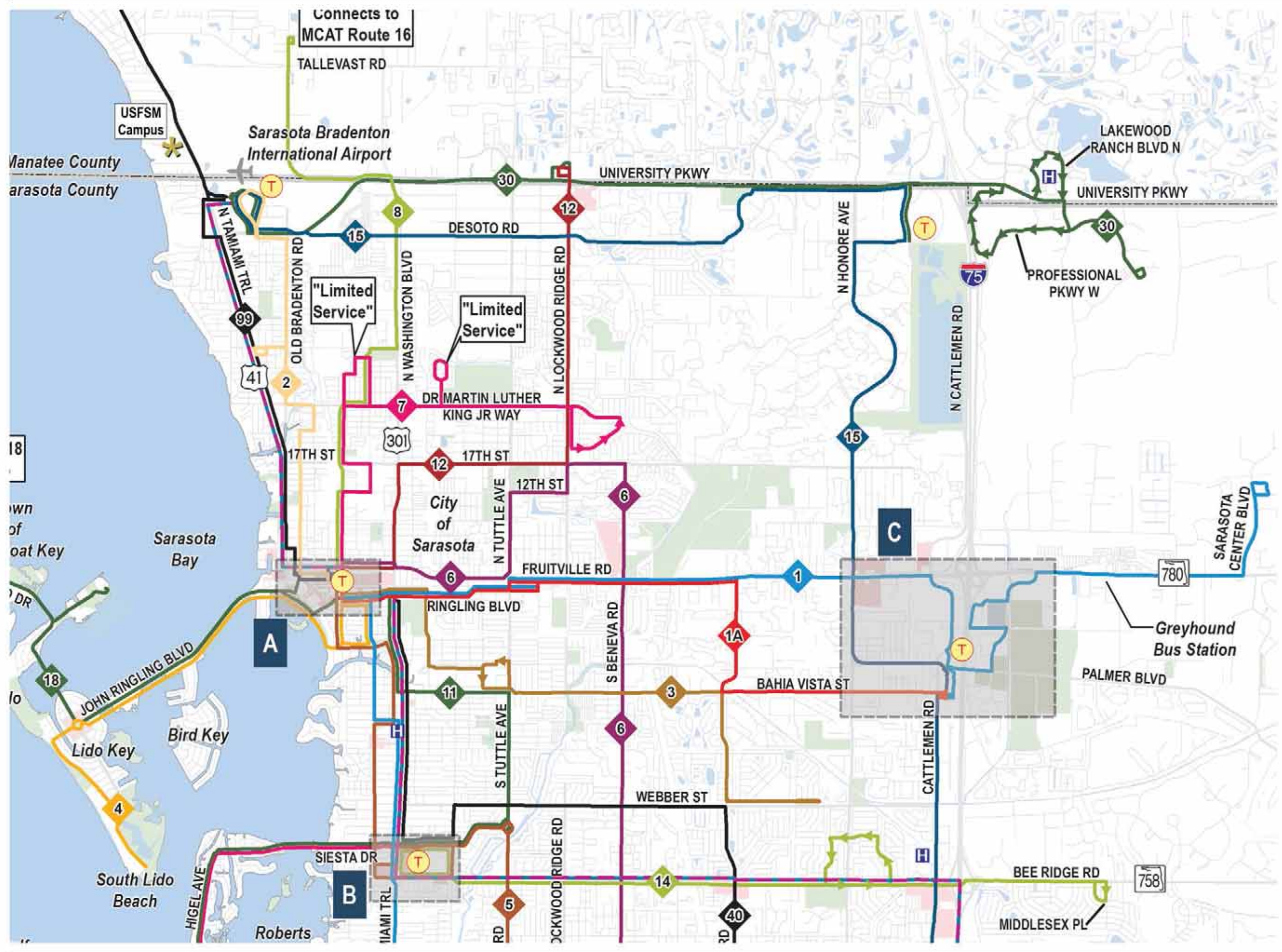
**Date**  
October 2015

**Element 5**  
Transportation

**DCA Figure 5-1**  
Existing Vehicular  
Circulation and Parking



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Sarasota Manatee**



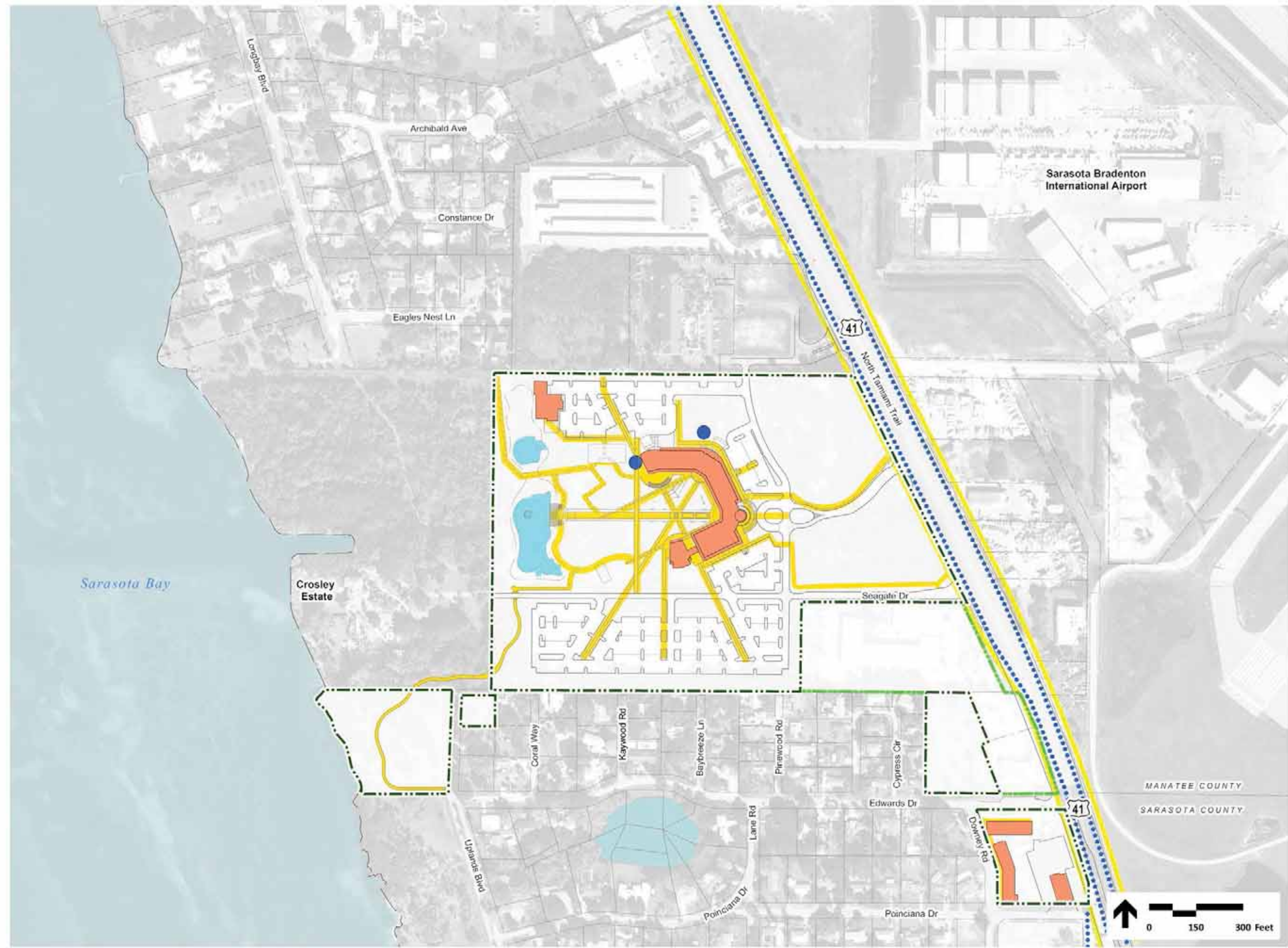
**Legend**  
 USFSM Campus

**Date**  
October 2015

**Element 5**  
Transportation

**DCA Figure 5-2**  
Bus Route Map

**2015 Campus Master  
Plan Update -  
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- Legend**
- Campus Limits
  - Study Area
  - On-Campus Walkway
  - Off-Campus Walkway
  - Bicycle Lane
  - Bicycle Racks
  - Multi Use Path
  - Existing USFM Facilities

**Date**  
October 2015

**Element 5**  
Transportation

**DCA Figure 5-3**  
Existing Pedestrian and  
Bicycle Circulation

**2015 Campus Master  
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# Element 6:

# Housing and Support Services

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## 6. 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.

### A. On-campus University Controlled Undergraduate, Graduate, and Family Housing

#### 1. Number of Students Housed in On-Campus Student Housing (2014-15)

There are currently (2014-15) no students living on-campus at USF Sarasota-Manatee.

#### 2. Housing Facilities by Type (2014-15)

There are currently (2014-15) no campus housing facilities at USF Sarasota-Manatee.

#### 3. Planned Increase in Number of Students Housed in On-Campus Student Housing

The University has no plans to provide on-campus housing within the 2015-2025 planning period.

### B. Off-Campus University Controlled Undergraduate, Graduate and Family Housing.

USFSM has limited off-campus University controlled housing for foreign students though an agreement with a local hotel approximately 2 miles north of the main campus.

### C. Students in On-Campus Non-University Controlled Housing

USFSM does not have on-campus non-University controlled housing.

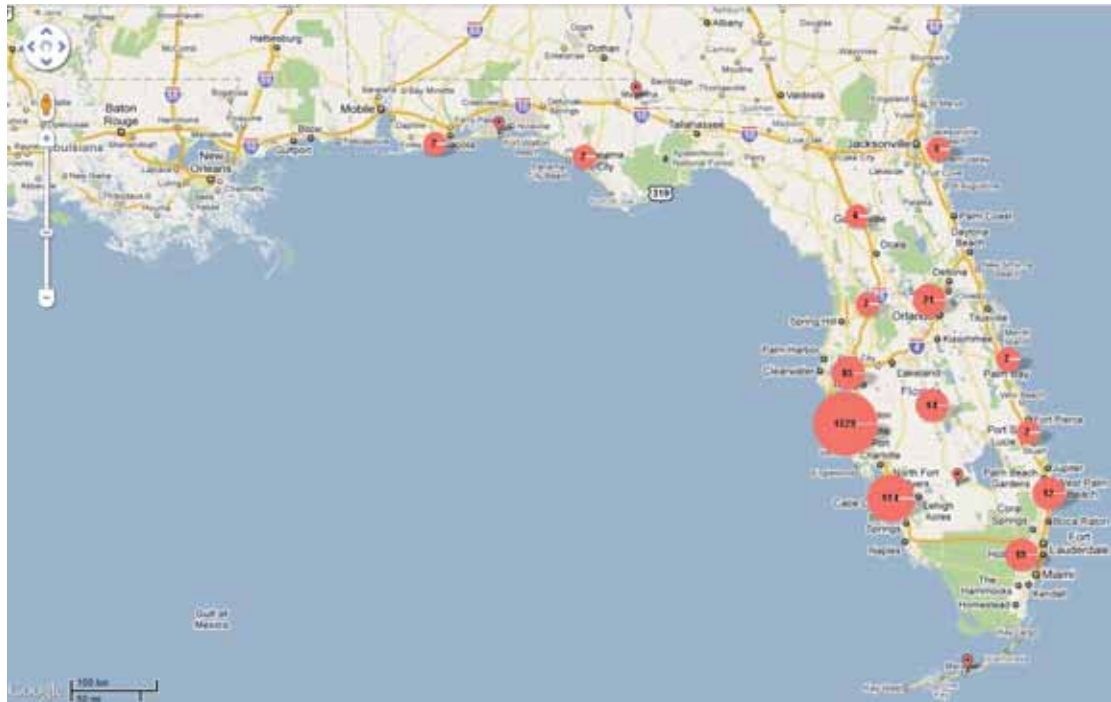
### D. Students in Off-Campus Non-University Controlled Housing

The 2015-2020 USFSM Strategic Plan, Strategy 2.3 supports efforts to establish affiliation agreements to provide off-campus student housing in the proximity of the campus.

**Table 6-1 Distribution of Students' Permanent Residence by County**

Living by County	All Students Reside Off Campus (2014-2015)	
	Undergraduates and Graduate Students	
Sarasota	40.0%	
Manatee	38.1%	
Charlotte	3.8%	81.9% cum
Hillsborough	4.9%	
Pinellas	2.5%	
Broward	0.7%	
Other FL Counties	6.6%	
Out-of-State	3.4%	
<b>Totals</b>	<b>100%</b>	

Figure 6-1 Geographic Dot Distribution of USFSM Students' Permanent Residence



Source: [www.batchgeo.com](http://www.batchgeo.com) and Google maps

**E. Historically Significant On-campus Housing**

There are no historically significant housing facilities on the USFSM campus.

**F. Potential On-campus Future Housing Sites**

Not applicable. The University has no plans to provide on-campus housing within the 2015-2025 planning period.

**G. Cost Comparison Non-University, Off-campus Rental Housing to University Controlled, On-campus Housing**

Not applicable. There are currently no campus housing facilities at USFSM for comparison.

**H. On-Campus Housing Energy Performance**

There are currently no campus housing facilities at USFSM for evaluation.

**I. On-Campus Housing Facility Density and Support/Amenity Proximity**

The University has no plans to provide on-campus housing within the 2015-2025 planning period.

See Element 4, Future Land Use and Element 5, Transportation

*Sources:*

The following is a list of sources reviewed for information to support the Housing Element data collection and analysis.

- USFSM Strategic Plan: Focus on Quality 2020



# Element 7:

## General Infrastructure and Utilities

- 7.1 Stormwater Management
- 7.2 Potable Water
- 7.3 Sanitary Sewer
- 7.4 Solid Waste
- 7.5 Chilled Water
- 7.6 Electrical Power and Other Fuels
- 7.7 Communications

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## 7. General Infrastructure

This element ensures the provision of adequate capacity for stormwater management, potable water, sanitary sewer, solid waste, chilled water, electrical power and other fuels, and communications facilities required to meet the future needs of the University. The General Infrastructure Element included in this element shall consist of Stormwater Management, Potable Water, Sanitary Sewer, Solid Waste, Chilled Water, Electrical Power and Other Fuels, and Communications.

### 7.1 Stormwater Management

Stormwater management plays a key role in the overall management of water resources, and negating the negative impact of development. Central Florida continues to see diminishing water quality and increasing amounts of saltwater intrusion into the surficial groundwater table. Therefore, designing and maintaining efficient stormwater systems is essential to the long-term sustainability of the University. The stormwater management system for this campus has to meet treatment requirements set forth by the Southwest Florida Water Management District (SWFWMD).

There are a number of best management practices (BMPs) to meet these stormwater standards. Traditional BMPs include wet detention and dry retention ponds. New trends for BMPs are intended to minimize impacts from development by using Low Impact Development (LID) techniques. The goal of LID is to minimize impacts of the development, mimic pre-development hydrology, and promote the infiltration of stormwater to recharge the surficial aquifer.

- A. **Inventory and assess all public and private facilities and natural features which provide stormwater management for the campus, including natural and man-made stormwater systems.**
- 1. **Facility Capacity Analysis by geographic service area, indicating capacity surpluses and deficiencies.**

Figure 7-1 Stormwater Management Plan shows the existing campus, and the key components that comprise the stormwater system. USF Sarasota-Manatee campus' stormwater system consists of a network of yard and curb inlets, drainage pipes, and grassed swales that convey stormwater runoff from east to west. Any stormwater generated within the campus travels westward and ultimately outfalls into Sarasota Bay, due west of campus. The campus has more stringent treatment criteria than typical sites because the stormwater discharges into Sarasota Bay, which is classified by SWFWMD as an Outstanding Florida Water (OFW), and by FDEP as an Impaired Water Body.

- 2. **Analyze the general performance of existing stormwater management facilities, evaluating current level of service, conditions, and impact of facility upon adjacent natural resources.**

USF Sarasota-Manatee campus has one key component to its stormwater management system. As identified in Figure 7-1, the campus has a 1.91 acres wet detention pond at the west of the campus, adjacent to the wetlands within the eastern half of the Crosley Estate. This stormwater pond is designed to handle the campus runoff volume at full build-out of 250,000 sf, and must treat 150% of the normal treatment volume for discharge into Class 3 waters. In addition, the reduction of nutrient discharge to receiving waters needs to be addressed. Stormwater runoff is routed to this wet detention pond through underground stormwater pipes. Treatment swales along the northern property boundary also treat and convey stormwater within the campus grounds. Treated runoff is

discharged into the bay through a 48" outfall pipe. This pipe is located within a 15-foot wide dedicated utility easement.

**3. Proportional capacity of shared facilities between the university and local governments that are required to meet existing university needs, including capacity allocation.**

There are no shared stormwater facilities between the University and the local government. Stormwater treatment systems within the campus are exclusive to the campus. Treated stormwater outfalls to Sarasota Bay. Because the University's main campus grounds are not adjacent to Sarasota Bay, an easement was granted by Manatee County, through the Crosley Property, to allow a 48-inch stormwater pipe to convey the treated stormwater to the bay.

**4. General performance of natural stormwater management and hydrologic features**

The most prevalent hydrologic component of the USFSM campus is its proximity to Sarasota Bay. It allows the University to design their stormwater system without consideration to attenuation, since the campus discharges directly into an unrestricted tidal water body, which can be seen in Figure 7-1 Stormwater Management.

The entire campus sits atop Pomello Fine Sand which has very good infiltration rates. By preserving much of the campus as open space, stormwater runoff generation rates are low. There are no wetlands on the campus.

**B. Problems and opportunities for stormwater management facility expansion or replacement to meet the projected needs of the university.**

The existing campus stormwater pond is designed to have adequate treatment volume for the existing campus, plus the full 250,000 sf of building. According to the 2005-2015 Campus Master Plan, the full build-out calls for replacing approximately 75,000 sf of existing open space with building footprint (including Rowing Facility proposed to be located on the Crosley Estate. Revisions to the campus layout resulting in the creation of impervious area above the current plan, will require additional stormwater treatment systems. Because the stormwater pond is so close to the property boundary, expansion to the treatment pond is limited, and the expansion would be insufficient to handle all additional building program within campus.

**C. Existing regulations and programs which govern land use and development of natural drainage features, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the function of stormwater management features.**

As noted in section A of this element, the campus falls under the existing rules set forth by the SWFWMD. These rules focus on standards for water quality and water quantity. In addition, the reduction of nutrient discharge to receiving waters needs to be addressed. New LID BMPs are being allowed to meet this criteria.

*Sources:*

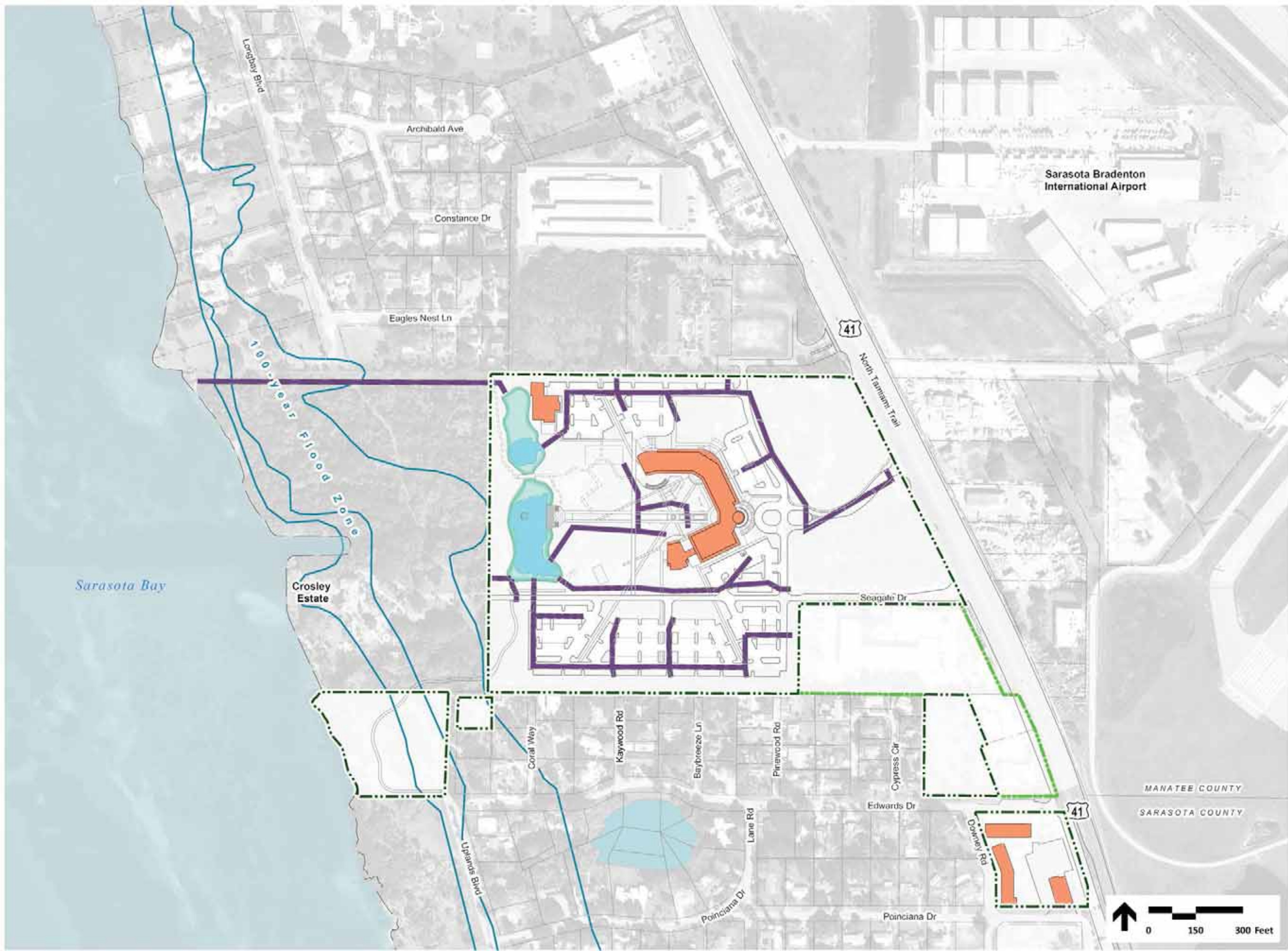
The following is a list of sources reviewed for information to support the General Infrastructure and Utilities Element – Stormwater Management data collection and analysis.

- USFSM Facilities Planning and Management PDF files of campus engineering drawings
- USFSM Campus Development Agreement, June 2005
- USFSM Ownership and Encumbrance Report, November 2004

- USFSM HGI Access Easement, February 2002
- SWFWMD FORM 547.27/SOC(06/00) May 2009, for Permit No.44027503.000
- FFWCC Application Exhibit #3 – Soils Map, September 2004
- <http://www.dep.state.fl.us>

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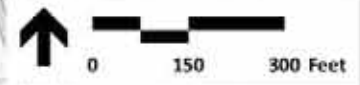
**Legend**

- Campus Limits
- Study Area
- Floodplain
- Stormwater Pipes
- Stormwater Collection Area
- Existing USFM Facilities

**Date**  
October 2015

**Element 7**  
General Infrastructure  
and Utilities

**DCA Figure 7-1**  
Stormwater Management



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## 7.2 Potable Water

As local water authorities struggle to meet the potable demand of the growing population, it becomes apparent that consumers must take steps to reduce their daily consumption of potable water. Potable water, at USFSM, is the source for drinking water, toilet facilities, fire protection, and water supply to the on-site mechanical chiller plant and ice storage facility. Currently, the local water authority is able to meet the campus’ demand.

Minimizing potable water consumption is critical for long-term sustainable growth on campus. State and federal regulations continue to become more restrictive regarding the use of potable water, as costs for providing clean drinking water continue to rise.

### A. Inventory and assess all public and private facilities (including main distribution lines) which provide potable water to the campus

#### 1. Facility Capacity Analysis by geographic service area, indicating capacity surpluses and deficiencies.

The potable water provider to USFSM is Manatee County. The USFSM campus water demand is, according to campus records, currently just below 6,000 gallons per day, or less than 0.2% of the total water plant capacity. The Manatee River, which is the source of drinking water for the County, has sufficient capacity to meet the service area demands, with no identified concern for deficiency.

#### 2. General performance of existing potable water facilities, evaluating current level of service, conditions, and impact of facility upon adjacent natural resources.

The existing water facilities are capable of delivering potable water to the campus at a level that meets the allowed CDA level of service for potable water and fire protection as illustrated in Figure 7-2. The utility mains for the water and fire are large enough to meet current and anticipated demands. Currently, there are no known impacts upon adjacent natural resources.

The most recent Campus Development Agreement (CDA) defines the level of service (LOS) to be 0.24 Gallons per Day (GPD)/square foot (sf) of building space. Comparing the current consumption rate to the LOS in the CDA, the University’s current consumption rate is nearly that of 0.24 GPD/square foot for the full 250,000 square feet of building. However, there is only currently 110,000 square feet of building currently constructed. This indicates that the current building is consuming water at a higher rate than estimated. Although Manatee County is able to adequately meet the University’s current consumption rate, the University will need to revise the CDA with Manatee County.

#### 3. Proportional capacity of shared facilities between the University and local governments that are required to meet existing university needs, including capacity allocation.

The USF Sarasota-Manatee campus water demand is, according to campus records, currently just below 6,000 gallons per day. This volume is delivered to the campus through a county-owned eight-inch water main along US 41, and enters the campus adjacent to the main access drive. The water mains beyond the meter and backflow assemblies are the property and responsibility of the University. The water treatment facility produces an estimated 28 million gallons of water per day. Campus capacity is less than 0.2% of the total for the plant.

**4. Underground hydrology of the campus, including its potential as a potable water source.**

Due to the proximity of the campus to the Sarasota Bay, the groundwater table and the surficial aquifer in the region are subject to saltwater intrusion. To safeguard against that occurrence, groundwater should not be extracted for such uses as potable supply.

Although there is not a cost benefit for using a “package” desalinization plant to generate a drinking water supply for a campus of this size, the Sarasota Bay could serve as a source of water for such an application.

**B. Problems and opportunities for potable water facility expansion or replacement to meet the projected needs of the University.**

Potable Water and Fire Protection supplies are provided for by Manatee County. Utilities fees collected by the county are used to construct and maintain adequate water delivery infrastructure throughout unincorporated Manatee County.

**C. Existing regulations and programs which govern land use and development of potable water facilities, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the function of potable water delivery.**

The Department of Environmental Protection has regulations in place to safeguard private drinking water supply. All water authorities are required to comply with these federal regulations. Additionally, the Cedar Hammock Fire District, in collaboration with the State Fire Marshall and USF Building Code Administrator, reviews the campus fire system to ensure there is adequate fire protection on campus.

**D. Existing and future uses and opportunities for the use of reclaimed water on the campus and identify the source and entity having operational responsibility for the provision of reclaimed water on or near campus.**

As part of the plan to develop a sustainable campus environment, the opportunity to use reclaimed water would be welcomed. The most practical use for reclaimed water at the University would be for irrigation. The campus currently uses a shallow groundwater well as its source for irrigation, since potable water is not allowed for irrigation. Currently, there are no reclaimed water mains within the US 41 right-of-way. As the US 41 redevelopment project advances, which would require enhanced planted medians and right-of-way, the likelihood of Manatee County extending reclaimed mains all the way to the Manatee/Sarasota County line increases. At such time, the campus could retrofit the existing irrigation system to utilize reclaimed water.

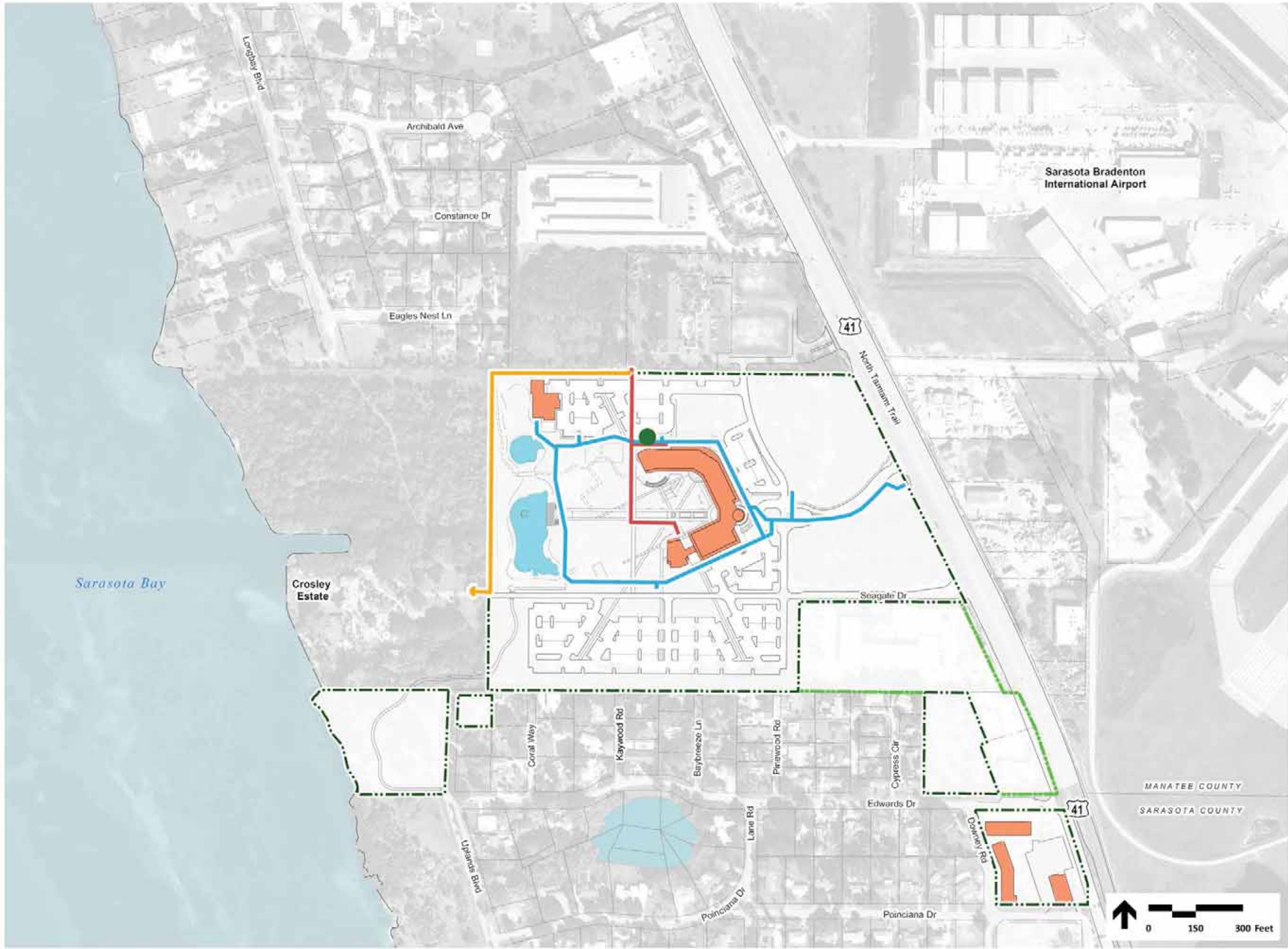
**Sources:**

The following is a list of sources reviewed for information to support the General Infrastructure and Utilities Element – Potable Water data collection and analysis.

- USFSM Facilities Planning and Management PDF files of campus engineering drawings
- USFSM Campus Development Agreement, June 2005
- USFSM Ownership and Encumbrance Report, November 2004
- USFSM Utility Easement, April 2005
- USFSM Table of water and sewer costs/consumption rates for the campus



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- Legend**
- Campus Limits
  - Study Area
  - Water Main
  - Gravity Sewer
  - Force Main Sewer
  - Waste Management Facility
  - Existing USFM Facilities

**Date**  
October 2015

**Element 7**  
General Infrastructure  
and Utilities

**DCA Figure 7-2**  
Potable Water Infrastructure,  
Sanitary Sewer Infrastructure  
and Waste Management

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### 7.3 Sanitary Sewer

The wastewater collection system for the campus is operated and maintained by USFSM. There is a single gravity sewer main within the USF Sarasota-Manatee campus, as illustrated in Figure 7-2. This gravity main flows north, out of the campus, and further north to the Southwest Sewage Treatment Plant, located in the City of Bradenton.

Additionally, a 4-inch force main flows south to north, alongside the west property boundary. This force main originates from a privately-owned and operated lift-station within the Crosley Estate property, and ties into an existing gravity sewer manhole within the utility easement along the northern boundary of the University property.

**A. Inventory and assess all public and private facilities (including main collection lines) which provide sanitary sewer services to the campus. Assessment should include:**

**1. Facility Capacity Analysis by geographic service area, indicating capacity surpluses and deficiencies.**

The existing gravity main is designed to accept future connections for the additional 170,000 sf of campus building, as identified in the 2015-2025 USFSM Campus Master Plan. However, these lines are limited in their ability to service regions of the campus, due to the distance of the building to the end of the existing sewer manhole. Additional campus building program, constructed in areas other than proposed in the 2015-2025 USFSM Campus Master Plan cannot connect to the existing gravity sewer system. Therefore, future land use changes, that are significantly different from the 2015-2025 USFSM Campus Master Plan, will require a gravity main re-design.

**2. General performance of existing sanitary sewer facilities, evaluating current level of service, conditions, and impact of facility upon adjacent natural resources.**

The existing sanitary sewer main on campus is 8-inch diameter, with slopes ranging from 0.4% to 3%. In this existing design configuration, these gravity mains have the capacity to convey between two to 10 times the existing discharge rates. The existing gravity sewer system easily meets the required level of service specified in the Campus Development Agreement.

The gravity sewage collection system is a safe and effective way to convey sanitary sewage off-campus for treatment. Since conveyance is underground, and treatment occurs off-campus, student exposure to untreated sewage is practically eliminated.

**3. Proportional capacity of shared facilities between the University and local governments that are required to meet existing university needs, including capacity allocation.**

The Southwest Sewage Treatment Plant processes as much as 22 million gallon per day wastewater treatment plant, which serves almost all of unincorporated Manatee County. Per the Campus Development Agreement, USFSM is currently allowed to contribute (at maximum build-out of 250,000 sf), 28 gallons of sewage per minute on an average daily basis, to the sanitary collection system. Twenty eight (28) gallons per minute equates to less than one fifth of one percent of the total treatment plant capacity.

**B. Problems and opportunities for sanitary sewer facility expansion or replacement to meet projected needs of the university.**

Wastewater effluent drains to a sewage treatment plant in Manatee County. The Southwest Water Treatment Plant, located in Bradenton, Florida, receives and treats all the sewage generated by the

USFSM campus. Plant expansion would not be required in order to accept additional sewage generated by campus growth. However, the extent of on-campus sewage collection (gravity sewer mains) would have to expand.

**C. Existing regulations and programs which govern land use and development of sanitary sewer facilities, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the functions of sanitary sewer collection.**

As a University, USFSM has the right to construct, operate, and maintain a privately owned wastewater collection and distribution system. The University has chosen to send its wastewater effluent to the city operated treatment facility. USFSM Office of Facilities Planning and Management is required to submit FDEP Form 62-604.300(8)(a) Notification/Application for Constructing a Domestic Wastewater Collection/Transmission System, along with designs and supporting calculations to the Florida Department of Environmental Protection (FDEP). The effluent amount must be approved by the wastewater facility serving collection/transmission systems, in this case Manatee County, prior to submittal to FDEP.

**Sources:**

The following is a list of sources reviewed for information to support the General Infrastructure and Utilities Element – Sanitary Sewer data collection and analysis.

- USFSM Facilities Planning and Management PDF files of campus engineering drawings
- USFSM Campus Development Agreement, June 2005
- USFSM Ownership and Encumbrance Report, November 2004
- USFSM HGI Sanitary Sewer Easement, April 2005
- USFSM Table of water and sewer costs/consumption rates for the campus
- Copy of FDEP *Request for Approval to Place a Domestic Wastewater Collection/Transmission System into Operation* – Final Clearance
- <http://www.mymanatee.org/home/government/departments/utilities/wastewater-system/ww-treatment-plants.html>

## 7.4 Solid Waste

Solid Waste on the USF Sarasota-Manatee campus is collected and processed by Manatee County. Private collection companies are contracted for the collection and removal of solid waste and recyclable materials from campus. Currently, USFSM spends approximately \$2,100 annually in solid waste disposal, excluding costs associated with recycling. As an effort to extend the lifetime of the county landfill, USFSM strives to reduce construction, maintenance, and student waste through minimization and recycling. The campus' solid waste and recyclable materials collection site is on the north side of the main campus building, within a secured enclosure, as shown in Figure 7-2.

Private recycling companies are utilized for certain categories of recycled materials. Currently, USFSM recycles the following: cardboard, mixed paper, aluminum cans, glass and plastic, fluorescent bulbs, fixture ballasts, electronics equipment, and batteries, at an expense of approximately \$900 per month.

**A. Inventory and assess all public and private facilities which provide solid waste collection, storage and disposal services to the campus. Assessment should include:**

**1. Facility Capacity Analysis by geographic service area, indicating capacity surpluses and deficiencies.**

The Solid Waste Division of the Utilities Department operates the Manatee County Lena Road Landfill which provides for the collection, transportation, and disposition of the solid waste generated within its service area. An independent study was performed in 2002 by Finkelstein and Associates, P.A., to assess the service life of the landfill. Using a rate of 7.07 lb./capita/day, it was confirmed that the landfill had sufficient capacity to provide service through its closing year 2034.

**2. General performance of existing solid waste facilities, evaluating current level of service, conditions, life-cycle, and impact of facility upon adjacent natural resources.**

Through the most recent Campus Development Agreement (CDA) between USF Sarasota-Manatee campus and Manatee County, the County has agreed to maintain a level of service and ensure safe and accessible locations for recycling and solid waste receptacles.

**3. Proportional capacity of shared facilities between the University and local governments that are required to meet existing university needs, including capacity allocation.**

The most recent CDA states that Manatee County will be responsible for solid waste disposal at a level of service of 7.1 lbs/capita/day. With compaction rate of 940 lbs/day, and a maximum landfill disposal of 108,093 cubic yards per acre, the Manatee County Lena Road Landfill will be able to maintain their level of service through the 10-year planning period.

**B. Problems and opportunities for solid waste facility expansion or replacement to meet projected needs of the University.**

There are no identifiable needs for solid waste facility expansion or replacement. The most recent Campus Development Agreement between the USF Sarasota-Manatee campus and Manatee County does not define the need for additional off-campus solid waste improvements to maintain the County's adopted level of service standards for solid waste.

**C. Existing regulations and programs which govern land use and development of solid waste facilities, including an analysis of the strengths and deficiencies of those programs and regulations in maintaining the functions of solid waste collection, storage, and disposal.**

Florida Administrative Code, Chapter 62-701 addresses the regulations for Solid Waste Management Facilities. In February of 2015, FDEP issued revisions to the current regulations. In general, these regulations define a solid waste facility, its prohibitions, design guidelines, operational requirements, closure and long-term care procedures.

Established within the guidelines, FDEP mandates that recyclable waste be removed from waste stream prior to deposit in the landfill. Other requirements, such as prohibition to divert whole tires to landfills, are also in place and are intended to extend the landfill lifetime. Yard debris is collected using separate systems so that organic plant matter is not deposited into landfills.

**D. Opportunities or available and practical technologies for the reduction, recycling and re-use of solid waste generated by the University.**

Currently, USF Sarasota-Manatee does not have a waste minimization plan. Recycling efforts are implemented within the main campus, buildings to collect those materials the contracted recycling company will collect. With increasing recycling efforts from USFSM Student Government, waste minimization and recycling efforts continue to improve on the campus.

**E. Existing agreements for the collection, storage, and disposal of university-generated solid waste, including allocated capacity and duration of service. Identify any future limitations on university development resulting from these factors.**

Solid Waste generated at USF Sarasota-Manatee is processed at the Manatee County Lena Road Landfill in Bradenton, Florida. Within the 10-year planning period, USFSM development is not limited by landfill capacity. USFSM and Manatee County will begin negotiations to renew the CDA following adoption of the 2015-2015 Campus Master Plan.

**Sources:**

The following is a list of sources reviewed for information to support the General Infrastructure and Utilities Element – Solid Waste data collection and analysis.

- USFSM Table of water and sewer costs/consumption rates for the campus
- Work Session Meetings, February 2011 (See Appendix \_\_, *Meeting Notes*)
- Landfill Capacity Analysis by Finkelstein and Associates, P.A., dated 2002

## 7.5 Hot Water

This chapter does not apply as the current campus heating source is electric resistance heat.





## 7.6 Chilled Water

This chapter is not a required element of the Campus Master Plan; however it has been included to facilitate utilities infrastructure planning in support of the future growth plans for the campus. Additionally, energy production and consumption are significant factors in the carbon footprint of the campus and as such provide one of the greatest opportunities for reducing the campus’s greenhouse gas emissions (GHGE) in support of the College and University Presidents Climate Commitment.

### A. Inventory and assessment of existing conditions

The chilled water production and distribution system has been planned to support a campus build out of 250,000 square feet. The plant consists of a combination of air cooled, water cooled, and ice storage production equipment. The total capacity of the chilled water production equipment is 920 tons with a firm capacity of 500 tons and an ice storage capacity of approximately 10,200 ton-hrs. The Central Energy Plant (CEP) has been planned for an expansion up to 1,280 tons with a firm capacity of 920 tons and an ice storage capacity of approximately 20,500 ton-hrs.

Chilled water is distributed to the campus by a variable primary pumping system by three chilled water primary pumps with a capacity of 680 gpm at 70 feet of discharge head. One of the three pumps is to be a redundant pump with plans for a future fourth pump of equal capacity to support future growth of the campus and CEP. Chilled water is distributed through 10 inch pipes suitable for 2,400 gpm at a pipe velocity of 10 feet per second. Based upon 2 gpm per ton the current 10 inch distribution piping is suitable for a peak cooling demand of 1,200 tons.

During the 2009 CEP Feasibility Study, the 120,000 square foot main building (SMC) had a design cooling load of approximately 360 tons and a reported peak cooling load of approximately 320 tons. This results in a load density of approximately 375 square feet per ton. The reported load density is high, with typical planning values per ASHRAE ranging from 150 square feet per ton to 240 square feet per ton for Educational Facilities.

### B. Problems and opportunities for expansion/replacement

The CEP has been designed and planned for future build out to support a campus of 250,000 square feet. The USFSM 2015-2025 Campus Master Plan projects a ten-year growth to approximately 335,000 square feet. Based upon these growth rates the production and distribution capacity will not be capable of supporting the campus. The CEP will need to be expanded to support the rapid growth of the campus with consideration given to establishing a north, central, and south service district. A study should be commissioned to evaluate the feasibility of expanding the chilled water service beyond the currently planned expansion which would be fully utilized to support the central district of the campus.

### C. Existing regulations/programs which govern sub-element and assessment

This sub-element is regulated by the Florida Building Code and local authorities having jurisdiction over enforcement of the Florida Building Code requirements.

### D. Future uses/opportunities for increased efficiency

As the Campus expands there will be opportunities to evaluate and optimize the chilled water distribution system. Expansion of the CEP to serve the 10 year growth plans will require new underground distribution piping. A requirement for new underground distribution piping would be

an opportune time to consider installation of a central heating plant to allow for hot water generation for distribution throughout the campus. The existing facilities utilize electric resistance heat which is among the most costly and highest carbon emitting energy sources available. A study should be commissioned to evaluate the feasibility of utilizing natural gas hot water boilers at either a district or building level for future growth to limit operational costs and environmental impacts.

*Sources:*

The following is a list of sources reviewed for information to support the General Infrastructure and Utilities Element – Chilled Water data collection and analysis.

- USFSM Central Plant Feasibility Study, December 2009
- USFSM Central Energy Plant Drawings, May 2010

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**Legend**

- Campus Limits
- Study Area
- Chilled Water
- Existing USFM Facilities

**Date**  
October 2015

**Element 7**  
General Infrastructure  
and Utilities

**DCA Figure 7-3**  
Chilled Water Distribution

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## 7.7 Electrical Power and Other Fuels

This chapter is not a required element of the master plan; however, it has been included to facilitate utilities infrastructure planning in support of the future growth plans for the campus. Additionally, energy production and consumption are significant factors in the carbon footprint of the campus and, as such, provide one of the greatest opportunities for reducing the campus’s greenhouse gas emissions (GHGE) in support of the College and University Presidents Climate Commitment.

### A. Inventory and assessment of existing conditions

The campus is served by a 13.2 KV Florida Power and Light (FP&L) distribution feeder. The FP&L distribution feeder enters campus from overhead power lines located on US 41 (North Tamiami Trail) and is routed underground within a ten foot easement routed through the campus.

Currently, the FP&L distribution feeder feeds two pad-mounted 13.2KV primary – 480V/277V secondary transformers which provide service to the main buildings (SMC, SMA and SMB) and the Central Energy Plant. Each service is secondary level service (i.e. 480V or 208V) and is separately metered by FP&L.

The main building (SMC) service is under the FP&L General Service Large Demand (GSLD-1) rate structure. The Central Energy Plant is under the FP&L General Service Large Demand – Time of Use (GSLDT-1) rate structure. The time of use rate structure for the Central Energy Plant is specifically suited to take advantage of the off-peak production of chilled water for the ice storage system. The ice storage provides reduction in the peak demand by utilizing the ice storage system for chilled water production during on peak time of use periods. Table 7-1 indicates the electric energy consumption data for the campus. The Peak KW data for the main building (SMC) and the Central Energy Plant is obtained from the Central Plant Feasibility Study dated December 18, 2009. The Annual KWH data is obtained from billing records for the 2009-2010 billing period.

**Table 7-1 Electric Energy Consumption Data**

Building Name	Building SF.	Facilities Class	Peak KW	Annual KWH	Electricity KWH/SF/YR
Main Campus Building <sup>1</sup>	146,350		373	3,668,880	25.07
Viking Campus Buildings <sup>2</sup>	18,059		60	84,905	4.70
<b>TOTAL</b>	<b>164,409</b>		<b>433</b>	<b>3,753,785</b>	<b>29.77</b>

1. Includes Buildings SMC, SMA, SMB and SMP

2. Includes Buildings VKA, VKB, VKC, and VBK

A portion of the interior lighting in the main building (SMC) is provided with manual controls. USFSM has initiated a multi-phase plan to convert manual controls to automatic lighting sensors where appropriate. Continued implementation of this conversion to automatic lighting controls using occupancy sensors, time clocks or programmable lighting control systems will reduce the energy consumption of the building.

**B. Problems and opportunities for expansion/replacement**

The electrical service is provided by Florida Power and Light. Therefore, new services must be coordinated with FP&L during the design of each new service. FP&L is responsible to ensure capacity is available to serve existing and new buildings.

New construction will be required to coordinate with the existing FP&L easement through campus. The following represent the projected building load for new buildings planned to be included in the 2015-2025 Campus Master Plan.

**Table 7-2 Projected Building Electrical Loads**

<b>New Building Description</b>	<b>Projected Building Sq ft.</b>	<b>Estimated Peak Watts (sf)</b>	<b>Estimated Peak KW</b>
Building 1	75,000		
Building 2	75,000		
Central Energy Plant (Addition)	5,000		
Auditorium	12,500		
Rowing Facility	10,000		
<b>TOTALS</b>	<b>177,500</b>		

**C. Existing regulations/programs which govern sub-element and assessment**

This sub-element is regulated by the Florida Building Code and local authorities having jurisdiction over enforcement of the Florida Building Code requirements.

**D. Future uses/opportunities for increased efficiency**

Efficiency measures under this sub-element include lighting power reduction using energy efficient lamp and ballast technologies, automatic lighting control devices, high efficiency motors and transformers and designing to limit voltage drop of conductors as a minimum to comply with the Florida Building Code.

*Sources:*

The following is a list of sources reviewed for information to support the General Infrastructure and Utilities Element – Electrical Power and Other Fuels data collection and analysis.

- USFSM Central Plant Feasibility Study, December 2009
- USFSM Central Energy Plant Drawings, May 2010

**7.8 Communications**

**A. Inventory and assessment of existing conditions**

The main communication distribution is located in the Main Distribution Frame (MDF) room within the main building (SMC). The communication service provider for the campus is Verizon Communications. Intermediate Distribution Frame (IDF) rooms are located within the building to ensure horizontal cabling does not exceed 90 meters per EIA/TIA Guidelines. Horizontal cabling within the main building (SMC) is Category 5e and Category 6e.

Environmental conditioning within the MDF room is served by the building air handling system and chilled water from the central energy plant. Redundant cooling for the MDF room is provided by back-up DX equipment located on the roof.

**B. Problems and opportunities for expansion/replacement**

The existing MDF room can be utilized as the main network node to serve new buildings. Expansion of communication equipment can be co-located within the main building (SMC) main network node. Distribution pathways for outside plant cable will need to be positioned principally along primary circulation patterns and seams between development sites so as to minimize disruption by new construction.

**C. Existing regulations/programs which govern sub-element and assessment**

This sub-element is regulated by the Florida Building Code and local authorities having jurisdiction over enforcement of the Florida Building Code requirements.

**D. Future uses/opportunities for increased efficiency**

Co-location of communication equipment provides increased redundancy and energy efficiency by allowing communication equipment to enter into low power consumption mode during off-peak periods.

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# Element 8:

# Conservation

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## 8. Conservation

The conservation element is intended 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. Conserving natural resources is integral to ensuring the University develops in a sustainable manner.

### A. Inventory and assess existing natural and environmental resources where present both on the University campus and within the planning study area.

#### 1. Wetlands, lakes, rivers, and other surface waters and bottom lands

The USF Sarasota-Manatee campus does not contain any wetlands, lakes, rivers, other surface waters or bottom lands. The site is, however, adjacent to the Crosley Estate, which contains wetland areas and shoreline to Sarasota Bay.

#### 2. Floodplains

There are no floodplains within the USF Sarasota-Manatee campus. The adjacent Crosley Estate is, however, in several flood zones.

#### 3. Known unique geological and archaeological features (Springs, Sink Holes, etc.)

The entire campus and the Crosley Estate is a prehistoric midden, or communal waste pile, and shell midden associated with early Paleo-Indian occupations, and later cultures such as the Manasota culture. The area of and adjacent to the campus grounds do not require historic preservation.

#### 4. Existing mitigation sites

There are no existing mitigation sites on the USF Sarasota-Manatee campus.

#### 5. Existing naturalized vegetative communities, including nesting or feeding habitat

There is a 6.0 acre gopher tortoise conservation area in place along the eastern side of campus, between the main building (SMC) and US 41. There is also a 0.6 acre gopher tortoise conservation area established north of the main building. All conservation areas are protected by a conservation easement, and interconnected via three eco-tunnels. The conservation area is shown in Figure 8-1, Existing Natural and Environmental Resources.

#### 6. Native Plants

The University has a policy to protect the native Slash Pine, unless the tree becomes a safety concern to students or USFSM property (buildings, awnings, walkways, outdoor coverings).

#### 7. Aquifers, Aquifer Recharge Areas, and Well-field Cones of Influence

There are no aquifers, aquifer recharge areas, or well-field cones of influence within the campus.

#### 8. Air

Greenhouse gas emissions (GHG) have not been calculated for USFSM. Establishing a baseline GHG is an important step in preparing a Climate Action Plan for the campus and determining GHG reduction targets.

9. **Energy**

Due to the costs and associated greenhouse gas emissions, reducing the University's dependence on fossil fuels is critical to this conservation element. Energy consumption-related information is included in Element 7.7, *General Infrastructure, Electrical Power and Other Fuels Sub-Element*.

10. **Materials**

University use of materials such as paper and other office supplies, construction materials, for operations and construction often constitutes an indirect use of natural resources. Minimization of material consumption and related waste generation should therefore be considered as an aspect of this Conservation element.

Information regarding the University management of solid waste, including recycling, is addressed in Element 7.4, *General Infrastructure, Solid Waste Sub-Element*.

**B. Assessment of Existing Natural and Environmental Resources.**

Table 8-1 begins to identify environmental resources, impacts and potential actions and is intended as a framework for future campus analysis and planning as additional data is gathered and planning actions are implemented.

**Table 8-1 Assessment of Natural and Environmental Resources On-Campus and within the Study Area**

Environmental Resources	Assessment Information				
	Existing or potential commercial/recreational/conservation uses	Protection/restoration opportunities & methods	Known University-generated pollution sources (rates, where available) or impacts	Pollution minimization strategies/techniques	Ecological functions & values
Surface Water (wetlands, lakes, ponds)	Refer to: Element 4, Element 8A, Element 9	LID	Fertilizer Parking lot runoff contaminants	LID Reduce the # of cars on campus	Local biodiversity Water filtration
Floodplains	Refer to: Element 9	Protect Sarasota Bay water quality	NA	Stormwater runoff nutrient removal prior to entering Bay	Local biodiversity
Existing Mitigation Sites	NA	NA	NA	NA	NA
Naturalized Vegetative Communities	Refer to: Element 4, Element 8A	Establish through campus planting plan and implementation, protect existing habitat			Carbon sequestration Water filtration Local biodiversity
Native Plants	Refer to: Element 8A	Remove invasive and exotic species	NA	NA	Water conservation Reduced fertilizer use Local biodiversity
Geological Features	Refer to: Element 8A	NA	NA	NA	NA
Aquifers, Aquifer Recharge Areas, and Well-field Cones of Influence	NA	NA	NA	NA	NA
Air	NA		Vehicle exhaust	Reduce the # of cars on campus	Ecosystem health
Energy	Refer to: Element 7.7				
Materials	Refer to: Element 7.5				
NA	Not Applicable				

*Sources:*

The following is a list of sources reviewed for information to support the Conservation Element data collection and analysis.

- USFSM Facilities Planning and Management, Response to Data Needs Request, Feb. 2011
- USFSM Development Settlement Agreement, August 2004
- FFWCC Applications and Exhibits, September 2004
- USFSM Division of Historical Resources letter, October 2004.

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**Date**  
October 2015

**Element 8**  
Conservation

**DCA Figure 8-1**  
Natural and Environmental  
Resources

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# Element 9:

# Recreation and Open Space

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## 9. Recreational Facilities and Open Space

This element ensures the provision of adequate and accessible recreation facilities and open space to meet the future needs of the University.

### A. Inventory and assess *existing university-owned or managed* recreational sites against the projected needs for recreation and open space facilities required to meet the needs of the projected university population.

#### 1. Existing Conditions Campus Recreation Facilities and Open Spaces

There are no formal sports fields on the USFSM campus, and limited area available for open play space. Informal walking paths leading to the ponds and beyond the ponds to the west edge of the detention areas are cited as positive experiences, with naturalized surroundings and opportunities for wildlife viewing. An outdoor barbeque/gathering area has been added west of the main building (SMC).

In addition, USFSM shares 10 acres of open informal recreation property with New College. This property is located at the bay front, just south of the Crosley Estate and west of Uplands Boulevard. USFSM completed a scenic walking/bicycle path and elevated bridge in 2014 to extend the campus walkway system to the west and south through the Crosley Estate grounds and link the campus to the open recreation areas. The USFSM segment of the path links the USFSM campus and Crosley Estate grounds with a 2-mile regional north-south multi-use trail along Sarasota Bay to the New College campus and the Ringling Museum.

An indoor fitness facility - located within the main building (SMC) and open to students, faculty and staff - provides a limited selection of fitness equipment within a 2,895 gsf room. Shower and locker facilities exist nearby in the SMC building. Adjacent to the fitness center is the Student Government sponsored Recreation Room/Lounge.

Table 9-1 provides a summary of proposed recreation facility needs based on projected USFSM enrollment and National Intramural-Recreational Sports Association (NIRSA) standards.

**Table 9-1 Projected Recreation Facility Needs**

Recreation Facility	LOS (NIRSA rec/ per 1,000)	Existing Facilities	Projected Facilities based on projected 2025-2026 FTE	Projected Facilities based on projected 2025-2026 HC	Proposed 10 Year Planning Period Facilities Development 2015-2025
Multipurpose Fields	0.94	0	1.75	3.25	1-3
Softball Fields	0.15	0	0.28	0.52	0-1
Tennis Courts	0.41	0	0.76	1.42	1-2
Outdoor Basketball Courts	0.11	0	0.20	0.38	0-1
Outdoor Volleyball Courts	0.12	0	0.22	0.42	0-1
Jog/Walk Trail		0	2 mile	2 mile	2 miles
Leisure Pool (1 per 25,000)	0	0			-
Bayside Rowing/Sailing Facility	offsite		1	1	1

Source: National Intramural Recreational Sports Association (NIRSA) for facility LOS.

Within the current campus, there are the following open spaces:

**Central Open Space/Quadrangle:** The central campus open space extends from the west side of the main building (SMC) to the ponds and visually beyond this to the backdrop of trees on the Crosley Estate. The eastern half of this large open space is framed by the main building (SMC) and its covered colonnade walkways. A strikingly strong east-west pedestrian spine connects the SMC on the east and the overlook amphitheater at the ponds on the west. The landscape character of the east and west halves of the quadrangle are distinct from each other. The east half is characterized by a higher level of development including: structured walks, plazas and landings related to building activity, and a relatively open landscape of newly planted trees edging walks. The west half, much less developed, is characterized by greater tree canopy and vegetative cover composed of a mix of new and mature stands of trees, and curvilinear paths.

**Terraces:** both the small extensions of hard surface from building access points into the site and larger plazas associated with the café on the north side and the Selby Auditorium on the south side at the west end of SMC wings "A" and "D" - effectively extend interior building functions to the outdoors and help to engage the site with activity. Trellises, colonnades and shade structures help to invite use through multiple seasons and times of day, and add visual interest and scale.

**Pond Pavilion and Barbecue Area:** Two formalized gathering areas are provided west of SMC within the west half of the central open space setting. A trellised pavilion with stepped amphitheater like edge leading down to the water is located at the west terminus of the east-west pedestrian spine. This functions as both visual focal point and potential gathering area, connected to the main building (SMC) by both the formal walks of the spine and informal walks within the open space. A barbecue area located west of the Selby Auditorium offers student groups a setting for outdoor socializing.

**Pedestrian Corridors:** The east-west pedestrian spine between SMC and the ponds is a strong visual and physical organizing feature, both at ground level and when viewed from upper level windows. A secondary major north-south walk between parking areas to the north and south of SMC is less distinct in current form, but has potential to provide a similar campus organizing function in a future campus expansion that extends northward. Strong diagonal secondary walks connect the wing ends of SMC (A and C) and secondary building access angle to parking beyond. With a single focal building,

the current walk system is largely one of moving pedestrians between parking areas and SMC; though as the campus expands with additional facilities these pedestrian corridors and related open space will play a strong role in defining campus spaces and providing critical physical and visual connections in a pedestrian dominated environment.

**Nature Trail:** Also part of the pedestrian circulation system, the curvilinear walks located west of the north-south pedestrian spine have established the beginnings of a naturalized campus trail system that engages the campus landscape and detention areas. This naturalized trail system continues to the west and south through the Crosley Estate grounds to recreation areas located on the bay front.

**Perimeter Landscape and Campus Gateways:** The campus perimeter along US 41-North Tamiami Trail is characterized by USF boundary walls/fences - white stucco piers and black steel pickets reminiscent of the historical Ringling-era context - set behind a public sidewalk at street curb edge. Post mounted USF banners follow the rhythm of the piers (located every third pier), with banners located just above the height of the pier. The main entry drive is framed by a stucco entry gateway, with tall wall on either side of the roadway, pedestrian gate within wall, and lower sign wall extending to meet the perimeter fence. Mature trees within the adjacent conservation area form a green backdrop to the wall.

Existing conditions along US 41 that detract from both the safety accessing the main gateway and the aesthetic image presented at this public face include:

- Scale and speed of travel on US 41, six to eight lanes without median, minimal sidewalk dimension
- Lack of canopy edging or overhanging roadway
- Overhead power lines between campus fencing and curb
- Limited extent of frontage, and
- Unsightly adjacent facilities in area of campus along US 41.

The main campus entry landscape is characterized by the natural vegetative state of the Conservation area. While this natural condition provides a setting distinct from adjacent development along US 41 and makes a statement endorsing the value of the natural environment, there is a desire to enhance this entry setting with additional plant material to create a hierarchy of open space, improve wayfinding, and add greater visual interest to the campus entry.

The south, west and north boundaries border on residential, Manatee County and private development properties respectively. Establishing a naturalized perimeter with greater visual and noise separation between campus functions and residential uses to the south, and potentially to the northwest in future expansion, is desirable. To the west, there is a desire to establish visual continuity between the campus landscape and the Crosley Estate and to better reflect the proximity of the campus to the bay front through vistas, common materials, and extended pedestrian circulation.

See Element 8, Conservation, for a description of the conservation area open space located east and north of SMC, adjacent to US 41.

**B. Inventory and assess existing privately owned, state owned or local government-owned recreational facilities and open spaces within the planning study area against the projected needs for recreation and open space facilities required to meet the needs of the projected university population.**

Manatee County level of service standards for Parks and Recreation is as follows: a) one local park per 5,000 residents; b) one district park per 300,000 residents; c) one regional park per 500,000 residents. According to these standards Manatee County and USFSM is adequately served by recreational facilities. In addition, Sarasota County and City of Sarasota offer a variety of recreation and open space settings fitting guidelines below for type and service area. However, safe and convenient non-vehicular access to public recreation and open space facilities for pedestrians and bicyclists from the campus is limited.

Consideration of Definitions of Recreation Facility types:

- Major (District) Park – park of 41-150 acres that serve a minimum radius of three miles, are located on major transportation routes and attract uses based on the availability of a major attraction or natural resource (zoo, lake, river, etc.)
- Neighborhood (Local) Park – park that serves the population of a neighborhood, serves a minimum radius of 1 mile and is generally accessible by bicycle or pedestrian way.
- Regional Parks and Greenways and Trails - linear open space, such as wildlife protection and trailway corridors.

The agreements from the most recent Campus Development Agreement (CDA) state that USFSM has no financial arrangements with Manatee County for the provision of parks and recreation facilities. The development of the USFSM campus does not degrade the operating conditions for public open space and recreation facilities below the level of service standards adopted by the County, nor is the campus required to make improvements to the County recreation and open space.

**C. Inventory and assess planned future recreation and open space facilities both on-campus and off-campus within the planning study area, against projected needs of both the University and host and/or affected local governments.**

**1. On-campus**

The projected recreational facility needs of the USFSM campus are based upon guidelines established by NIRSA, which are for this campus, as previously reported in Table 9-1. The types of recreation facilities were identified through student and faculty interviews, student surveys (performed by student government), and an assessment of the types of facilities most appropriate for this campus environment.

On-campus facilities have been identified by USFSM and are planned for in the design of the future campus. Within this section, on-campus refers to the 2010 University land holdings as well as parcels identified for acquisition that are contiguous to the current USFSM main campus. The USFSM and New College of Florida jointly-owned waterfront parcels will be considered on-campus; the shared recreational facilities located on the New College campus are considered off-campus.

The following on-campus facilities are either currently planned or have been identified by USFSM or discussed in meetings on campus:

- Multi-purpose fields (including informal open graded play space)
- Tennis courts
- Outdoor basketball – one court
- Sand volleyball – one court
- Walking/jogging trail – 2 miles
- Indoor basketball/volleyball court
- Indoor track

Existing USFSM land holdings and development restrictions placed upon bay front holdings limit USFSM's potential for providing on-campus recreational facilities. Current land holdings are insufficient and/or inappropriate for development of recreation facilities such as sports fields, which require both large areas of land and open ground plane. Interim approaches to providing recreation opportunities include the use of informal play area such as exists in shared USFSM/New College bay front property, small area facilities developed within the existing core campus and continued use of shared facilities on the New College campus. In order to accommodate the projected recreation program on-campus in a plan organization that recognizes requirements and sympathetic/compatible relationships between all campus land use demands and affinities, USFSM will require expanded campus land area.

**2. Off-campus**

The University is engaged in discussion with Manatee County on a variety of development and shared use opportunities focused on the Crosley Estate property and USFSM campus grounds. Included in USFSM projected recreational improvements is a bay front boathouse and dock facility proposed for the north end of the Crosley Estate in support of University and community –based rowing programs. Also of shared interest is the development of a regional north-south multiuse trail. The University, working with host community governing bodies, public agencies, and local advocacy groups, completed its segment of a connecting walking and bicycle trail in 2014 that could serve the USFSM campus and provide connections to other local recreation opportunities and services.

The 2015-2025 Campus Master Plan incorporates green corridors and trails into the Sarasota County, Uplands neighborhood. The green corridors will utilize one side of select existing roadway. These green corridors are intended to provide walkable connectivity between the main campus and the surrounding community.

*Sources:*

The following is a list of sources reviewed for information to support the Recreational Facilities and Open Space Element data collection and analysis.

- Space Planning Guidelines for Campus Recreational Sport Facilities; National Intramural Recreational Sports Association (NIRSA)
- USFSM Campus Development Agreement, June 2005
- USFSM New College of Florida Joint Relocation and Use Plan, January 2003.
- USFSM Work Session Meetings, February 2011

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**Legend**

- Campus Limits
- Study Area
- Quadrangle
- Vegetative Buffer
- Plaza/Terrace/Walks
- Conservation Area
- Naturalized Area
- Pedestrian Mall
- Multi Use Path
- Existing USFM Facilities
- 1 Basketball Court
- 2 Sand Volleyball
- 3 Barbeque

**Date**  
October 2015

**Element 9**  
Recreation and Open Space

**DCA Figure 9-1**  
Recreation Facilities and  
Open Space Framework



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# Element 10:

# Intergovernmental Coordination

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## 10. Intergovernmental Coordination

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

### A. Inventory and assessment of host and affected local governments and regional or state agencies with authority to regulate or provide services to the University.

The following list identifies the host and affected local governments, as well as regional and state agencies with authority to regulate the way the University will develop. Coordination and cooperation with the University is critical to ensure compatibility with adjacent and affected agencies and government goals, objectives and policies.

#### 1. State and Regional Agencies

**Florida Department of Community Affairs (DCA):** DCA is the state's land planning and community development agency. Its role is to assist Florida's communities in meeting the needs of Florida's continually expanding population. The department ensures that new growth complies with the state's vital growth management laws, while also assisting established communities in revitalizing their older, existing neighborhoods.

**Division of State Lands/Land Management Advisory Council (LMAC):** LMAC acquires and disposes of lands, as directed by the Board of Trustees of the Internal Improvement Trust Fund. Among other functions, the division administers and maintains the records of all lands held by the Board of Trustees and sets boundary lines for lands owned by the Board of Trustees. The LMAC provides oversight for approximately 11 million acres of state lands, including upland leases for state parks, educational facilities, forests, wildlife management areas, historic sites, vegetable farming, and mineral, oil, and gas exploration.

**Department of the State:** The Department consists of the Office of the Secretary and the Divisions of Administrative Services, Corporations, Cultural Affairs, Elections, Historical Resources, and Library and Information Services.

**Florida Fish and Wildlife Conservation Commission:** The Florida Fish and Wildlife Conservation Commission enacts rules and regulations regarding the management of the state's fish and wildlife resources, regulation of Florida's fisheries and wildlife, and enforcement of related laws.

**Florida Department of Transportation (FDOT) – District #1:** FDOT is responsible for preparing plans to construct and maintain roadways within the State of Florida. The University is located within District #1, which encompasses 12 counties. 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 USF-SM 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.

**Sarasota/Manatee Metropolitan Planning Organization (MPO):** The Sarasota/Manatee Metropolitan Planning Organization is a regional transportation planning agency serving the Sarasota-Bradenton, FL Urbanized Area. The MPO provides a forum for cooperative decision-making concerning regional and local transportation issues. The MPO is governed by a policy board comprised of locally elected officials in the Sarasota/Manatee area, as well as the Sarasota-Manatee Airport Authority and the Island Transportation Planning Organization, which represents the cities of Anna Maria, Holmes Beach and Bradenton Beach. The District One Secretary of the Florida Department of Transportation serves as a non-voting member of the MPO. The Board is supported by several standing committees, including a Citizen Advisory Committee, Technical Advisory Committee, Bicycle/ Pedestrian/Trails Advisory Committee and the Public Transportation Task Force.

**Tampa Bay Regional Planning Council (TBRPC) and Southwest Florida Regional Planning Councils (SWFRPC):** The USFSM campus is split between two of Florida's regional planning councils. Property within Manatee County falls within the Tampa Bay Regional Planning Council (TBRPC), while Sarasota County properties fall within the Southwest Florida Regional Planning Council (SWFRPC). Regional planning councils are commissioned under Chapter 160, Florida Statutes, to provide comprehensive planning and intergovernmental coordination for a defined region. More specifically, they are tasked with developing and implementing a Comprehensive Regional Policy Plan, reviewing Developments of Regional Impact (DRIs) and providing technical assistance to local governments.

**Sarasota County Area Transit (SCAT)/Manatee County Area Transit (MCAT):** SCAT and MCAT provide bus transit service to Sarasota and Manatee Counties. Both systems serve the USFSM campus.

**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. The District encompasses all or part of 16 counties and contains 98 local governments spread over approximately 10,000 square miles. A 13-member board appointed by the Governor and confirmed by the Senate governs the District.

**Sarasota Manatee Airport Authority (SMAA):** The Sarasota Manatee Airport Authority was created as a public agency by the State of Florida to operate and manage the Sarasota Bradenton International Airport. The Airport Authority is tasked with the power to acquire, construct, improve, finance, operate, and maintain the airport facilities for the primary purpose of meeting the air transportation needs of Sarasota and Manatee counties.

The Authority has six Commissioners appointed by the Governor, each serving four year terms. Three Commissioners reside in Manatee County and three reside in Sarasota County. The Airport Authority Board meets monthly. Regular and Special meetings are publicly advertised and conducted in accordance with the Government in the Sunshine Act.

## 2. Local Governments

**Manatee County:** The majority of the existing USFSM campus falls within unincorporated Manatee County, including the main campus and the Culinary Innovation Lab in Lakewood Ranch. The Manatee Board of County Commissioners legislates policy to protect the health, welfare, safety and

quality of life of Manatee County residents. The Board establishes this policy for County departments including, Planning, Public Works and Utilities.

The Manatee County Planning Department is tasked with disseminating Manatee County' comprehensive plan and land development regulations and managing the development process for new construction and development.

The Manatee County Public Works Department is responsible for the administration, planning, maintenance, construction management and technical engineering of the County's infrastructure. The Department is also responsible for implementing the stormwater, roadway, solid waste, waste water and water programs of the Board of County Commissioner's five-year Capital Improvements Plan.

The Manatee County Utilities Department provides Potable Water, Wastewater, Reclaimed Water, Solid Waste and Recycling services for unincorporated Manatee County.

**Sarasota County:** The southernmost of the “Viking” properties, identified in Figure 4-1, Element 4, *Future Land Use*, is located within unincorporated Sarasota County. Similar to Manatee County, the Sarasota Board of County Commissioners develops policy for a wide array of departments, including planning, public works and utilities.

**City of Sarasota:** The westernmost, waterfront properties in shared ownership with New College are located within the City of Sarasota. Additionally, USFSM and Mote Marine Laboratories operate shared lab facilities in the City of Sarasota through an existing agreement. The City of Sarasota is governed by a city commission which, similar to Manatee and Sarasota County, establishes policy for a variety of departments, including Development Services (planning), Public Works and Utilities.

**City of North Port:** USFSM currently leases approximately 6,800 sf of educational and office space in the City of North Port. The City provides a full array of utility and public safety services to the satellite campus, including water and sewer service and fire and police protection.

**3. Other**

**American Red Cross Florida's West Coast Region:** The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the fundamental principles of the International Red Cross Movement, will provide relief to victims of disaster and help people prevent, prepare for and respond to emergencies. The West Coast Region serves Charlotte, DeSoto, Hardee, Hillsborough, Manatee, Pasco, Pinellas, and Sarasota counties.

**Sarasota Bradenton International Airport Authority:** The Sarasota Manatee Airport Authority is a public agency created by the State of Florida to operate and manage the Sarasota Bradenton International Airport. The Airport Authority is tasked with the power to acquire, construct, improve, finance, operate, and maintain the airport facilities for the primary purpose of meeting the air transportation needs of Sarasota and Manatee counties.

**North Trail Redevelopment Partnership:** The North Trail Task Force is a group of stakeholders actively involved in the revitalization of the US 41 in Sarasota, FL. The group was formed at the initiative of the City of Sarasota and City Commissioner.

***Uplands Neighborhood Association:*** Uplands Neighborhood Association represents the residents who live in the area immediately south of the campus, bounded by:

- USFSM campus to the north
- US 41 (Tamiami Trail) to the east
- New College campus to the south
- Uplands Boulevard to the west

***Indian Beach Sapphire Shores Association:*** The neighborhood association represent the residents of the bay front neighborhood who live further south of the campus, bounded by:

- Ringling Museum on the north,
- Whitaker Bayou on the south
- Sarasota Bay on the west
- US 41 (Tamiami Cultural District) on the east

***Bradenton Area Convention and Visitors Bureau:*** The Bradenton Area CVB promotes tourism to Manatee County and the communities of Anna Maria Island, Longboat Key, Bradenton and Lakewood Ranch through domestic and international advertising, public relations and marketing efforts. The CVB is funded by the collection of a tourist development tax paid by lodging guests for stays less than six months within Manatee County.

***Florida State University/Ringling Museum:*** The Florida State University/Ringling Center for the Cultural Arts offers a comprehensive arts and cultural complex operated through FSU. The Center focuses on the following four areas: visual arts study, performing arts, history and cultural programs, and arts and cultural education from K-12 through the university level.

***New College of Florida:*** New College of Florida is a four year liberal arts college within the State University System located immediate south of USFSM on either side of US 41 extending to the bay front. USFSM and New College share land at the bay front and a number of facilities and services including: library, bookstore, health and wellness, recreation facilities, and campus security. (See Element 4, *Future Land Use* for additional information.)

***Mote Marine Laboratory:*** Mote Marine Laboratory is a leading marine research center in Sarasota founded in 1955. Mote is an independent nonprofit organization and has seven centers for marine research, the public Mote Aquarium and an Education Division specializing in public programs for all ages.

## **B. Coordination Mechanisms and Identified Issues**

### **1. Existing coordination mechanisms**

Regular meetings between USFSM and local agencies, institutions, and public interest groups.

University planning officials meet with officials from Manatee County and the City of North Port on a regular (at least annual) basis, or as required for the purpose of coordinating planning activities. Other local, regional, state and federal agencies attend to participate in these meetings as appropriate.



The University coordinates with Manatee County, the City of North Port, and other pertinent agencies, to review Comprehensive Plan amendments and rezoning requests within the designated context area, which have the potential to impact or affect University facilities and resources.

The University meets on a regular basis with the appropriate entities (including the Florida Department of Transportation (FDOT), Sarasota-Manatee MPO, Tamiami Trail Scenic Highway Committee, etc.) in the evaluation of traffic impact on adjacent roadways and endeavor to mitigate impact through increased on-campus housing, improved transit service, and other mitigation techniques described in Element 5, Transportation. The University participates in the planning of improvements to US 41 to ensure that adequate pedestrian and bicycle facilities are incorporated.

The University meets on an as-needed basis with the Sarasota County Area Transit (SCAT) and Manatee County Area Transit (MCAT) to promote bus transit and possible future alternative transit mode ridership by disseminating information at the time of registration, through target mailings, and at appropriate locations and events on and off-campus. Strategically placed bus stop shelters will continue to be installed to increase convenience of service.

The University meets on an as-needed basis with the Sarasota Manatee Area Regional Transit (SMART) to establish a comprehensive plan for serving the USFSM and the USFSM-North Port campuses.

The University meets on a quarterly basis with Sarasota and Manatee County Emergency Management Operations (EMO), the American Red Cross, and the host communities to review emergency preparedness plans and to identify the extent to which University buildings can, and will, be used to provide shelter for students, faculty, staff, and the general public, and will designate suitable campus open spaces for use as staging areas for emergency supplies, equipment, and resources.

**C. Inventory all previous Fair Share Payments made by the University as a result of existing Campus Development Agreement(s).**

Per the “Campus Development Agreement between the University of South Florida, Sarasota-Manatee Campus and Manatee County” executed July 26, 2005, a total of \$683,591 of Fair Share Payments have been made by USFSM. The payments were comprised of \$213,973 for a stormwater drainage easement and \$469,618 for transportation improvements to the surrounding roadway network.

**D. Identify any existing University programs that focus on outreach efforts to neighboring communities**

- Lifelong Learning Academy
- Institute for Public Policy and Leadership
- Perlman Winter Residency Program
- North Trail Redevelopment Partnership

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# Element 11:

# Capital Improvements

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## 11. Capital Improvements

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

### A. Summary of Facility Needs and Requirements.

The University develops its facilities needs within the Florida State University System guidelines for space use and as funding allows. The University submits an updated Five Year Capital Improvements Plan (CIP) to the Board of Governors on an annual basis. The CIP details the University’s facilities funding request for five years at a time. The CIP request is for Public Education Capital Outlay and Debt Service Trust Fund (PECO), and for Facilities Enhancement Matching Grant funds. Following its review and modifications to meet projected PECO revenue, the Board of Governors develops a 3-year list which is submitted for inclusion in the Governor’s request to the Legislature.

Table 11-1 presents the State University System Five Year CIP and Legislative Budget Request for the period 2015-16 through 2019-20. Also see Element 4, Future Land Use, Table 4-6, Projected 10 Year Building Facilities Program for list of anticipated building facility programs.

### B. Inventory and assessment of revenue sources available for capital improvement funding.

USFSM’s annual operating budget is \$24 million (2014-2015). See the end of this section for the 2014-2015 Operating Budget Summary.

The following list provides a description of existing sources of funding available to the University:

#### 1. 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.

#### 2. Capital Improvement Trust Fund (CITF)

This source of funds is provided by student fees that each SUS University collects.

#### 3. Revenue bonds

Revenue bonds can be used by Universities to fund capital improvement projects that are approved by the State Legislature. The bonds are backed by revenue from auxiliary services and are used to fund improvements related to those services, including housing, bookstores, parking garages, athletics, etc.

**4. 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.

**5. Grants and Donations**

The University may receive grants or private donations from third-party sources.

**6. Auxiliary Enterprises**

These are funds collection from the operation of self-supporting enterprises that provide goods and services to the campus community, including bookstores, parking fees, student health fees, food services, student housing, computer services, etc. Approximately \$1.0 million are anticipated for 2014-15 in activity and service fees.

**7. General Revenue and Lottery Funds**

These funds must be appropriated by the legislature for a specific project.

**8. Potential Future Funding Sources**

To incorporate sustainability into the capital project budgeting process, the entire cycle of all capital improvement projects should be considered in the budgeting process, from pre-planning through the facility's operations and maintenance. By including budgeting as an integrated component of the project cycle, technologies or specific design and operational considerations that result in lower, ongoing operating and maintenance costs can be justified. It is important for the University to utilize funding sources that encourage investments to increase building efficiencies as well as projects that could result in long-term cost savings.

The following list provides a description of potential sources of funding the University could utilize to fund projects to enhance the efficiency of buildings' operations and maintenance as well as renewable energy projects:

**9. 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. This fund would represent a new source of funding for USF and requires obtaining appropriate approvals.

**10. Student Green Energy Fund**

The USF Student Government passed a referendum expressing support for a Student Green Energy Fund at the University. The fund is designed to support projects that increase energy efficiency on each campus. The bill proposes that Florida's public universities should be able to determine the assessment of \$1 per credit hour to contribute to the fund. Every three years, USF students at each campus are eligible to vote on this assessment for their campus. USFSM students have not voted in favor of the assessment as of 2015.

**11. Power Purchase Agreements (PPA)**

USF may have an opportunity to enter into PPA to help finance renewable energy generation projects. A PPA is a financial arrangement in which a third-party developer owns, operates, and maintains a renewable energy system, and a host customer agrees to site the system on its property purchase the system’s electric output from the electricity services provider for a predetermined period. Entering into a PPA would allow USF to receive stable, sometimes lower cost electricity, and avoid many of the traditional barriers to install renewable energy installations, such as high upfront capital costs; system performance risk; and complex design and permitting processes.

**12. Energy Savings Performance Contracting (ESPC)**

ESPCs present a means for procuring and financing needed building repairs and upgrades. The funding mechanism is through an agreement with an Energy Service Company (ESCO) to install, lease, or purchase efficient technologies and services. These measures are implemented by the ESCO at no upfront cost to the University. The University shares a portion of the savings with the ESCO as lease payments and can use the remaining savings to budget for additional facility improvements (e.g. placing it in a Revolving Loans Fund).

**C. Inventory and assessment of the cost of future capital improvements identified in other plan elements**

The five year capital improvement plan (CIP) shown in Table 11-1 includes an inventory of all future capital programs to be implemented between Period 2015-2016 to Period 2019-2020.

**D. Inventory and assessment of the operations and maintenance costs for existing facilities**

Potential issues for operations and maintenance costs:

USFSM maintains an inventory of deferred maintenance projects, indicating a total of \$3,712,000 in identified infrastructure needs (see Table 11-2 below). These projects are assessed and prioritized on an annual basis by the USFSM Office of Facilities Planning and Management. Funding requests for top-ranked projects are included on the annual Capital Improvement Plan Legislative Budget Request (CIP-2) presented to the USF System. Annual PECO appropriations for capital improvements reduced from \$1,500,000 in 2009-10 to zero dollars in 2011-12 through 2014-15. The anticipated 2015-16 PECO appropriation is zero dollars. A continued lack of funding will compromise the ability to maintain the campus facilities and environment.

**1. Cost Allocations**

Operations and maintenance budgets are set at time buildings are built. Energy classification establishes the annual maintenance budget at the time buildings are built. This budgeted amount remains fixed and does not take into account inflation or increased maintenance demands over the life of the building.

**2. Life Cycle Costs**

Funding mechanisms need to encourage projects that have low life cycle costs, thereby reducing operations and maintenance costs.

*Sources:*

The following is a list of sources reviewed for information to support the Capital Improvements Element data collection and analysis.





STATE UNIVERSITY SYSTEM  
 Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request  
 Fiscal Years 2015-16 through 2019-20

University of South Florida System

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	Fiscal Year					Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.	Approved by Law - Include GAA reference
		2015-16 Year 1	2016-17 Year 2	2017-18 Year 3	2018-19 Year 4	2019-20 Year 5							
1	TPA-Utilities/Infrastructure/Capital Renewal/Roofs	\$ 10,000,000	\$ 11,000,000	\$ 11,000,000	\$ 11,500,000	\$ 11,500,000	All	Not Applicable	Not Applicable	55,000,000	Not Applicable	2.12 / #SR5	
2	STP-Utilities/Infrastructure/Capital Renewal/Roofs	\$ 2,500,000	\$ 3,000,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	All	Not Applicable	Not Applicable	16,000,000	Not Applicable	2.12 / # SR5	
3	SM-Utilities/Infrastructure/Capital Renewal/Roofs	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	All	Not Applicable	Not Applicable	7,000,000	Not Applicable	2.12 / #SR5	
4	STP-College of Business	\$ 10,500,000	\$ 3,800,000				Business	63,500	95,250	29,300,000	\$ 313	2.12 / 4 # 3.11	
5	TPA-USF Health Heart Institute	\$ 15,755,000					Health	80,000	100,000	50,148,118	\$ 501	2.12 / 38 # 4.1	
6	TPA-Interdisciplinary Science Teaching & Research Facility	\$ 9,031,204					Sciences	115,738	193,282	83,763,787	\$ 433	8.05/#1.3.3	
7	TPA-USF Health Morsani College of Medicine Facility	\$ 17,000,000	\$ 20,000,000	\$ 20,000,000			Health	94,450	141,675	62,000,000	\$ 438	.12 / 38 # 4.3 & 4.6	
8	TPA-Cybersecurity/Data Center	\$ 7,000,000	\$ 15,000,000	\$ 14,000,000			Multiple	25,905	38,500	36,000,000	\$ 935	SUS	
9	SM-South Parcel I Renovations/Redevelopment	\$ 3,269,750					Multiple	20,962	29,347	3,269,750	\$ 111	2.12 / 3 # 2.5	
10	TPA-STEM Learning Center	\$ 4,523,847	\$ 26,508,304	\$ 18,162,417			Multiple	88,960	133,440	49,194,568	\$ 323	2.12 / 1 # 3.1	
11	TPA-STEM (Engineering Expansion)	\$ 7,162,401	\$ 31,263,517	\$ 36,727,980			Multiple	104,979	173,215	75,153,898	\$ 399	2.12 / 1 # 3.3	
12	TPA-USF Health Renovate/Reconfigure Medical Research Lab Facility	\$ 4,677,950	\$ 15,870,000	\$ 25,870,000			Health	126,960	126,960	46,417,950	\$ 366	2.12 / 38 # 2.4	
13	TPA-USF Health Major Renovation/Remodeling/Addition Research Space	\$ 3,776,297	\$ 7,001,887	\$ 27,289,786			Health	44,200	75,998	38,067,970	\$ 501	2.12 / 38 # 4.2	
14	TPA-USF Health Center of Excellence for Diabetes & Autoimmune Disorder	\$ 5,309,400	\$ 32,715,000	\$ 1,820,000			Health	64,200	96,300	39,844,400	\$ 414	TBD	
15	TPA Health College of Pharmacy			\$ 5,071,375	\$ 30,870,000	\$ 2,520,000	Health	65,333	102,000	38,461,375	\$ 377	TBD	
16	TPA-Public Safety Building Phase I			\$ 3,106,237	\$ 18,580,299	\$ 7,707,964	All	40,000	60,000	29,394,500	\$ 490	2.12 / 1 # 3.9	
17	TPA-CMC Remodeling (PHY)			\$ 2,000,000	\$ 13,000,000	\$ 1,000,000	Multiple	49,734	81,765	16,000,000	\$ 196	2.12 / 1 # 2.1	
18	TPA-FAH Renovation				\$ 1,562,919	\$ 15,439,871	Fine Arts	60,516	84,722	22,579,012	\$ 267	2.12 / 1 # 2.2	
19	TPA-Health Medical Research Bldg. Renovation/Expansion Phase I				\$ 7,570,477	\$ 36,516,777	Health	57,574	95,349	48,487,254	\$ 509	2.12 / 38 # 4.4	
20	TPA-Classroom and Faculty Office Building				\$ 4,854,391	\$ 41,058,632	Multiple	96,816	145,224	49,151,642	\$ 292	2.12 / 1 # 3.4	
21	TPA-Graduate Social Sciences Research and Education Building Phase I				\$ 5,000,000	\$ 40,000,000	Soc Sci	80,400	120,600	48,185,000	\$ 351	2.12 / 1 # 3.5	
22	TPA-Cooper Hall Renovation				\$ 2,363,276	\$ 18,994,744	Multiple	77,949	129,896	23,016,640	\$ 177	2.12 / 1 # 2.3	
23	SM-Academic Facility II				\$ 2,655,000	\$ 18,340,000	Multiple	51,724	75,000	25,155,000	\$ 335	TBD	
24	TPA-Learning Information Center - Library					\$ 7,026,000	All	77,965	113,853	45,000,000	\$ 502	2.12 / 1 # 3.7	
25	TPA-Undergraduate Classroom and Support Building Phase I					\$ 7,500,000	Multiple	121,000	181,500	67,411,915	\$ 323	2.12 / 1 # 3.2	
26	TPA-Interdisciplinary Sciences Teaching and Research Facility Phase II					\$ 8,100,000	Sciences	101,650	169,756	81,009,000	\$ 450	2.12 / 1 # 3.8	
27	STP-Classroom Building Phase I					\$ 2,000,000	Multiple	45,200	67,800	22,312,928	\$ 329	TBD	
28	SM-Acquisition and Renovation of Out Parcels					\$ 2,000,000	Multiple	Not Applicable	Not Applicable	3,064,250	Not Applicable	2.12 / # 1.1	
29	TPA-Graduate Social Sciences Research and Education Building Phase II					\$ 5,327,008	Soc Sci	82,570	123,855	49,807,608	\$ 369	2.12 / 1 # 3.6	
30	TPA-Health Medical Research Bldg. Renovation/Expansion Phase II					\$ 7,797,591	Health	52,000	88,400	49,941,871	\$ 565	2.12 / 38 # 4.5	
<b>TOTAL</b>		<b>\$ 101,505,849</b>	<b>\$ 167,658,708</b>	<b>\$ 170,047,795</b>	<b>\$ 102,956,362</b>	<b>\$ 237,828,587</b>							

**CITF PROJECT REQUESTS**

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5
1	USF Tampa Campus Recreation Student Wellness Center Expansion	\$ 8,663,553				
2	USF Tampa Phyllis P. Marshall Student Center (MSC) Expansions Phase I (	\$ 2,730,907				
3	USF Health Student Union Annex Facility Phase III	\$ 1,635,480				
4	USF St. Petersburg Safety, Environmental and Co-Curricular/Wellness Upg	\$ 1,692,460				
5	USF Sarasota-Manatee Student Outdoor Recreation Facilities Phase III	\$ 677,600				
TOTAL		\$ 15,400,000	0	0	0	0

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
Student succe	27,943	48,900	\$8,663,553	\$ 177	11/13/2012
Student succe	28,564	38,085	\$14,768,388	\$ 388	2/21/2013
Student succe	15,000	20,000	\$6,886,343	\$ 344	2/21/2013
Student succe	0	0	\$3,402,146		2/1/2013
Student succe	0	0	\$1,362,096		5/14/2012

**REQUESTS FROM OTHER STATE SOURCES**

Priority No	Project	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL		0	0	0	0	0

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)
				#DIV/0!
				#DIV/0!

**REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT**

Project	Year 1	Year 2	Year 3	Year 4	Year 5
Student Housing Redevelopment (public/private partnership)	\$ 273,000,000				
TOTAL	\$ 273,000,000	0	0	0	0

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Expected Source of Funding (if known)	Master Plan Approval Date
Student Housing	TBD	TBD	\$273,000,000	#DIV/0!		Dec 2011
				#DIV/0!		

**Table 11-2: USF Sarasota –Manatee Deferred Maintenance Project Listing, July 2015**

#	Project Area	Project Name	Division	Budget
1	MAIN EXTERIOR	Replace US 41 catch basin (north of entrance)	Civil	\$20,000.00
2	MAIN PARKING LOT	Reseal parking lots	Civil	\$20,000.00
3	MAIN EXTERIOR	Refurbish storm drain culverts	Civil	\$12,000.00
4	MAIN EXTERIOR	Campus entrance drive traffic improvements	Civil	\$37,000.00
5	MAIN EXTERIOR	Seagate Drive traffic improvements	Civil	\$64,000.00
6	MAIN EXTERIOR	Campus entrance drive maintenance	Civil	\$12,000.00
7	MAIN EXTERIOR	US 41 streetscape improvements	Civil	\$650,000.00
8	MAIN EXTERIOR	Install sidewalks/bicycle paths to library	Civil	\$35,000.00
9	VIKING	Replace domestic water loop	Civil	\$50,000.00
10	VIKING	Replace sanitary sewer	Civil	\$65,000.00
11	VIKING	Provide fire water loop	Civil	\$27,000.00
12	MAIN EXTERIOR	Replace shrubs/trees/sod	Civil	\$45,000.00
13	VIKING EXTERIOR	Replace shrubs/trees/sod	Civil	\$10,000.00
14	MAIN EXTERIOR	Dredge storm water system per SWFMD requirements	Civil	\$15,000.00
15	MAIN EXTERIOR	Sustainability improvements to support LEED certification	Civil	\$35,000.00
16	VIKING HVAC	Replace chilled water loop	HVAC	\$40,000.00
17	VIKING HVAC	Replace chilled water equipment	HVAC	\$40,000.00
18	MAIN ELECTRICAL	Replace overhead electrical service	Electrical	\$180,000.00
19	VIKING ELECTRICAL	Upgrade exterior lighting	Electrical	\$10,000.00
20	VIKING ELECTRICAL	Upgrade electrical service	Electrical	\$50,000.00
21	MAIN ELECTRICAL	Replace ballasts for parking lot lighting	Electrical	\$20,000.00
22	MAIN ELECTRICAL	Upgrade high speed data infrastructure	Electrical	\$200,000.00
23	MAIN ELECTRICAL	Provide solar panels for domestic water	Electrical	\$45,000.00
24	MAIN INTERIOR	Provide modem for lighting panel remote control	Safety/Security	\$3,000.00
25	MAIN EXTERIOR	Storm coverings for building openings	Safety/Security	\$250,000.00
26	VIKING EXTERIOR	Storm coverings for building openings	Safety/Security	\$47,000.00
27	MAIN EXTERIOR	Roof Maintenance	Thermal/Moisture	\$58,000.00
28	MAIN EXTERIOR	Paint/seal exterior	Thermal/Moisture	\$115,000.00
29	VIKING EXTERIOR	Paint/seal exterior	Thermal/Moisture	\$28,000.00
30	MAIN INTERIOR	Replace classroom furniture	Furnishings	\$376,000.00
31	MAIN INTERIOR	Replace office furniture	Furnishings	\$783,000.00
32	MAIN INTERIOR	Paint/seal interior	Finishes	\$85,000.00
33	MAIN INTERIOR	Replace carpeting	Finishes	\$285,000.00
<b>TOTAL</b>				<b>\$3,712,000.00</b>

**Table 11-3: USFSM 2014-2015 Operating Budget**

<http://usfm.edu/sacs/welcome/core-requirements/2-11-1-financial-resources/>

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2015-2025  
USF System  
Campus Master Plan Updates

**Appendix C**  
**Evaluation and Appraisal Report**

Sarasota-Manatee



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# Element 1:

# Academic Mission of the University

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# 1. ACADEMIC MISSION OF THE UNIVERSITY

The Academic Mission of the University, as articulated by the adopted 2005-2015 Campus Master Plan, reflects the desire to embrace the mission, vision, values and goals of both the University of South Florida System Strategic Plan 2010-2015 and the University of South Florida Sarasota-Manatee Strategic Plan: Focus on Quality 2020 as described below.

The Campus Master Plan also recommends assessing academic achievement and measuring success through the implementation of a campus strategic plan, and a continuation of the commitment to develop a Campus Master Plan that is updated at five-year intervals.

## The University of South Florida System

### Mission

The University of South Florida System, which includes USF Tampa, USF St. Petersburg and USF Sarasota-Manatee, catalyzes and coordinates initiatives at and among its interdependent institutions that develop graduates for 21st century careers; advances research, scholarship, and creative endeavors to improve the quality of life; and engages its communities for mutual benefit.

### Vision

The University of South Florida System will empower and connect its institutions into a distinctive system that is nationally recognized for innovation in teaching and research, for attracting outstanding and diverse scholars, staff and students, and for transforming its region and beyond.

### Values

The University of South Florida System embraces the generally accepted values of higher education, including freedom of inquiry, academic excellence, student success, diversity and inclusion, shared governance, accountability, collegiality and integrity. It particularly advances the following as hallmark System values:

- Diverse perspectives with a unified vision
- Innovative in approach, entrepreneurial in spirit, and disciplined in action
- Internally collaborative and externally competitive to be “best in class”
- Open and honest communications
- Equitable and fair decision making
- Social, economic, and environmental sustainability
- Exemplary System citizenship, sharing best practices
- Passion for excellence

## Goals

- Goal 1: Academic excellence, student success, and student access
- Goal 2: Impactful research, economic leadership and community engagement
- Goal 3: Increased academic and administrative collaborations
- Goal 4: Open communications and effective branding
- Goal 5: Expanded and diversified resources

## The University of South Florida Sarasota-Manatee

### Mission

The University of South Florida Sarasota-Manatee provides high quality bachelors and graduate-level education and scholarly activity in a personalized learning community that prepares successful leaders and responsible citizens.

### Vision

As a valued member of the USF System, the University of South Florida Sarasota-Manatee will be nationally recognized as a student-centered, research-focused, community-engaged university with significant economic and cultural impact to the region.

### Values

The University of South Florida Sarasota-Manatee embraces the values of higher education: academic excellence, freedom of inquiry, diversity and inclusion, shared governance, accountability and student-centeredness.

### Strategic Goals

- Goal 1: Student Success
- Goal 2: Campus Life
- Goal 3: Intentional Enrollment Management
- Goal 4: Teaching and Learning
- Goal 5: Scholarly Activity
- Goal 6: Community Engagement
- Goal 7: Resources

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. The 2005-2015 Campus Master Plan continues to advance, to the extent possible within current funding limitations, the goals, objectives and policies of the currently adopted USF System Strategic Plan and the USF Sarasota-Manatee Strategic Plan.

2. The University of South Florida (USF) System that includes three institutions - USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee - has further developed its vision, mission and strategic goals. The USF System was formed to bring these three institutions together, so that collectively and collaboratively they could serve the region and beyond in optimal ways, resulting in a stronger presence and a distinctiveness that provides an unstoppable competitive differentiation. In addition to having a strong and unified voice for higher education, the USF System seeks to find and capitalize on synergies and economies of scales among its institutions that are of benefit to students, faculty, staff, alumni, and communities.
3. USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) to award baccalaureate and master's degrees in June 2011.
4. USF Sarasota-Manatee is a regional institution that provides upper level junior, senior and graduate course work leading to baccalaureate and master's degrees, as well as undergraduate and graduate certificate programs. USF Sarasota-Manatee has a \$24 million annual budget, offers 41 academic programs and certificates, and serves more than 2,400 students annually.
5. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
6. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently is located in leased facilities in the City of North Port.
7. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
8. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
9. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.
10. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
11. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
12. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the

campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.

13. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
14. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.
15. USF Sarasota-Manatee continues its affiliation with the Lifelong Learning Academy, a not-for-profit organization for continuous learning offering classes at the campus.
16. USF Sarasota-Manatee continues to refine and develop additional degree programs with specific and intentional concern of the needs of the community.
17. USF Sarasota-Manatee annual enrollment growth continues to meet or exceed projections.

### **Major Problems or Obstacles**

1. The level and continuity of funding for increases in the number of academic programs, and related increases in the number of faculty members, continues to challenge the implementation of the Campus Master Plan.
2. The level and continuity of funding to provide capital improvements needed to support increases in the number of academic programs and enrollment growth continues to challenge the implementation of the Campus Master Plan.

### **Recommendations**

USF Sarasota-Manatee needs to continue to support an increase in funding levels to support the implementation of academic programs and facilities as needed to meet the requirements of the currently adopted USF System Strategic Plan and the USF Sarasota-Manatee Strategic Plan.

# Element 2:

# Academic Program

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## 2. Academic Program

The Academic Program Element of the adopted 2005-2015 Campus Master Plan reaffirms that USF Sarasota-Manatee is a regional campus, which provides undergraduate and graduate coursework for the Sarasota and Manatee County region, offering baccalaureate and graduate degrees as well as certificate programs. It is accredited within the USF System by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and has additional professional accreditation on teacher education, business, nursing, public health, and other professions.

The Academic Program Element seeks to plan and implement new academic programs to meet projected incremental growth in student enrollment, distribute and locate programs to meet individual college and campus enrollment goals for the next ten years, and plan and implement the growth of academic programs in response to the needs and demands of the local community.

### Goal Statement from the 2005-2015 Campus Master Plan

The Academic Program goal of the University of South Florida is to provide high quality academic programs to meet local, State and National needs.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. The number of academic programs and number of undergraduate and graduate degree offerings continue to expand, to the extent possible within current funding limitations, in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee established a College of Hospitality and Technology Leadership, currently offering undergraduate and graduate degrees and programs in Hospitality Management.
3. USF Sarasota-Manatee successfully implemented a 2+2 Agreement with State College of Florida Manatee-Sarasota (formerly called Manatee Community College) to facilitate and support the transition of community college associate degree graduates into the USF Sarasota-Manatee baccalaureate degree programs.
4. The University of South Florida (USF) System that includes three institutions - USF Tampa, USF St. Petersburg, and USF Sarasota-Manatee - has further developed its vision, mission and strategic goals. The USF System was formed to bring these three institutions together, so that collectively and collaboratively they could serve the region and beyond in optimal ways, resulting in a stronger presence and a distinctiveness that provides an unstoppable competitive differentiation. In addition to having a strong and unified voice for higher education, the USF System seeks to find and capitalize on synergies and economies of scales among its institutions that are of benefit to students, faculty, staff, alumni, and communities.
5. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently located in leased facilities in the City of North Port.

6. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
7. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
8. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.
9. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
10. In 2015, USF Sarasota-Manatee constructed two temporary Modular research labs on the campus. These labs support the growing research needs for the sciences curriculum at USFSM.
11. USF Sarasota-Manatee is a regional institution that provides undergraduate and graduate course work leading to baccalaureate and master's degrees, as well as undergraduate and graduate certificate programs. USF Sarasota-Manatee has a \$24 million annual budget, offers 41 academic programs and certificates, and serves more than 2,400 students annually.
12. USF Sarasota-Manatee continues to refine and develop additional degree programs with specific and intentional concern of the needs of the community.

#### **Major Problems or Obstacles**

1. The level and continuity of funding for increases in the number of academic programs, and related increases in the number of faculty members, continues to challenge the implementation of the Campus Master Plan.
2. The level and continuity of funding to provide capital improvements needed to support increases in the number of academic programs and enrollment growth continues to challenge the implementation of the Campus Master Plan.
3. USF Sarasota-Manatee currently has no classrooms that can support more than 58 students. With the projected growth in lower level undergraduate enrollment, additional larger classrooms are required to support the academic program.
4. USF Sarasota-Manatee currently has only one auditorium that can support 193 occupants. The University frequently is unable to meet the needs for community educational programs due to occupant limitations. With the projected growth in enrollment, as well as to provide public educational programs to the community, a congregation space with a seating capacity of 400-500 occupants is required.
5. The future growth of USFSM STEM programs is challenged by the lack of laboratory facilities and resources.

## Recommendations

1. The USF Sarasota-Manatee academic mission needs to continue to be refined and advanced in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee needs to continue to support an increase in funding levels to support the implementation of academic programs and faculty to meet the requirements of the Campus Master Plan.
3. USF Sarasota-Manatee needs to continue to assess the levels of student enrollment and make projections based on identified needs in the communities served by the USF System.
4. USF Sarasota-Manatee needs to continue to look for opportunities to expand academic programs through building relationships with other regional institutions and organizations.
5. USF Sarasota-Manatee needs to continue seek funding for additional classrooms with a seating capacity of 60-100 students to meet the needs of the academic program.
6. USF Sarasota-Manatee needs to continue to seek funding for a congregation space with a seating capacity of 400-500 occupants to meet the needs of the academic program and to provide educational programs to the community.

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# Element 3:

# Urban Design

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### 3. Urban Design

The Urban Design Element of the adopted 2005-2015 Campus Master Plan reflects the need develop the campus in a manner that recognizes the importance of an urban design framework. The overall master plan design for the campus needs to exhibit a clarity in the organization of open space, circulation systems, and buildings. The campus plan must also provide the framework in which to locate future buildings.

The Urban Design Element seeks to protect and enhance the existing estate-like character of the campus environment, respects the historical context of the site, provides access to campus buildings with vehicular drives that are separated from pedestrian routes, locates parking on the edges of the campus, promotes sustainability and environmentally sensitive concerns, and enhances the linkages to other sister institutions and host communities.

The Urban Design Element seeks to establish guidelines for campus development in terms of building location, scale and intensity. Guidelines shall be developed in concert with Future Land Use Element 4.0, Recreation and Open Space Element 8.0, Architectural Design Guidelines Element 15.0, and Landscape Design Guidelines Element 16.0.

#### Goal Statement from the 2005-2015 Master Plan

The Urban Design Element goal of the USF Sarasota-Manatee Campus Plan is to create a coherent campus environment that reinforces and complements the estate character of the property.

#### Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently located in leased facilities in the City of North Port.
4. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master’s degrees.
5. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
6. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in

the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

7. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provide culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
8. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on the campus. These labs support the growing research needs for the sciences curriculum at USFSM.
9. A series of on-campus forums concluded that affordable housing for students was an immediate need in the campus vicinity, particularly to support the current and anticipated demand and lower level undergraduate and international students. There is widespread support by the campus community to support the development of construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
10. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
11. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.

#### **Major Problems or Obstacles**

1. The current campus properties are separated by three commercially owned properties. The inability to connect the campus land parcels with vehicular drives or pedestrian walkways compromises the urban design framework.
2. The level and continuity of funding for acquisition of contiguous properties designated by the master plan continues to challenge the implementation of the Campus Master Plan.
3. The level and continuity of funding to provide capital improvements needed to support increases in the number of academic programs and enrollment growth continues to challenge the implementation of the Campus Master Plan.
4. The future growth of USFSM STEM programs is challenged by the lack of laboratory facilities and resources.

#### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan and 2015-2025 Campus Master Plan Update until the 2010-2020 Campus Master Plan is adopted by the USF System Board of Trustees.



2. The USF Sarasota-Manatee 2015-2025 Campus Master Plan needs to respond to the problems and obstacles referenced herein, and to address the major accomplishments and changed conditions since adoption of the 2005-2015 Campus Master Plan.
3. USF Sarasota-Manatee needs to continue the use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida, or to modify said agreement when it is in the best interests of USF Sarasota-Manatee to do so.
4. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities to ensure the continuity of campus open space within the larger regional open space system. Specific efforts include the development of an easement to the bay front from Manatee County and the development of a bay front pedestrian and bicycle trail with Manatee County Government, New College of Florida, and the Florida State University/Ringling Museums.
5. USF Sarasota-Manatee needs to pursue affiliations for the development and construction of nearby off-campus housing to support the current and anticipated growing demand of lower level undergraduate and international students.
6. USF Sarasota-Manatee needs to pursue property acquisitions for parcels of land located between the USF Sarasota-Manatee Academic Facility and the Viking properties for retail development. These parcels, in combination with the existing Viking properties, may be used to create a "University Village" consisting of retail space to support typical campus activities.
7. USF Sarasota-Manatee needs to continue to seek funding for additional classrooms with a seating capacity of 60-100 students to meet the needs of the academic program.
8. USF Sarasota-Manatee needs to continue to seek funding for a congregation space with a seating capacity of 400-500 occupants to meet the needs of the academic program and to provide educational programs to the community.
9. USF Sarasota-Manatee needs to pursue opportunities to develop facilities in support of the campus rowing team. Due to its location near Sarasota Bay, the University location is well served to meet these needs.

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# Element 4:

# Future Land Use

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## 4. Future Land Use

The Future Land Use Element of the adopted 2005-2015 Campus Master Plan reflects the need to develop the campus in a manner that protects natural and historic resources, addresses environmental concerns, ensures that development occurs within the specified maximum build-out and floor area ratios, complements and sustains the estate-like character of the campus, and ensures that the development of future land uses is compatible with the existing off-campus institutional, commercial, and residential land uses.

The Future Land Use Element seeks to establish guidelines for campus development in terms of building location, scale and intensity. Guidelines shall be developed in concert with Urban Design Element 3.0, Recreation and Open Space Element 8.0, Architectural Design Guidelines Element 15.0, and Landscape Design Guidelines Element 16.0.

### Goal Statement from the 2005-2015 Master Plan Update

The Land Use goal of the USF Sarasota-Manatee Campus Plan is to unify and consolidate established use zones and maintain a density that is compatible with the adjacent land uses.

### Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update:

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently located in leased facilities in the City of North Port.
4. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
5. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
6. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

7. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facility provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
8. In 2015, USFSM Sarasota-Manatee constructed two temporary modular research labs on the campus. These labs support the growing research needs for the sciences curriculum at USFSM.
9. A series of on-campus forums concluded that affordable housing for students was an immediate need in the campus vicinity, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community for the development and construction of nearby off-campus student housing and to increase on-campus student life opportunities for social interaction and recreation.
10. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
11. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.

#### **Major Problems or Obstacles**

1. The current campus properties are separated by three commercially owned properties. The inability to connect the campus land parcels with vehicular drives or pedestrian walkways compromises the urban design framework.
2. The level and continuity of funding for acquisition of contiguous properties designated by the master plan continues to challenge the implementation of the Campus Master Plan.
3. The level and continuity of funding to provide capital improvements needed to support increases in the number of academic programs and enrollment growth continues to challenge the implementation of the Campus Master Plan.
4. The future growth of USFSM STEM programs is challenged by the lack of laboratory facilities and resources.

#### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2000-2010 Campus Master Plan and 2005-2015 Campus Master Plan Update until the 2015-2025 Campus Master Plan is adopted by the USF System Board of Trustees.
2. The USF Sarasota-Manatee 2015-2025 Campus Master Plan needs to respond to the problems and obstacles referenced herein, and to address the major accomplishments and changed conditions since adoption of the 2005-2015 Campus Master Plan.

3. USF Sarasota-Manatee needs to continue the use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida, or to modify said agreement when it is in the best interests of USF Sarasota-Manatee to do so.
4. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities to ensure the continuity of campus open space within the larger regional open space system. Specific efforts include the development of an easement to the bay front from Manatee County and the development of a bay front pedestrian and bicycle trail with Manatee County Government, New College of Florida, and the Florida State University/Ringling Museums.
5. USF Sarasota-Manatee needs to pursue affiliation agreements for the development and construction of off-campus for students in the campus vicinity, particularly to support the current and anticipated growing demand of lower level undergraduate and international students.
6. USF Sarasota-Manatee needs to pursue property acquisitions for parcels of land located between the USF Sarasota-Manatee Academic Facility and the Viking properties for retail development. These parcels, in combination with the existing Viking properties, may be used to create a “University Village” consisting of retail space to support typical campus activities.
7. USF Sarasota-Manatee needs to continue seek funding for additional classrooms with a seating capacity of 60-100 students to meet the needs of the academic program.
8. USF Sarasota-Manatee needs to continue to seek funding for a congregation space with a seating capacity of 400-500 occupants to meet the needs of the academic program and to provide educational programs to the community.
9. USF Sarasota-Manatee needs to pursue opportunities to develop facilities in support of the campus rowing team. Due to its location near Sarasota Bay, the University location is well served to meet these needs.

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# Element 5:

# Academic Facilities

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## 5. Academic Facilities

The Academic Facilities Element of the adopted 2005-2015 Campus Master Plan reflects the need to provide facilities to accommodate a projected growth in full-time equivalent (FTE) enrollment to 1,402 students by the year 2014-2015. The plan illustrates the generalized building form of building sites in order to impart an illustration of the intended mass, texture, density and organization for the proposed future locations of academic facilities.

The Academic Facilities Element also supports the continued use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003.

### Goal Statement from the 2005-2015 Master Plan Update

The Academic Facilities Element of the Sarasota-Manatee Campus Plan is to establish academic facilities that provide for the projected student enrollment needs of USF Sarasota-Manatee on the smallest footprint and creating the least possible impact on the environment.

### Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update

1. The use of select shared-use facilities, including academic facilities, continues in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003.
2. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
3. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
4. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently located in leased facilities in the City of North Port.
5. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
6. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
7. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

8. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facility provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
9. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on the campus. These labs support the growing research needs for the sciences curriculum at USFSM.
10. USF Sarasota-Manatee continues its affiliation with the Lifelong Learning Academy, a not-for-profit organization for continuous learning offering classes at the campus.
11. USF Sarasota-Manatee continues to refine and develop additional degree programs with specific and intentional concern of the needs of the community.
12. USF Sarasota-Manatee annual enrollment growth continues to meet or exceed projections.

### **Major Problems or Obstacles**

1. The level and continuity of funding for acquisition of contiguous properties designated by the master plan continues to challenge the implementation of the Campus Master Plan.
2. The level and continuity of funding to provide capital improvements needed to support increases in the number of academic programs and enrollment growth continues to challenge the implementation of the Campus Master Plan.
3. The level and continuity of funding for increases in the number of academic programs, and related increases in the number of faculty members, continues to challenge the implementation of the Campus Master Plan.
4. The future growth of USFSM STEM programs is challenged by the lack of laboratory facilities and resources.
5. USF Sarasota-Manatee currently has no classrooms that can support more than 58 students. With the projected growth in lower level undergraduate enrollment, additional larger classrooms are required to support the academic program.
6. USF Sarasota-Manatee currently has only one auditorium that can support 193 occupants. The University frequently is unable to meet the needs for community educational programs due to occupant limitations. With the projected growth in enrollment, as well as to provide public educational programs to the community, a congregation space with a seating capacity of 400-500 occupants is required.

### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan Update until the 2015-2025 Campus Master Plan is adopted by the USF System Board of Trustees.
2. The USF Sarasota-Manatee 2015-2025 Campus Master Plan needs to respond to the problems and obstacles referenced herein, and to address the major accomplishments and changed conditions since adoption of the 2005-2015 Campus Master Plan.

3. USF Sarasota-Manatee needs to continue the use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College, or to modify said agreement when it is in the best interests of USF Sarasota-Manatee to do so.
4. USF Sarasota-Manatee needs to continue to seek funding for the construction of STEM facilities to meet the increasing enrollment demands of the academic programs.
5. USF Sarasota-Manatee needs to continue seek funding for additional classrooms with a seating capacity of 60-100 students to meet the needs of the academic program.
6. USF Sarasota-Manatee needs to continue to seek funding for a congregation space with a seating capacity of 400-500 occupants to meet the needs of the academic program and to provide educational programs to the community.

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# Element 6:

# Support Facilities

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## 6. Support Facilities

The Support Facilities Element of the adopted 2005-2015 Campus Master Plan reflects the need to provide facilities to support a projected growth in full-time equivalent (FTE) enrollment to 1,860 students by the year 2024-2025. The plan illustrates the generalized building form of building sites in order to impart an illustration of the intended mass, texture, density and organization for the proposed future locations of support facilities.

The Support Facilities Element also recommends that USF Sarasota-Manatee continue to identify alternative locations, both on and off the current campus, for the expansion of support facilities.

The Support Facilities Element also supports the continued use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003.

### Goal Statement from the 2005-2015 Master Plan Update

The Support Facilities goal of the Sarasota-Manatee Campus Plan is to provide a variety of support functions in conjunction with the new academic facilities.

### Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently is located in leased facilities in the City of North Port.
4. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
5. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
6. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

7. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
8. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
9. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
10. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
11. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.
12. USF Sarasota-Manatee completed an expansion and renovation of the Central Energy Plant (CEP) to improve energy efficiency through water-cooled equipment and a thermal storage system in 2011. The CEP also provides adequate expansion space to accommodate the program needs of the 10-year 2015-2025 Campus Master Plan.

#### **Major Problems or Obstacles**

1. The current campus properties are separated by three commercially owned properties. The inability to connect the campus land parcels with vehicular drives or pedestrian walkways compromises the urban design framework.
2. The level and continuity of funding for acquisition of contiguous properties designated by the master plan continues to challenge the implementation of the Campus Master Plan.
3. The level and continuity of funding to provide capital improvements needed to support increases in the number of academic programs and enrollment growth continues to challenge the implementation of the Campus Master Plan.

#### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan and 2005-2015 Campus Master Plan Update until the 2015-2025 Campus Master Plan is adopted by the USF System Board of Trustees.
2. The USF Sarasota-Manatee 2015-2025 Campus Master Plan needs to respond to the problems and obstacles referenced herein, and to address the major accomplishments and changed conditions since adoption of the 2005-2015 Campus Master Plan.

3. USF Sarasota-Manatee needs to continue the use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College, or to modify said agreement when it is in the best interests of USF Sarasota-Manatee to do so.
4. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities to ensure the continuity of campus open space within the larger regional open space system. Specific efforts include the development of an easement to the bay front from Manatee County and the development of a bay front pedestrian and bicycle trail with Manatee County Government, New College of Florida, and the Florida State University/Ringling Museums.
5. USF Sarasota-Manatee needs to pursue affiliations for the development and construction of off-campus housing for students in the campus vicinity, particularly to support the current and anticipated growing demand of lower level undergraduate and international students.
6. USF Sarasota-Manatee needs to pursue property acquisitions for parcels of land located between the USF Sarasota-Manatee Academic Facility and the Viking properties for retail development. These parcels, in combination with the existing Viking properties, may be used to create a “University Village” consisting of retail space to support typical campus activities.
7. USF Sarasota-Manatee needs to pursue opportunities to develop facilities in support of the campus rowing team. Due to its location near Sarasota Bay, the University location is well served to meet these needs.
8. USF Sarasota-Manatee needs to continue to identify alternative locations, both on and off the current campus, for the expansion of support facilities.

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# Element 7:

# Housing

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## 7. Housing

The Housing Element of the adopted 2005-2015 Campus Master Plan does not include any plans for housing.

### **Goal Statement from the 2005-2015 Master Plan Update**

There are no plans for on-campus housing on the USF Sarasota-Manatee Campus.

### **Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update**

A series of on-campus forums concluded that affordable housing for students was an immediate need in the campus vicinity, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.

### **Major Problems or Obstacles**

Funding for property acquisition and/or development and construction of on-campus student housing is not available.

### **Recommendations**

USF Sarasota-Manatee needs to pursue affiliations for the development and construction of nearby off-campus student housing to support the current and anticipated growing demand of lower level undergraduate and international students.

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# Element 8:

# Recreation and Open Space

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## 8. Recreation and Open Space

The Recreation and Open Space Element of the adopted 2005-2015 Campus Master Plan reflects the need to provide spaces with a combination of formal and informal characteristics in accordance with the provisions of Urban Design Element 3.0, Future Land Use Element 4.0, and Landscape Design Guidelines Element 16.0.

The Recreation and Open Space Element also supports the continued efforts to coordinate with sister institutions and host communities to ensure the continuity of campus open space within the larger regional open space system.

### Goal Statement from the 2005-2015 Master Plan Update

The Recreation and Open Space goal of the USF Sarasota-Manatee Campus Plan is to ensure the provision of adequate and accessible recreation facilities and open space to meet future needs.

### Major Accomplishments and Changed Conditions since the 2000-2010 Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2000-2010 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. An indoor fitness facility, located within the main building (SMC) and open to students, faculty and staff, provides a limited selection of fitness equipment. Shower and locker facilities exist nearby in the SMC. Adjacent to the fitness center is the Student Government sponsored Recreation Room/Lounge.
4. In 2009, utilizing Capital Improvement Trust Funds (CITF), USF Sarasota-Manatee completed construction of the central courtyard enhancements project. The central campus open space extends from the west side of the main building (SMC) to the ponds and visually beyond this to the backdrop of trees on the Crosley Estate. A strikingly strong east-west pedestrian spine connects the courtyard on the east and the overlook amphitheater at the ponds on the west. The landscape character of the east and west halves of the quadrangle are distinct from each other. The east half is characterized by a higher level of development including: structured walks, fountains, plazas related to building activity and a relatively open landscape of newly planted trees edging walks. The west half, much less developed, is characterized by greater tree canopy and vegetative cover composed of a mix of new and mature stands of trees, and curvilinear paths.
5. Terraces and shaded seating areas create small extensions of hard surface from building access points into the site and larger plazas associated with the café on the north side and the Selby Auditorium on the south side. Trellises, colonnades and shade structures invite use through multiple seasons and times of day, and add visual interest and scale.

6. Two formalized gathering areas are provided at the west half of the courtyard. A trellised pavilion with stepped amphitheater like edge leading down to the water and fountain is located at the west terminus of the east -west pedestrian spine. A barbeque area and hammocks offer student groups a setting for outdoor socializing.
7. In 2010, USF Sarasota-Manatee founded a rowing team with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities. Access to Sarasota Bay for rowing practice is not available at USFSM and is provided at the New College of Florida campus though an inter-institutional agreement. At this time, there are no dedicated facilities for the rowing program.
8. In 2014, utilizing Capital Improvement Trust Funds (CITF), USF Sarasota-Manatee, in joint participation with Manatee County, completed construction of the bay front pedestrian and bicycle trail providing access between the USFSM core campus area, through the Crosley Estate (owned by Manatee County), to the shared USFSM-New College bay front site to the south, including the experience of a natural setting along the route to the bay. The trail is open to the USFSM campus community and the general public.
9. In 2015, utilizing Capital Improvement Trust Funds (CITF), USF Sarasota-Manatee completed construction of an exterior lighted basketball court and sand volleyball court adjacent at the western end of the central courtyard.
10. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
11. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.

### **Major Problems or Obstacles**

1. The current campus properties are separated by three commercially owned properties. The inability to connect the campus land parcels with vehicular drives or pedestrian walkways compromises the urban design framework.
2. With the growing enrollments in the number of lower level undergraduate students, additional space for student life and non-academic student support activities is needed. The level and continuity of funding to provide capital improvements continues to challenge the implementation of the Campus Master Plan.

### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan Update until the 2015-2025 Campus Master Plan is adopted by the USF System Board of Trustees.

2. The USF Sarasota-Manatee 2015-2025 Campus Master Plan needs to respond to the problems and obstacles referenced herein, and to address the major accomplishments and changed conditions since adoption of the 2005-2015 Campus Master Plan.
3. USF Sarasota-Manatee needs to continue the use of select shared-use facilities in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida, or to modify said agreement when it is in the best interests of USF Sarasota-Manatee to do so.
4. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities to ensure the continuity of campus open space within the larger regional open space system.
5. USF Sarasota-Manatee needs to pursue affiliation agreements in support of the development and construction of nearby off-campus student housing in the campus vicinity, particularly to support the current and anticipated growing demand of lower level undergraduate and international students. The development of student housing will enhance student life activities and the demand for open and recreation space.
6. USF Sarasota-Manatee needs to explore options to create additional space for student life and non-academic student support activities. These options may include the repurposing of existing facilities and/or the construction of new facilities.
7. USF Sarasota-Manatee needs to pursue partnership opportunities to develop and construct facilities in support of the campus rowing team. Due to its location near Sarasota Bay, the University location is well served to meet these needs.
8. USF Sarasota-Manatee needs to continue to identify alternative locations, both on and off the current campus, for the expansion of recreation and open space.
9. USF Sarasota-Manatee needs to pursue public-private partnership opportunities for the development of campus properties for recreation and open space.
10. USF Sarasota-Manatee needs coordinate with local governments for the development of off-campus recreation and open space.

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# Element 9:

# General Infrastructure

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## 9. General Infrastructure

The General Infrastructure Element of the adopted 2005-2015 Campus Master Plan reflects the need to provide adequate infrastructure to support the intended growth of the USF Sarasota-Manatee campus. This element is subdivided into sub-elements in order to address the specific requirements of each individual infrastructure need. Those sub-elements are described as follows:

*Storm Water Management Sub-Element:* The Storm Water Management infrastructure Sub-Element is intended to provide adequate storm water infrastructure with a design that enhances the overall master plan design, provides increased capacity to correct existing storm water collection and storage deficiencies, and maintains the existing natural drainage and hydrological patterns of the campus.

*Potable Water Sub-Element:* The Potable Water infrastructure Sub-Element is intended to provide an adequate potable water system that accommodates the future campus potable water needs at a minimum level of service of 0.24 gallons per day (GPD) per square foot of building area, and an adequate fire protection system with a minimum level of service of 2,000 gallons per minute (GPM) for four hours at a minimum static pressure of 20 PSI at the fire hydrant. The sub-element also recommends the development and promotion of a water conservation program.

*Sanitary Sewer Sub-Element:* The Sanitary Sewer infrastructure Sub-Element is intended to provide an adequate sanitary sewer management system with a design that provides for the efficient collection, transmission, treatment and disposal of all wastewater generated by the campus in an environmentally safe manner, corrects any existing sanitary sewer system deficiencies, and reduces the impacts of sanitary sewage generation where practical. The sub-element also recommends a minimum level of service of 28 gallons per minute (GPM) on an average daily basis for construction of the approved master plan capacity.

*Solid Waste Sub-Element:* The Solid Waste infrastructure Sub-Element is intended to establish the minimum level of service requirements for the collection, transmission and disposal of solid waste, and to establish and maintain a recycling program at the campus. The sub-element also describes the need for staff training in the safe and effective disposal of solid waste.

### Goal Statement from the 2005-2015 Master Plan Update

*Storm Water Management Sub-Element:* The Storm Water Management goal of the Sarasota-Manatee Campus is to provide an adequate storm water management system that accommodates the future campus storm water needs.

*Potable Water Sub-Element:* The Potable Water goal of the Sarasota-Manatee Campus is to provide an adequate potable water system that accommodates the future campus potable water needs.

*Sanitary Sewer Sub-Element:* The Sanitary Sewer goal of the Sarasota-Manatee Campus is to provide an adequate sanitary sewer management system that accommodates the future campus sanitary sewer needs.

*Solid Waste Sub-Element:* The Solid Waste goal of the Sarasota-Manatee Campus is to provide for future University solid waste collection and disposal requirements in a safe, cost effective, environmentally sound and aesthetic manner.

### University-wide Accomplishments and Changed Conditions Common to All Elements:

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
4. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
5. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
6. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
7. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
8. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.

### USFSM Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update

1. *Storm Water Management Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Storm Water Management Sub-Element. Storm water infrastructure requirements are provided through a combined system of swales, roadways, pipes and a 1.7 acre retention pond that maintain and protect the natural and hydrological patterns while accommodating the future campus storm water needs.
2. *Potable Water Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Potable Water Sub-Element. The specified minimum levels of services have been met or exceeded. The campus has established a campus development agreement with the local host utilities provider to provide the delivery of potable water service. The campus has developed and implemented a water conservation program.

3. *Sanitary Sewer Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Sanitary Sewer Sub-Element. The specified minimum levels of services have been met or exceeded. The campus has established a campus development agreement with the local host utilities provider to provide sanitary sewage collection, transmission, treatment and disposal services.
4. *Solid Waste Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Solid Waste Sub-Element. The campus has established an agreement with the local waste management service provider to provide solid waste collection, transmission, and disposal services. The campus has also implemented a recycling program.

**Major Problems or Obstacles**

1. Future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of infrastructure needs and coordination with local host utilities providers in order to maintain the desired levels of service.

**Recommendations**

2. *Storm Water Management Sub-Element:* The storm water management design of the USF Sarasota-Manatee Academic Facility is adequate to accommodate the storm water management needs for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of storm water management requirements.
3. *Potable Water Sub-Element:* The potable water design of the USF Sarasota-Manatee Academic Facility is adequate to accommodate the potable water needs and levels of service for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of potable water requirements. The campus needs to continue water conservation efforts through the installation of water-saving devices, xeric landscaping techniques, limited irrigation, and conservation awareness and training for the campus community.
4. *Sanitary Sewer Sub-Element:* The sanitary sewer design of the USF Sarasota-Manatee Academic Facility is adequate to accommodate the sanitary sewer needs and levels of service for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of sanitary sewer requirements. The campus needs to continue efforts to reduce the impacts of sewage generation through the use of water-saving devices and implementation of leak detection and repair system.
5. *Solid Waste Sub-Element:* The solid waste needs of the campus will be re-evaluated to meet the needs and continue to provide the desired levels of service as the campus facilities expand and

student enrollment increases. The agreements with the local service providers will be modified as needed. The campus needs to continue efforts to expand and improve the recycling program.



# Element 10:

# Utilities

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## 10. Utilities

The Utilities Element of the adopted 2005-2015 Campus Master Plan reflects the need to provide adequate utilities to support the intended growth of the USF Sarasota-Manatee campus. This element is subdivided into sub-elements in order to address the specific requirements of each individual utilities need. Those sub-elements are described as follows:

*Steam/Hot Water Sub-Element:* The Steam and Hot Water Sub-Element is intended to provide an adequate steam and hot water system that accommodates the future campus steam and hot water needs at a minimum level of service of 140-180 degrees hot water supply temperature to meet the building heating demands with a nominal 40 degrees minimum temperature differential between the system hot water supply and return. The sub-element also recommends consideration of ease of maintenance and life cycle energy cost analysis.

*Chilled Water Sub-Element:* The Chilled Water Sub-Element is intended to provide an adequate chilled water system that accommodates the future campus chilled water needs at a minimum level of service of 45 degrees maximum chilled water supply temperature to meet the building cooling demands with a nominal 15 degrees minimum temperature differential between the system chilled water supply and return. The sub-element also recommends consideration of ease of maintenance and life cycle energy cost analysis.

*Electrical Power and Other Fuels Sub-Element:* The Electrical Power and Other Fuels Sub-Element is intended to provide an adequate electrical power and distribution system that accommodates the future campus electrical power needs while promoting maximum energy efficiency. The sub-element also is intended to provide an adequate natural gas system that accommodates the future campus natural gas needs.

*Telecommunications Sub-Element:* The Telecommunications Sub-Element is intended to provide an adequate telecommunications system that accommodates the future campus telecommunications needs through the use of copper and single mode fiber connectivity.

### Goal Statement from the 2005-2015 Master Plan Update

*Steam/Hot Water Sub-Element:* To manage, maintain and expand the steam and hot water systems to meet the needs of USF Sarasota-Manatee.

*Chilled Water Sub-Element:* To manage, maintain and expand the chilled water system to meet the needs of USF Sarasota-Manatee.

*Electrical Power and Other Fuels Sub-Element:* To manage, maintain and expand the existing utility electrical power distribution system and existing utility owned gas distribution system to meet the needs of USF Sarasota-Manatee.

*Telecommunications Sub-Element:* To manage, maintain and expand the telecommunications infrastructure and equipment to meet the needs of USF Sarasota-Manatee.

### University-wide Accomplishments and Changed Conditions Common to All Elements:

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
4. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
5. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
6. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
7. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
8. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.

### Utilities Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update

1. *Steam/Hot Water Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Steam and Hot Water Sub-Element. The specified minimum levels of services have been met or exceeded.
2. *Chilled Water Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Chilled Water Sub-Element. The specified minimum levels of services have been met or exceeded.
3. USF Sarasota-Manatee completed an expansion and renovation of the Central Energy Plant (CEP) to improve energy efficiency through water-cooled equipment and a thermal storage system in



2011. The CEP also provides adequate expansion space to accommodate the chilled water requirements to meet the program needs of the 10-year 2015-2025 Campus Master Plan.

4. *Electrical Power and Other Fuels Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Electrical Power and Other Fuels Sub-Element. The campus has established agreements with the electrical local host utilities providers to provide the delivery of electrical service. The campus does not currently use natural gas service.
5. *Telecommunications Sub-Element:* Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the Telecommunications Sub-Element. The campus has established campus agreements with the local host utilities provider and USF Tampa Campus to provide the delivery of voice, data, security, video surveillance and cable television service.

**Major Problems or Obstacles**

1. Future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of utilities needs and coordination with local host utilities providers and the USF Tampa Campus (for data and communications) in order to maintain the desired levels of service.

**Recommendations**

2. *Steam/Hot Water Sub-Element:* The steam and hot water management design of the USF Sarasota-Manatee Academic Facility is adequate to accommodate the steam and hot water needs for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Future campus development and/or any future property acquisitions may result in increased demand and will require an evaluation of steam and hot water requirements, including an analysis of a centralized steam and hot water production facility vs. the continuation of decentralized hot water and steam production.
3. *Chilled Water Sub-Element:* The chilled water design of the USF Sarasota-Manatee Academic Facility is adequate to accommodate the chilled water needs and levels of service for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of chilled water requirements, including the possibility of an additional chilled water plant.
4. *Electrical Power and Other Fuels Sub-Element:* The electrical power main supply design of the USF Sarasota-Manatee Academic Facility is adequate to accommodate the electrical power needs and levels of service for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Appropriate space for electrical distribution will need to be included in the facilities program of spaces for all future buildings. Additionally, future campus development and/or any future property acquisitions may result in increased demand and will require an evaluation of electrical power and distribution requirements, including the possibilities of

additional main electrical distribution and metering facilities. The campus also needs to continue to evaluate the use of natural gas as a means to reduce energy costs.

5. *Telecommunications Sub-Element:* The telecommunications design of the USF Sarasota-Manatee Academic Facility will require an expansion of facilities and equipment to accommodate the telecommunications needs and levels of service for the subsequent phases of development up to a total build-out of 250,000 square feet in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. Appropriate space for telecommunications equipment will need to be included in the facilities program of spaces for all future buildings. Additionally, future campus development and/or future property acquisitions may result in increased demand and will require an evaluation of telecommunications requirements, including the possibilities of additional main telecommunications distribution and metering facilities.



# Element 11:

# Transportation

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## 11. Transportation

The Transportation Element of the adopted 2005-2015 Campus Master Plan reflects the need to provide adequate pedestrian and non-vehicular circulation, public transit and parking to support the intended growth of the USF Sarasota-Manatee campus.

The Transportation Element emphasizes the need to reduce the predominant pattern of single-occupant vehicles and encourage the use of alternative modes of transportation including mass transit, campus shuttle, bicycling and walking. It encourages the need for USF Sarasota-Manatee to continue efforts to coordinate with sister institutions and host communities for the development of an easement to the bay front from Manatee County and the development of a bay front pedestrian and bicycle trail with Manatee County, New College of Florida, and the FSU/Ringling Museums.

The Transportation Element also establishes design guidelines for additional campus parking facilities.

### Goal Statement from the 2005-2015 Campus Master Plan Update

The Transportation, Circulation and Parking goal of the Sarasota-Manatee Campus is to provide adequate transit and vehicular access to the campus and minimize adverse impacts of parking facilities on the environment of the campus.

The Pedestrian and Non-Vehicular circulation goal of the Sarasota-Manatee Campus plan is to strengthen the functional and aesthetic nature of pedestrian movement on the campus.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. Phase I of the USF Sarasota-Manatee Academic Facility incorporates enhanced access to public transit with Manatee County Area Transit (MCAT) and Sarasota County Area Transit (SCAT). Public transit ridership and level of service have increased since the completion of the campus facilities.
3. Phase I of the USF Sarasota-Manatee Academic Facility incorporates pedestrian access to public transit, major paths of pedestrian travel, parking lots and a fitness walking trail on the campus grounds. The campus facilities also include convenient and securable bicycle storage.
4. Phase I of the USF Sarasota-Manatee Academic Facility incorporates 629 parking spaces constructed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
5. Campus representatives have taken an active role in the planning of the proposed SCAT Bus Rapid Transit (BRT) system, and successfully established the USF Sarasota-Manatee campus as the north terminus of the proposed route.
6. USF Sarasota-Manatee continues the use of select shared-use facilities (including the Cook Library, Sudakoff Conference Center, and Wellness Center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New

College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.

7. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently located in leased facilities in the City of North Port.
8. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
9. In 2011, USF Sarasota-Manatee completed an expansion and renovation of the Central Energy Plant (CEP) to improve energy efficiency through water-cooled equipment and a thermal storage system. The CEP also provides adequate expansion space to accommodate the chilled water requirements to meet the program needs of the 10-year 2015-2025 Campus Master Plan.
10. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
11. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.
12. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
13. In 2014, utilizing Capital Improvement Trust Funds (CITF), USF Sarasota-Manatee, in joint participation with Manatee County, completed construction of the bay front pedestrian and bicycle trail providing access between the USFSM core campus area, through the Crosley Estate (owned by Manatee County), to the shared USFSM-New College bay front site to the south, including the experience of a natural setting along the route to the bay. The trail is open to the USFSM campus community and the general public.
14. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
15. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
16. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
17. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.

18. Increasing student enrollment and the resultant increase in vehicular traffic continues to underscore the need for a traffic signal or roundabout at one of the campus entrances.

**Major Problems or Obstacles**

1. Access for vehicles, bicycles and pedestrians between the USF Sarasota-Manatee Academic Facility and the Viking property and to the shared-use facilities with New College of Florida to the south is limited and dangerous. In order to access those facilities, members of the campus community must traverse a seven-lane highway (US 41) with no traffic signal or traffic calming measures. Additionally, students attempting to access the campus from the northbound public transit stop do not have access to a pedestrian traffic signal for 1/3 mile in either direction.
2. The future development of off-campus housing and retail uses in the vicinity of the campus will exacerbate the stated concerns. Efforts with the Florida Department of Transportation (FDOT) to secure landscaped roadway medians for traffic calming and a traffic signal or roundabout at one of the campus vehicular entry points continue.
3. Parking fee increases may be required to support the construction of parking facilities, including parking lots and/or multi-level parking facilities as the campus enrollment increases.

**Recommendations**

1. USF Sarasota-Manatee needs to continue the development of transportation and parking facilities in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities to ensure the continuity of pedestrian and bicycle access and connectivity within the larger regional open space system.
3. USF Sarasota-Manatee needs to continue efforts to encourage the use of alternative modes of transportation including mass transit, campus shuttle, bicycling and walking.
4. USF Sarasota-Manatee needs to continue to support and actively participate in efforts for the establishment of a bus rapid transit system to provide service to the campus.
5. USF Sarasota-Manatee needs to continue efforts with FDOT for the installation of traffic calming measures along US 41, and the installation of a traffic signal or roundabout at one of the campus entrances.
6. USF Sarasota-Manatee needs to continue to provide parking facilities as needed to support the campus growth, including the possibility of multi-level parking facilities. Parking fee increases may be required to support the construction of new parking facilities, including parking lots and/or multi-level parking facilities.

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# Element 12:

# Intergovernmental Coordination

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## 12. Intergovernmental Coordination

The Intergovernmental Coordination Element of the adopted 2005-2015 Campus Master Plan reflects the desire to establish a reciprocal process with the host governments to coordinate campus development within the broader regional context for the betterment of the community and environment. Efforts noted for cooperation include the review of the USF Sarasota-Manatee Campus Master Plan, master plan amendments, campus development agreements, host community land use planning, disaster and emergency preparedness plans, public transportation and transit planning, and local utilities and infrastructure concurrency fees.

The Intergovernmental Coordination Element also reflects the desire to coordinate master planning and shared services efforts with New College of Florida in order to maximize the utilization of space.

### Goal Statement from the 2005-2015 Campus Master Plan Update

To achieve the goals, objectives and policies of the 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.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. The University coordinated with host governments for review and approval of the Campus Master Plan, adoption of a Campus Development Agreement and payment of infrastructure and utilities concurrency fees.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently located in leased facilities in the City of North Port.
4. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
5. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
6. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

7. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
8. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
9. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
10. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
11. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.
12. USF Sarasota-Manatee coordinates with the Southwest Water Management District (SWFWMD) for storm water and coastal management.
13. USF Sarasota-Manatee established and continues an agreement with the local host fire, rescue and emergency preparedness responders.
14. USF Sarasota-Manatee coordinates with Sarasota and Manatee County mass transit authorities to establish a bus stop to serve the campus. The University continues to actively work with Sarasota County Area Transit (SCAT) authorities for the implementation of a bus rapid transit system, and has offered to assist in the development of a terminus station on the campus.
15. USF Sarasota-Manatee established and continues an agreement with Manatee County Government for reciprocal use of the adjacent Crosley Estate facilities (currently owned by Manatee County), sharing of signage, and shared use of university parking facilities.
16. USF Sarasota-Manatee participated in and continues to coordinate with the New College of Florida master planning process, and continues to utilize shared library, recreational and police services with New College of Florida.
17. USF Sarasota-Manatee and Manatee County Government have agreed to support a joint entrance located at Seagate Drive as the main entrance to the USFSM campus and Manatee County Crosley Estate.

#### **Major Problems or Obstacles**

1. Shared services with New College of Florida continue to change and adapt as the two institutions establish their independent identities.

2. USF Sarasota-Manatee and Manatee County Government have reached agreement on the US 41 traffic median access plan and the proposed location for a traffic signal or roundabout to be located at Seagate Drive. Efforts with the Florida Department of Transportation (FDOT) to secure landscaped roadway medians for traffic calming and a traffic signal at one of the campus vehicular entry points have proven unsuccessful to date.
3. The implementation of the SCAT Bus Rapid Transit system is subject to adoption by the City of Sarasota and Sarasota County governments, and is subject to federal grant funding.

**Recommendations**

1. USF Sarasota-Manatee needs to continue to enhance intergovernmental coordination processes in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee needs to develop and maintain processes for reciprocal review by University and local government entities of growth management plans, campus master plans and plan amendments.
3. USF Sarasota-Manatee needs to continue to coordinate with the Southwest Water Management District (SWFWMD) for storm water and coastal management.
4. USF Sarasota-Manatee needs to continue and enhance the agreement with the local host fire, rescue and emergency preparedness responders.
5. USF Sarasota-Manatee needs to continue to coordinate with Sarasota and Manatee County mass transit authorities for mass transit opportunities for the campus, including the implementation of a bus rapid transit system.
6. USF Sarasota-Manatee, in collaboration with Manatee County Government, needs to continue efforts with the Florida Department of Transportation (FDOT) to secure landscaped roadway medians for traffic calming and a traffic signal or roundabout at one of the campus vehicular entry points.
7. USF Sarasota-Manatee needs to continue and enhance the agreement with Manatee County Government for reciprocal use of the adjacent Crosley Estate facilities (currently owned by Manatee County), sharing of signage, and use of university parking facilities.
8. USF Sarasota-Manatee needs to continue involvement with the New College of Florida master planning process, and to search for opportunities for mutual shared long-range planning goals.
9. USF Sarasota-Manatee needs to continue to utilize shared services with New College of Florida to the extent that such services benefit the mission of USF Sarasota-Manatee.
10. USF Sarasota-Manatee needs to coordinate with the host governments for review and approval of the USFSM 2015-2020 Campus Master Plan.
11. USF Sarasota-Manatee will negotiate the Campus Development Agreement with the host communities upon adoption of the 2015-2025 Campus Master Plan Update by the USF Board of Trustees.





# Element 13:

# Conservation

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## 13. Conservation

The Conservation Element of the adopted 2005-2015 Campus Master Plan reflects the need to conserve and protect natural resources as needed to support the intended growth of the USF Sarasota-Manatee Campus. Those measures include providing mitigation techniques, including traffic and parking, to improve and maintain air quality, conserve and protect the quantity and quality of potable water resources, protect identified native vegetative communities and natural functions of soils, identify measures to conserve and appropriate energy, utilize conservation and energy savings techniques for new construction, designate environmentally sensitive lands for protection, to the degree possible, based on State determined criteria, and restrict campus activities known to threaten the habitat and survival of threatened and endangered species of special concern.

### Goal Statement from the 2005-2015 Campus Master Plan Update

The Conservation goal of the Sarasota-Manatee Campus 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 including Sarasota Bay.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the establishment of natural preservation habitat zones with eco-tunnels for the safe movement of wildlife.
2. In 2008, USF System President Judy Genshaft signed the American College and University Presidents Climate Change Commitment, thereby committing the USF System to maintaining the long-term sustainability of the campus.
3. In 2011, USF Sarasota-Manatee completed an expansion and renovation of the Central Energy Plant (CEP) to improve energy efficiency through water-cooled equipment and a thermal storage system. The CEP also provides adequate expansion space to accommodate the program needs of the 10-year 2005-2015 Campus Master Plan.
4. In 2014, USFSM completed an energy saving project that results in 35% of the usable net square footage of the building being controlled by lighting motion sensors.
5. Since 2006, USF Sarasota-Manatee has implemented multiple policies and procedures to conserve and save energy that have cumulatively reduced electrical consumption by 25%.
6. USF Sarasota-Manatee has established a recycling program. Cardboard, paper, plastic and aluminum are collected separately from trash and managed by contracted waste haulers. Golf cart and backup batteries for building systems, such as fire alarm, are taken to a local commercial battery retailer for recycling. Household-type batteries are collected and recycled. Technology-related items such as computers, monitors, printers and scanners are decommissioned and recycled through the main USF IT department in Tampa.
7. USF Sarasota-Manatee participates in the USF System Sustainability Committee.

### Major Problems or Obstacles

1. The level and continuity of funding to provide capital improvements needed to support sustainability and energy conservation continue to challenge the implementation of the Campus Master Plan.

### Recommendations

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities in an effort to maximize public awareness of the importance of conservation.
3. USF Sarasota-Manatee needs to continue efforts to encourage the use of mass transit, bicycling, and walking in an effort to reduce the minimize emissions of air pollutants.
4. USF Sarasota-Manatee needs to look for ways to reduce greenhouse gas emissions and improve air quality.
5. USF Sarasota-Manatee needs to continue to explore opportunities to conserve and reduce energy use.
6. USF Sarasota-Manatee needs to utilize, to the greatest extent possible, native or adapted non-invasive xeriscape vegetation when restoring disturbed areas.
7. USF Sarasota-Manatee needs to continue to participate in the USF System Sustainability Committee.



# Element 14:

# Capital Improvements

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## 14. Capital Improvements

The Capital Improvements Element of the adopted 2005-2015 Campus Master Plan reflects the need to seek capital construction funding to support the intended growth of the USF Sarasota-Manatee Campus. USF Sarasota-Manatee develops its facilities in accordance with the State Department of Education guidelines for space use, and submits annually a Capital Improvement Plan (CIP) for Public Education Capital Outlay (PECO) funding that details the campus facilities requests and funding needs for five years. The USF Sarasota-Manatee CIP is reviewed by the USF System administration, which prioritizes the USF Sarasota-Manatee requests in the context of the needs of entire USF System, and then submits the USF System request for consideration by the Florida Board of Governors. The level of approved funding is established annually by the Florida Legislature and approved by the Governor, within the limits of the available State resources.

The 2015/2016-2019/2020 USF Sarasota-Manatee Capital improvement Plan (attached as Table 14.1) provides a schedule of projected campus improvements and the estimated cost for those improvements. The projects included are those which the academic plan indicates will be needed to serve the projected growth in enrollment and campus academic programs.

USF Sarasota-Manatee is mandated to manage the capital expansion and improvements with a process to ensure that the facilities do not exceed the ability of the University to provide funding in terms of initial construction costs, impact and concurrency fees, and ongoing maintenance and utilities costs.

### Goal Statement from the 2005-2015 Campus Master Plan Update

Provide educational and support facilities to all enrolled students in a manner that protects the investment and maximizes the use of existing facilities and promotes orderly, planned campus development.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently is located in leased facilities in the City of North Port.
4. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
5. In 2011, USF Sarasota-Manatee completed an expansion and renovation of the Central Energy Plant (CEP) to improve energy efficiency through water-cooled equipment and a thermal storage

system. The CEP also provides adequate expansion space to accommodate the program needs of the 10-year 2005-2015 Campus Master Plan.

6. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
7. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.
8. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
9. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
10. Construction of capital improvements funded from Public Education Capital Outlay (PECO) resources has continued, subject to the limited level of annual State funding.
11. Construction of student non-academic improvements funded from Capital Improvements Trust Fund (CITF) resources has continued, subject to the limited level of annual State funding.

#### **Major Problems or Obstacles**

1. Capital improvements continue to be challenged by the continuity and level of State funding related to initial construction costs, impact and concurrency fees, and ongoing maintenance and utilities costs.
2. State funding levels for infrastructure maintenance and replacement have declined since 2007. The amount of annual funding received is insufficient to meet the needs identified in the Campus Master Plan.

#### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan until the master plan is updated.
2. USF Sarasota-Manatee needs to continue to provide a schedule and estimated cost as a means to meet the needs for the construction of campus improvements to correct existing deficiencies, accommodate desired growth and replace exhausted or obsolete facilities.
3. USF Sarasota-Manatee needs to continue to manage the capital expansion and improvements with a process to ensure that the facilities do not exceed the ability of the University to provide funding in terms of initial construction costs, impact and concurrency fees, and ongoing maintenance and utilities costs.
4. USF Sarasota-Manatee needs to support the concept of creating affiliations for the development and construction of off-campus housing for students in the campus vicinity, particularly to support the current and anticipated growing demand of lower level undergraduate and international students.

5. USF Sarasota-Manatee needs to continue to pursue property acquisitions designated in the 2015-2025 Campus Master Plan Update for future development.
6. USF Sarasota-Manatee needs to continue to seek funding for additional classrooms with a seating capacity of 60-100 students to meet the needs of the academic program.
7. USF Sarasota-Manatee needs to continue to seek funding for a congregation space with a seating capacity of 400-500 occupants to meet the needs of the academic program and to provide educational programs to the community.
8. USF Sarasota-Manatee needs to pursue opportunities to develop facilities in support of the campus rowing team. Due its location near Sarasota Bay, the University location is well served to meet these needs.

Table 14.1: Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request, 2015-16 through 2019-2020

STATE UNIVERSITY SYSTEM										
Five Year Capital Improvement Plan (CIP-2) and Legislative Budget Request										
Fiscal Years 2015-16 through 2019-20										
<b>University of South Florida System</b>										
<b>FEASIBLE PROJECT REQUESTS</b>										
Priority No.	Project Title	2015-16	2016-17	2017-18	2018-19	2019-20	Academic or Other Programs to Benefit	State Appropriation Request	Project Cost Per CIP (Proj. Cost) / State CIP	Expenditure Plan Priority / Appropriation Title
1	TPA Architecture/Construction/Capital Renewal/Rebuild	\$ 2,300,000	\$ 11,400,000	\$ 10,000,000	\$ 10,500,000	\$ 11,500,000	all	10,000,000	400,000,000	1.10-1000
2	USF Architecture/Construction/Capital Renewal/Rebuild	\$ 2,300,000	\$ 2,400,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	all	10,000,000	400,000,000	1.10-1000
3	USF Architecture/Construction/Capital Renewal/Rebuild	\$ 2,300,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	all	10,000,000	400,000,000	1.10-1000
4	USF College of Business	\$ 90,500,000	\$ 2,000,000				Business	90,500,000	20,000,000	1.10-1000
5	TPA/USF Health Heart Institute	\$ 15,770,000					Health	15,770,000	15,770,000	1.10-1000
6	TPA Interdisciplinary Science Teaching & Research Facility	\$ 9,270,000					Science	9,270,000	9,270,000	1.10-1000
7	TPA/USF Health Morsani College of Medicine Facility	\$ 10,000,000	\$ 20,000,000	\$ 20,000,000			Health	10,000,000	40,000,000	1.10-1000
8	TPA/Cybersecurity/Data Center	\$ 2,000,000	\$ 10,000,000	\$ 10,000,000			Health	2,000,000	20,000,000	1.10-1000
9	USF South Parcel 1 Renovation/Redevelopment	\$ 2,300,000					Health	2,300,000	2,300,000	1.10-1000
10	TPA STEM Learning Center	\$ 4,522,000	\$ 20,000,000	\$ 18,922,000			Health	4,522,000	40,000,000	1.10-1000
11	TPA STEM (Engineering Expansion)	\$ 2,742,000	\$ 21,262,517	\$ 20,222,000			Health	2,742,000	40,000,000	1.10-1000
12	TPA/USF Health Morsani College of Medicine Research Lab Facility	\$ 4,617,000	\$ 18,070,000	\$ 20,070,000			Health	4,617,000	40,000,000	1.10-1000
13	TPA/USF Health Morsani College of Medicine Research Lab Facility	\$ 3,770,000	\$ 1,000,000	\$ 1,000,000			Health	3,770,000	3,770,000	1.10-1000
14	TPA/USF Health Center of Excellence for Diabetes & Endocrine Disorders	\$ 5,300,000	\$ 22,710,000	\$ 1,820,000			Health	5,300,000	28,000,000	1.10-1000
15	TPA Health College of Pharmacy		\$ 3,075,075	\$ 30,075,000	\$ 2,020,000		Health	30,075,000	30,075,000	1.10-1000
16	TPA Public Safety Building Phase I		\$ 3,700,227	\$ 10,000,000	\$ 2,700,000		all	3,700,227	16,000,000	1.10-1000
17	TPA/CBC Renovation (PPE)		\$ 2,000,000	\$ 13,000,000	\$ 1,000,000		Health	2,000,000	15,000,000	1.10-1000
18	TPA E&I Renovation		\$ 2,362,919	\$ 10,420,075			Health	2,362,919	10,420,075	1.10-1000
19	TPA Health Medical Research Bldg. Renovation/Expansion Phase I		\$ 7,529,817	\$ 30,150,717			Health	7,529,817	37,680,534	1.10-1000
20	TPA Classroom and Faculty Office Building		\$ 4,950,000	\$ 11,000,000			Health	4,950,000	15,950,000	1.10-1000
21	TPA Graduate Social Sciences Research and Education Building Phase I		\$ 2,000,000	\$ 10,000,000			Health	2,000,000	12,000,000	1.10-1000
22	TPA-Casper Hall Renovation		\$ 2,362,919	\$ 10,420,075			Health	2,362,919	10,420,075	1.10-1000
23	USF Academic Facility 0		\$ 2,000,000	\$ 10,000,000			Health	2,000,000	12,000,000	1.10-1000
24	TPA Learning Information Center - Library		\$ 2,000,000	\$ 10,000,000			all	2,000,000	12,000,000	1.10-1000
25	TPA Undergraduate Classroom and Support Building Phase I		\$ 2,000,000	\$ 10,000,000			Health	2,000,000	12,000,000	1.10-1000
26	TPA Interdisciplinary Science Teaching and Research Facility Phase II		\$ 2,000,000	\$ 10,000,000			Science	2,000,000	12,000,000	1.10-1000
27	USF Classroom Building Phase I		\$ 2,000,000	\$ 10,000,000			Health	2,000,000	12,000,000	1.10-1000
28	USF Acquisition and Renovation of Old Faculty		\$ 2,000,000	\$ 10,000,000			Health	2,000,000	12,000,000	1.10-1000
29	TPA Graduate Social Sciences Research and Education Building Phase II		\$ 2,000,000	\$ 10,000,000			Health	2,000,000	12,000,000	1.10-1000
30	TPA Health Medical Research Bldg. Renovation/Expansion Phase II		\$ 2,700,000	\$ 10,000,000			Health	2,700,000	12,700,000	1.10-1000
<b>TOTAL</b>		<b>\$ 101,500,000</b>	<b>\$ 103,000,000</b>	<b>\$ 110,000,000</b>	<b>\$ 103,000,000</b>	<b>\$ 117,000,000</b>				
<b>CIP PROJECT REQUESTS</b>										
Priority No.	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit	State Appropriation Request	Project Cost Per CIP (Proj. Cost) / State CIP	Expenditure Plan Priority / Appropriation Title
1	USF Tampa Campus Recreation Student Wellness Center Expansion	\$ 4,000,000					Student Services	4,000,000	4,000,000	1.10-1000
2	USF Tampa Physics II, Materials Student Center (SEC) Expansion Phase I (Planning)	\$ 2,700,000					Student Services	2,700,000	2,700,000	1.10-1000
3	USF Health Student Union Annex Facility Phase II	\$ 1,000,000					Student Services	1,000,000	1,000,000	1.10-1000
4	USF St. Petersburg Safety, Environmental and Construction/Industrial Hygiene Ph.	\$ 1,000,000					Student Services	1,000,000	1,000,000	1.10-1000
5	USF Research Science Student Center Recreation Facilities Phase II	\$ 1,000,000					Student Services	1,000,000	1,000,000	1.10-1000
<b>TOTAL</b>		<b>\$ 9,700,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>				
<b>REQUESTS FROM OTHER STATE SOURCES</b>										
Priority No.	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit	State Appropriation Request	Project Cost Per CIP (Proj. Cost) / State CIP	Expenditure Plan Priority / Appropriation Title
<b>TOTAL</b>										
<b>REQUESTS FROM NON-STATE SOURCES, INCLUDING DEBT</b>										
Priority No.	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5	Academic or Other Programs to Benefit	State Appropriation Request	Project Cost Per CIP (Proj. Cost) / State CIP	Expenditure Plan Priority / Appropriation Title
1	Student Housing Renovation/Expansion (public/private partnership)	\$ 20,000,000					Student Services	20,000,000	20,000,000	1.10-1000
<b>TOTAL</b>		<b>\$ 20,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>				



# Element 15:

# Architectural Design Guidelines

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## 15. Architectural Design Guidelines

The Architectural Design Guidelines Element of the adopted 2005-2015 Campus Master Plan seeks to establish the framework that will guide and structure open space systems, visual linkages, movement patterns, and appropriate building location and orientation and a logical distribution of land uses to support the intended growth of the USF Sarasota-Manatee Campus. In doing so, USF Sarasota-Manatee will not only provide the facilities to accommodate the campus mission, but will also create a vibrant new image and presence in the regional context through the careful use of architectural and urban planning principles.

Elements of the design guidelines for buildings include building mass and height, climatic response, facades, edges, entrances, exterior wall materials and color, and lighting standards. The standards also emphasize the need to respect the historic nature and architectural vocabulary of each building with a scale that is compatible with and complimentary to the historic Powel Crosley Estate buildings.

Additionally, campus buildings should be placed in a manner that is consistent with the scale of the estate environment, with an emphasis on the quality of exterior spaces and the linkages between exterior spaces. Guidelines for architectural treatment shall be developed in concert with Urban Design Element 3.0, Future Land Use Element 4.0, Recreation and Open Space Element 8.0, and Landscape Design Guidelines Element 16.0.

### Goal Statement from the 2005-2015 Campus Master Plan Update

The Architectural Design Guidelines goal of the Sarasota-Manatee Campus is to create an architectural vocabulary that enhances the unity of the campus at a scale compatible with the estate environment.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. A review of the architectural design guidelines conducted after completion of Phase I concluded that the design satisfied the intent of the Campus Master Plan objectives.

### Major Problems or Obstacles

None

### Recommendations

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the architectural design guidelines.
2. USF Sarasota-Manatee needs to consider establishing a design review committee tasked with the review of future proposed building designs and to make recommendations to the Regional Chancellor.

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# Element 16:

# Landscape Design Guidelines

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## 16. Landscape Design Guidelines

The Landscape Design Guidelines Element of the adopted 2005-2015 Campus Master Plan seeks to establish the framework that will guide and structure site and building design efforts by creating an atmosphere of natural beauty characterized by the clarity of line and form, harmony among the various part of the landscape, and a sense of well-being and permanence. In doing so, USF Sarasota-Manatee will not only provide the facilities to accommodate the campus mission, but will also create a vibrant new image and presence in the regional context through the careful use of landscape and open space planning principles.

Elements of the design guidelines for landscape include pedestrian corridors, entrance plazas, courtyards, campus edges, and preserved landscape areas. The standards also emphasize the need to respect the historic nature of the site with a scale that is compatible with and complimentary to the Crosley Estate landscape.

Additionally, the guidelines establish a campus design standard for campus furnishings (tables, seating, benches, bicycle racks, shade structures, etc.), site signage and graphics, lighting types and levels, site features and amenities, special pavements, and landscape materials. Guidelines for architectural treatment shall be developed in concert with Urban Design Element 3.0, Future Land Use Element 4.0, Recreation and Open Space Element 8.0, and Architectural Landscape Design Guidelines Element 15.0.

### Goal Statement from the 2005-2015 Campus Master Plan Update

The Landscape Architectural Guidelines goal of the Sarasota Campus is to create a unified spatial environment that blends with and complements the estate character.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan. A review of the landscape design guidelines conducted after completion of Phase I concluded that the design satisfied the intent of the Campus Master Plan objectives.
2. In 2009, utilizing Capital Improvement Trust Funds (CITF), USF Sarasota-Manatee completed construction of the central courtyard enhancements project. The central campus open space extends from the west side of the main building (SMC) to the ponds and visually beyond this to the backdrop of trees on the Crosley Estate. A strikingly strong east-west pedestrian spine connects the courtyard on the east and the overlook amphitheater at the ponds on the west. The landscape character of the east and west halves of the quadrangle are distinct from each other. The east half is characterized by a higher level of development including: structured walks, fountains, plazas related to building activity and a relatively open landscape of newly planted trees edging walks. The west half, much less developed, is characterized by greater tree canopy and vegetative cover composed of a mix of new and mature stands of trees, and curvilinear paths.
3. Terraces and shaded seating areas create small extensions of hard surface from building access points into the site and larger plazas associated with the café on the north side and the Selby

Auditorium on the south side. Trellises, colonnades and shade structures invite use through multiple seasons and times of day, and add visual interest and scale.

4. Two formalized gathering areas are provided at the west half of the courtyard. A trellised pavilion with stepped amphitheater like edge leading down to the water and fountain is located at the west terminus of the east -west pedestrian spine. A barbeque area and hammocks offer student groups a setting for outdoor socializing.
5. In 2014, utilizing Capital Improvement Trust Funds (CITF), USF Sarasota-Manatee, in joint participation with Manatee County, completed construction of the bay front pedestrian and bicycle trail providing access between the USFSM core campus area, through the Crosley Estate (owned by Manatee County), to the shared USFSM-New College bay front site to the south, including the experience of a natural setting along the route to the bay. The trail is open to the USFSM campus community and the general public.

#### **Major Problems or Obstacles**

1. Parking lot lighting levels adjacent to residentially zoned properties required anti-glare shielding.

#### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan, including the landscape design guidelines.
2. USF Sarasota-Manatee needs to consider establishing a design review committee tasked with the review of future proposed landscape designs and to make recommendations to the Regional Chancellor.
3. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities to ensure the continuity of pedestrian and bicycle access within the larger regional open space system.
4. USF Sarasota-Manatee needs to continue efforts to encourage the use of alternative modes of transportation, including mass transit, campus shuttle, bicycling and walking.
5. USF Sarasota-Manatee needs to continue to relocate existing plant materials that are in conflict with future campus improvements when practical.
6. USF Sarasota-Manatee needs to continue to remove from the campus grounds all non-native invasive plants (whether trees, shrubs or grasses) that are identified on the "Florida Most Invasive Species List" published by the State of Florida Exotic Pest Plant Council.
7. USF Sarasota-Manatee needs to utilize, to the greatest extent possible, native or adapted non-invasive xeriscape vegetation when restoring disturbed areas.
8. USF Sarasota-Manatee needs to encourage efforts to reduce and prevent light pollution and its impact on the nocturnal environment through the use of compliant exterior light fixtures.





# Element 17:

# Facilities Maintenance

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## 17. Facilities Maintenance

The Facilities Maintenance Element of the adopted 2005-2015 Campus Master Plan addresses the desired level of performance for building exteriors, interiors and systems for all campus facilities. The element recognizes the furtherance of Campus Master Plan goals and objectives through the establishment of standards for the review of building systems, setting priorities for maintenance projects (i.e. routine, preventive, and deferred maintenance), continuing the scheduled program for the elimination of deficiencies caused by current codes and standards, and the establishment of a formal and automated facilities audit process for the review of building use and anticipated useful life span for facilities.

### Goal Statement from the 2005-2015 Campus Master Plan Update

To provide for properly functioning buildings that are readily maintainable.

### Major Accomplishments and Changed Conditions since the 2005-2015 Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee continues the use of select shared-use facilities (including the library, conference center and wellness center) in accordance with the Joint Relocation Plan and Shared Services Agreement executed by USF Sarasota-Manatee and New College of Florida in 2003. The use of the shared-use fitness center facilities was terminated in 2009 due to the development of USF Sarasota-Manatee on-campus recreational facilities.
3. In 2010, USF Sarasota-Manatee established an instructional site in southern Sarasota County to better serve those residents, including the cities of Venice and North Port. The USF Sarasota-Manatee North Port Instructional Site is currently is located in leased facilities in the City of North Port.
4. In 2011, USF Sarasota-Manatee was granted separate accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and master's degrees.
5. In 2011, USF Sarasota-Manatee completed an expansion and renovation of the Central Energy Plant (CEP) to improve energy efficiency through water-cooled equipment and a thermal storage system. The CEP also provides adequate expansion space to accommodate the program needs of the 10-year 2005-2015 Campus Master Plan.
6. In 2012, USF Sarasota-Manatee began enrolling lower level undergraduate students.
7. In 2013, USF Sarasota-Manatee, through an inter-institutional agreement with Mote Marine Laboratories, opened science teaching labs and support facilities on the Mote Marine campus in the City of Sarasota. These teaching labs support the growing academic needs for the sciences curriculum at USFSM in a joint effort with the renowned research scientists at Mote Marine.

8. In 2014, USF Sarasota-Manatee opened the Culinary Innovation Lab in leased facilities at Lakewood Ranch in eastern Manatee County. The facilities provides culinary teaching labs to support the growing academic needs for the College of Hospitality and Technology Leadership.
9. In 2015, USF Sarasota-Manatee constructed two temporary modular research labs on campus. These labs support the growing research needs for the sciences curriculum at USFSM.
10. A series of on-campus forums concluded that affordable housing for students was an immediate need in the vicinity of the campus, particularly to support the current and anticipated demand of lower level undergraduate and international students. There is widespread support by the campus community to support the development and construction of nearby off-campus student housing and to increase student life opportunities for social interaction and recreation.
11. This same series of on-campus forums also endorsed the immediate need in the campus vicinity to create a "University Village" consisting of retail space (i.e. retail, restaurants, coffee shops, copy center, etc.) to support campus life for on-campus resident students.
12. USF Sarasota-Manatee founded a rowing team in 2010 with the intent to participate in intramural and intercollegiate competitions in the future. The rowing team not only enhances on-campus student life opportunities, but also allows the University to participate in the rapidly growing interest for competitive rowing in the Sarasota and Manatee County communities.

#### **Major Problems or Obstacles**

1. State funding levels for ongoing maintenance and utilities costs continue to be insufficient to meet the levels of service established in the Campus Master Plan.
2. State funding levels for infrastructure maintenance and replacement have not increased for several years. The amount of annual funding received is insufficient to meet the needs identified in the Campus Master Plan.
3. Future campus development located on proposed property acquisitions may result in increased demand and will require an evaluation of infrastructure needs and coordination with local host utilities providers in order to maintain the desired levels of service.
4. The Viking properties are more than 50 years old. These one-story facilities continue to be inefficient and have exceeded their useful life span. Further high-cost maintenance projects for these properties are not recommended due to the anticipated life-cycle cost and low return on investment.
5. Maintenance and custodial services for instructional sites at off-campus locations operated through lease agreements or inter-institutional agreements continue to present funding challenges since those classifications of facilities do not receive State operations and maintenance funding.

#### **Recommendations**

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan Update until the 2015-2025 Campus Master Plan is adopted by the USF System Board of Trustees.

2. The USF Sarasota-Manatee 2015-2025 Campus Master Plan needs to respond to the problems and obstacles referenced herein, and to address the major accomplishments and changed conditions since adoption of the 2005-2015 Campus Master Plan.
3. USF Sarasota-Manatee needs to continue to support an increase in State funding levels for the operations and maintenance of facilities.
4. USF Sarasota-Manatee needs to continue to provide a schedule and estimated cost of projected campus operations and maintenance improvements, and continue to submit the Legislative Budget Request (LBR) on an annual basis for preventive maintenance, deferred maintenance, fire code corrections, ADA-mandated improvements, and operations and maintenance capital renewal improvements needed to support the projected growth in enrollment and campus academic programs.
5. USF Sarasota-Manatee needs to continue to manage the funded operations and maintenance improvements with a process to ensure that the costs for those activities do not exceed the ability of the University to provide funding in terms of ongoing maintenance and utilities costs.
6. USF Sarasota-Manatee needs to continue to implement a formal and automated facilities audit program for early planning, coordination, review, inspection and forecasting systems to ensure the required level of maintenance for the proper functioning for the campus facilities.
7. USF Sarasota-Manatee needs to consider the use of low maintenance, local (within 500 miles per USGBC LEED), durable and sustainable building materials.
8. USF Sarasota-Manatee needs to require energy conservation fixtures, air conditioning and lighting systems in all renovation or new construction projects.
9. USF Sarasota-Manatee needs to establish policies and procedures to develop a “green products” database for environmentally preferable products.

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# Element 18:

# Coastal Management

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## 18. Coastal Management

The Coastal Management Element of the adopted 2005-2015 Campus Master Plan reflects the need to designate potential emergency staging areas in coordination with agencies and the host communities, improve pedestrian access to the bay front, and protect, conserve, and enhance the Sarasota Bay coastal resource.

The USF Sarasota-Manatee campus lies within several Federal Emergency Management Agency (FEMA) flood zones, including A-flood zones (subject to 100-year flood hazards), B-flood zones (subject to 50-year flood hazards), and C-flood zones (minimal flooding). The majority of campus property lies in the C-flood zone. The campus also is located in Level B evacuation zone. These criteria impact the structural requirements of construction permitted.

Sarasota Bay is designated as an Outstanding Florida Water and is also recognized as meriting special attention under the Estuary Management Provision of the 1987 Amendment to the Clean Water Act.

### Goal Statement from the 2005-2015 Campus Master Plan Update

The Coastal Management goal of the Sarasota-Manatee Campus Plan is for development to enhance access and improve the environment of the bay front, protect coastal resources and strengthen the emergency preparedness on the campus.

### Major Accomplishments and Changed Conditions since the 2005-2015 Campus Master Plan Update

1. Phase I of the USF Sarasota-Manatee Academic Facility was completed in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.
2. USF Sarasota-Manatee has established an Emergency Action Plan, established emergency contacts in all campus departments, and distributed the plan to the campus community. The University conducts emergency evacuation exercises at least two times annually. These exercises are coordinated with the local emergency responders.
3. USF Sarasota-Manatee has established working relationships with the host communities, including the local governmental emergency response agencies, Regional Planning Council, and the American Red Cross to ensure that evacuation plans are monitored and reviewed as necessary to operate the campus, as well as to resume campus operations as quickly as possible, in the event of an emergency.

### Major Problems or Obstacles

1. The USF Sarasota-Manatee campus buildings on the Viking properties do not comply with FEMA construction standards for coastal conditions.

### Recommendations

1. USF Sarasota-Manatee needs to continue the campus development in accordance with the goals, objectives and policies of the adopted 2005-2015 Campus Master Plan.

2. USF Sarasota-Manatee needs to continue efforts to coordinate with sister institutions and host communities in an effort to maximize public awareness of the importance of conservation.
3. USF Sarasota-Manatee needs to continue to develop policies and procedures to conserve and protect the quality of surface waters and groundwater supply.
4. USF Sarasota-Manatee needs to utilize, to the greatest extent possible, native or adapted non-invasive xeriscape vegetation when restoring disturbed areas.
5. USF Sarasota-Manatee needs to continue to participate in the USF System Sustainability Committee.
6. USF Sarasota-Manatee needs to continue to enhance communication with the local host fire, rescue and emergency responders, emergency management agencies, the American Red Cross, and regional planning councils.
7. USF Sarasota-Manatee needs to maintain and periodically update its Emergency Operations Plan in coordination with Manatee County Emergency Management Operations (EMO), the American Red Cross, and host communities. The plan shall identify the extent to which University buildings can, and will, be used to provide shelter for students, faculty, staff and the general public, and will designate campus open spaces for use staging areas for emergency supplies, equipment and resources.
8. USF Sarasota-Manatee needs to continue to inform the campus community of the Emergency Action Plan, provide training of departmental contacts, and conduct emergency evacuation exercises at least two times annually. These exercises need to continue to be coordinated with the local emergency responders.