7.0 Housing Element – Summary Narrative

Florida Agricultural and Mechanical University (FAMU) was founded as a land-grant university nearly 125 years ago in 1887, making it one of the three oldest public institutions of higher education in the State of Florida. As a result, many of the structures which support the core purpose of the University are extremely dated, and most of the oldest buildings are residence halls. Although Branch Campus locations are included in this Master Plan Update, housing is only provided and applicable to the Tallahassee Main Campus. At the main campus, a total of eight residence halls were built more than fifty years ago representing 80% of bed capacity in the core area of campus and more than 50% of total bed capacity. With these factors in mind, FAMU will need to efficiently balance the selective demolition, renovation, historic preservation and repair of existing spaces with the addition of new housing necessary to accommodate the growing and innovating needs of the University.

With the recent completion of historic, 73 and 83-year old Sampson and Young residence halls, Florida Agricultural and Mechanical University (FAMU) now maintains about 1,800 bed spaces in 12 on-campus dormitory facilities, 60% for women and 40% for men. Additionally, the Palmetto Street apartments in the southeast area of the main campus have around 915 bed spaces for a total on-campus bed capacity of 2,715. Over 80% of housing is double occupancy, i.e. two beds per room or apartment.

FAMU is evaluating a new policy goal of increasing student bed spaces from twenty-five (25) percent of student enrollment to 30% by the end of 2015 and 33% by the end of 2020. The University has projected a FTE enrollment of 12,013 and a headcount of 12,695 for the Main Campus including Innovation Park programs by 2015-16. Thirty percent of 12,695 is a projected needed bed capacity about 3,810. Thus, the current capacity of 2,715 beds is approximately 460 short of the 25% standard, and only 71% of the 30% goal. Note that bed capacity fluctuates over time and can therefore never be precise, and that numbers are rounded.

Also, the previous Master Plan Update recommended that the Paddyfoote Complex built more than 40 years ago in 1967 be remodeled and undergo adaptive re-use for office, administrative and classroom functions to fulfill space deficiencies in these categories. If this is still an option under consideration, then the loss of 360 Paddyfoote bed spaces, half for men and half for women, would result in:

<table>
<thead>
<tr>
<th>Bed Capacity Core Campus</th>
<th>Total Bed Capacity Including Palmetto</th>
<th>30% Policy Goal of 12,695 Headcount</th>
<th>Total Bed Capacity as % of 30% Policy Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,800 – 360 = 1,440</td>
<td>2,715 – 360 = 2,355</td>
<td>3,810</td>
<td>61.8%</td>
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Consequently, if Paddyfoote is determined obsolete and demolished, or revised from housing to other uses, then the University will need a total of about 1,455 additional bed spaces to achieve the new policy goal of providing on-campus housing for 30% of student enrollment. Polkinghorne Village, built in 1966 off Gamble and Perry Streets, has been off-line for some time and is scheduled for demolition. In its stead a new 800-bed facility is in the planning stages. This area is depicted in the Future Land Use Map (Figure 4.1). Assuming 800 new beds are provided it would still be 655 short of the projected 1,455 needed.

University housing is experiencing both escalating construction costs and transformations in planning, design, expected amenities, and project delivery systems. The median construction cost per bed space nationwide has more than doubled over the decade 2001-11 and the median cost per square foot jumped to a high of $230 in 2008, tapering to $205 in 2011, but still more than 60% higher than 2001 costs (Source: The 2011 College Housing Report (CHR), www.planning4education.com, June 2011).

As noted in the 2011 College Construction Report regarding the rise in construction costs, “One likely reason for the increase is the growing value of technology in these buildings.” In addition to the first hard
construction costs of technology systems and infrastructure, technology can increase electrical load demands, power infrastructure and associated operational costs. Moreover, the national median square foot per bed space has been increasing over the same decade, from 280 in 2001 to 355 in 2011, indicating increases in parent and student amenity expectations.

All campus housing should be safe and secure, provide vehicular and pedestrian linkages, be proximate to student activities, and, most importantly, academic/teaching locations. Also, students’ privacy is important to their enrichment and development. At the same time, national data indicates that campus housing is expected to accommodate increases in market demands for student amenities, e.g. lounges, game rooms, sound systems, multi-purpose spaces, small seating areas, student kitchens, computer rooms or “productivity centers”, vending, laundry, TV rooms, ATMs and retail spaces, study rooms, fitness areas, clubhouses, security systems, and a variety of living choices or options. Moreover, some surveys indicate that students want more of a "hotel" experience (Source: The 2011 College Housing Report (CHR), June 2011) and/or more truly residential, homelike qualities; and “green” products and furnishings (Source: College Planning & Management, 'What Students Want', August 2010).

Aside from all of the above, which may be incorporated into student housing facilities, housing support facilities such as nearby parking, recreation and open spaces are also important associated amenities.

Housing project delivery systems are also becoming more flexible, and more innovative, in both management and in financing. Integrated project delivery firms and design-build contracts bring professional teams accustomed to working together with mutual responsibility to achieve shared goals – quality design, delivered on time, and on budget. Bridging is a similar but hybrid approach reportedly offering lower cost projects faster and with less financial risk. Also, the development of public-private partnerships and establishment of 501(c)3 corporations are additional strategies to both enhance project management and find creative financing techniques.

To meet these challenges and needs, the Goal, Objectives and Policies that follow highlight the following strategies and measures to meet the housing needs of the projected student enrollment:

1. Review and evaluate housing facility efficiency, economy and sustainability
2. **Provide** and ensure adequate housing and housing support facilities
3. Use the **Student Housing Comprehensive Plan** to ensure market competitiveness
4. **Incorporate and integrate** technology in housing facility planning and construction
5. **Maintain** housing facilities at an acceptable level-of-service
6. Support and encourage **privately initiated** student housing developments
7. Pursue all **funds and resources** to implement stated Goal, Objectives and Policies
7.0 Housing Element – Goal(s), Objectives and Policies

GOAL 1: Florida Agricultural and Mechanical University (FAMU) shall continue to provide stable and secure student housing facilities within the FAMU campus boundaries, offering a social environment that is affordable and conducive to the academic enrichment and development of the University's student enrollment, and shall support and encourage the development of off-campus student housing meeting these same needs.

Objective 1.1: FAMU shall, as part of the Educational Plant Survey process, review and evaluate all existing housing facilities, planned housing projects, and housing support facilities; for efficiency, economy and sustainability.

Policy 1.1.1
By the end of the planning period, FAMU shall have begun the process of reviewing and evaluating the cost-benefit and sustainability of existing and planned housing and housing support facilities; which is not limited to but may include:

- Site location, context, micro-climate and site suitability; to include pedestrian environment and access to multi-modal forms of mobility
- Building orientation, materials and methods of construction, and efficiency of fenestration and other elements of the building envelop
- Building efficiency, and safety and security, and IT planning, systems and infrastructure
- Age and efficiency of building systems, utilities and central plant infrastructure
- Need for abatement or removal of environmental or other hazards
- Requirements for ADA and other code or capital renewal corrective measures

Policy 1.1.2
By the end of the planning period, and as an output or result of Policy 1.1.1, above, FAMU shall furthermore identify potential or planned measures to enhance efficiency, economy and sustainability of existing and planned housing facilities; which may include:

- Relocation of functions or uses, re-purposing of spaces or adaptive re-use
- Re-planning / re-design of planned housing facility projects
- Selective demolition(s) and/or historic preservation
- Renovation, remodeling, capital renewal, re-roofing and/or addition(s)

Policy 1.1.3
FAMU shall coordinate housing and housing support facility projects with other applicable sustainability initiatives outlined in Elements 5 and 6 of this Master Plan.

Objective 1.2: FAMU shall provide and ensure the availability of an adequate supply of affordable on-campus student housing units and support facilities, located within walking distance of the University's academic buildings, and shall strive to maintain a housing bed space inventory for up to approximately thirty (30) percent of the University's student enrollment, based on headcount.

Policy 1.2.1
By the end of the planning period, FAMU shall plan, design and construct about 800 new undergraduate bed spaces to replace the obsolete Polkinghorne Village on the main campus plus additional bed spaces to achieve the thirty (30) percent goal.
Policy 1.2.2
FAMU shall provide a 64 bed space student housing facility at the Quincy Farms Campus in Quincy / Gadsden County, Florida.

Policy 1.2.3
To provide and ensure the availability of an adequate supply of affordable housing, FAMU will explore public-private partnership options, as further noted in Objective 1.6, below.

Policy 1.2.4
To enhance energy efficiency and conservation in housing facility projects, in addition to Objective 1.1 and Policies noted above, FAMU shall incorporate the various other elements of the Master Plan, in particular the elements most closely integral to building facility projects, including (but not limited to):

- Element 3 – Urban Design (where applicable to maintain rural character of campus(es) and refrain from urban patterns of development)
- Element 4 – Future Land Use
- Elements 9, 10 and 11 – General Infrastructure, Utilities & Transportation
- Element 15 – Architectural Design Guidelines
- Element 16 – Landscape Design Guidelines
- Element 17 – Facilities Maintenance

Policy 1.2.5
FAMU shall include safety and security concerns into housing planning and construction, e.g. Crime Prevention Through Environmental Design (CPTED).

Policy 1.2.6
As required for housing facility operations, FAMU shall include utilities, capital renewal, code corrective and infrastructure improvements in of all housing facility projects at the prescribed level-of-service standards; and housing support facilities, including:

- Parking, transportation, pedestrian paths and multi-modal mobility
- Recreation and open spaces
- Other support facilities that may be deemed appropriate and financially feasible according to the Student Housing Comprehensive Plan and market analyses

Policy 1.2.7
FAMU shall periodically, and specifically following results and outcomes of Policies 1.2.2 and 1.2.3 above, validate housing inventory and determine, as required, additional future needs for housing renewal and new construction housing projects.

Objective 1.3: FAMU shall regularly update the Student Housing Comprehensive Plan, and include local-national university housing trends and market analysis, to increase student and parent satisfaction and ensure market competitiveness.

Policy 1.3.1
FAMU shall endeavor to accommodate an increased percentage of students in on-campus housing, improve recruitment and retention efforts, and increase student and parent satisfaction with on-campus living options.

Policy 1.3.2
FAMU shall evaluate and consider providing newer and various living arrangements and amenities to increase student/parent satisfaction and enhance market competitiveness:
• Convenient locations and proximity to central academic buildings
• Traditional, suite and apartment style units
• Single, double, or more occupancy
• Private, semi-private or communal baths
• Associated support spaces such as lounges, study areas, recreation and gaming rooms, laundry, vending, computer rooms or productivity centers, etc.
• Internet technology, common area TVs and individual room cable TV outlets, HVAC systems with individual room controls, security systems, sound systems
• Food prep or kitchens for student use, fitness facilities, ATMs, retail spaces, flexible and modular furniture, “green” furnishings, private sleeping nooks
• Classrooms, dining halls, other mixed-use functions

Policy 1.3.3
FAMU shall consider project financial feasibility, revenue and pro formas, and elasticity of rental rates students and parents are willing to pay in making final determinations of living arrangements, amenities, and housing support facilities to be provided.

Objective 1.4:  FAMU shall incorporate and integrate technology in housing facility planning and construction to enable and enhance meeting student needs in an appropriate, efficient and cost-effective manner.

Policy 1.4.1
FAMU shall include technology systems in student housing facilities to meet student needs and maintain market competitiveness.

Policy 1.4.2
FAMU shall coordinate housing and housing support facility projects with other applicable technology initiatives outlined in 5.0 Academic Elements and 6.0 Housing Element of this Master Plan.

Objective 1.5:  FAMU shall maintain housing facilities at an acceptable level-of-service, eliminate substandard student housing, and provide needed structural, code-corrective and aesthetic improvements to encourage their maximum, efficient and cost-effective usage.

Policy 1.5.1
FAMU shall continue to staff maintenance personnel to respond to routine repairs and upkeep of the student housing and housing support facilities.

Policy 1.5.2
FAMU shall provide housing inspection surveys, at a minimum of every two (2) years; to include review and evaluation for efficiency, economy and sustainability as noted in Objective 1.1, above; so that future maintenance costs may be limited and repairs initiated prior to further deterioration and/or wear and tear of housing and support facilities.

Policy 1.5.3
FAMU shall thoroughly evaluate substandard and deficient housing and plan for maintenance, improvements, remodeling, adaptive re-use or demolition as needed (Source: Student Housing Comprehensive Plan, April 2004); including:
• Fire alarm, sprinkler systems, rated doors and other life safety basic needs
• Roof repairs and other remedial work to ensure integrity of building envelope
• Abatement of asbestos, lead or other environmental hazards
- Compliance with the Americans with Disabilities Act (ADA)
- Site and/or building modifications to mitigate against flooding
- Inferior or deteriorating plumbing, HVAC, electrical and IT systems
- Dated or deficient windows, finishes, fixtures, furniture, etc.

**Policy 1.5.4**
FAMU shall maintain newly renovated and historically significant Sampson and Young residence halls, and evaluate other structures for potential historic preservation.

**Objective 1.6:** FAMU shall maintain policies that are flexible and that support and encourage privately initiated student housing developments that meet the same needs as on-campus student housing, for the balance of the University's student enrollment not already provided, based on total headcount.

**Policy 1.6.1**
FAMU shall coordinate with the City of Tallahassee-Leon County Planning Department on all off-campus student housing developments. This intergovernmental coordination shall include, but not be limited to, development review, growth management and concurrency issues, and the mitigation of off-campus impacts created by such housing. This coordination shall be facilitated by the preparation, adoption and regular updating of a formal Development Agreement between Board of Education, Division of Colleges and Universities/FAMU and the City of Tallahassee and Leon County.

**Policy 1.6.2**
FAMU shall explore options and opportunities to partner with the private sector and/or non-profit corporations to meet student housing needs, whether for on-campus housing or off-campus housing developments.

**Policy 1.6.3**
Support and encouragement from FAMU for privately and for public-private partnership initiated student housing are contingent upon meeting all requirements and development agreements with applicable local governing authorities.

**Policy 1.6.4**
FAMU shall continue to recognize the role of the private sector market to meet off-campus student housing facility demands over the ten (10)-year planning period.

**Objective 1.7:** FAMU shall continue to pursue all available fund appropriations and resources, including public-private partnerships, to implement the Goal, Objectives and Policies stated above.

**Policy 1.7.1**
FAMU shall continue to use University housing revenues as its primary source of funding for all future housing expansions and renovations. The FAMU Housing Advisory Committee shall be responsible for the prioritization of annual excess revenues received from Housing Department operations.

**Policy 1.7.2**
FAMU shall explore and consider privatization and/or partnerships with private sector entities and nonprofit organizations seeking to leverage or obtain new funding sources and strategies to provide student housing and housing support facilities and services.
Policy 1.7.3
In line with Objective 1.1, and Policies noted above, FAMU shall fully investigate and quantify sustainability, efficiency, conservation and cost-effectiveness; and related grant or monetary opportunities as may be available; as important fiscal resources to meet the housing and housing support facility needs of the projected student enrollment.

Policy 1.7.4
FAMU shall continue to maintain a Housing Department Funding Program for identified renovation, maintenance and repair needs.