

November 2019

2020 – 2026 CAPITAL IMPROVEMENT PLAN (CIP)

The University of the District of Columbia, located in Washington, D.C., is an urban university and community college comprised of numerous buildings with unique architectural features, and infrastructure systems in need of significant upgrades. The main campus of the University, known as the Van Ness Campus (VNC), is in the District's Van Ness community at 4200 Connecticut Avenue, NW. It lends its name to the nearby Van Ness-University of the District of Columbia Metrorail station.

The University operates programs in fourteen buildings totaling approximately 1,544,056 square feet of space on the main campus. The campus includes open spaces, a plaza, amphitheater, and recreation/athletic fields. Nine of the VNC's fourteen buildings and its 730-car parking garage were built in the 1970s and 1980s. Although some significant renovations have occurred, no new buildings were constructed on the campus until a new Student Center was opened in 2016. To heat and cool most campus buildings, the University operates a central power plant containing two chillers and two boilers. In addition to the VNC, the University operates and maintains multiple sites throughout the District. These include the Bertie Backus campus at 5171 South Dakota Avenue, NE; the Old Congress Heights site at 3100 Martin Luther King, Jr. Ave, SE; the 144 acre Firebird Farm in Beltsville, Maryland, and multiple food hub sites. The University also leases an 88,000 square foot building at 801 North Capitol Street, NE that serves as the command center for the Community College, as well as a hangar at National Airport. The University also the host of academic food hubs in several locations throughout the District.

The University of the District of Columbia's CIP is designed to ensure all facility renewal and improvement projects are planned, organized, and coordinated in an effective manner that will adequately support the Equity Imperative strategic plan. The strategies outlined in this plan will help equip the University to offer nationally competitive programs that are affordable and accessible to District citizens seeking pathways to the middle class, whether in the form of professional certification or academic degrees. The CIP will be updated annually in conjunction with the District's budget process.

The Capital Improvement Plan (CIP) is developed, monitored and implemented by the University's office of Capital Assets & Real Estate Services (CARES). The CIP summarizes all capital expenditures planned for the next six years. These expenditures are in addition to annual operating expenses. The CIP establishes a schedule for each capital improvement project

according to its priority. The plan also includes cost estimates and the expected year projects will be awarded. The CIP projects are evaluated and selected based upon anticipated needs and expected funding availability. The current six-year capital funding allocation is approximately \$120 million. The CIP and its supporting documentation show the amount requested for each project (and the fiscal year for which it was requested) and compares that amount to what has actually been allocated. A six-year programming period is commonly utilized, although the CIP must be updated annually to reflect the changing priorities and financial capabilities of the University.

As the University continues to raise the quality of support provided to our students, faculty, staff, and District residents, a list of critical projects are developed based on historical information and discussions with key stakeholders. The “Equity Imperative” is a strategic initiative introduced by President Mason and constitutes the guiding principles of the CIP. The built environment will play a critical role in allowing the institution to help pave a way to the middle class for many Washingtonians. Significantly improved facilities will allow the University to “create solutions to urban challenges, train and support an exemplary workforce at all levels and in all sectors, and develop transformative, ethical leaders, thus improving access to economic opportunity for all.”

The CIP was developed to include this narrative and project descriptions detailing each initiative. The CIP will continue to be reviewed and updated by CARES with input from the University’s Chief Operations Officer and Chief Academic Officer, and with approval by the President and Board of Trustees. The CIP gives all concerned a view of the University’s facility’s improvement plans and a better understanding of the University’s ongoing need for stable and consistent funding in support of this multi-year program.

The focus of the CIP in the immediate term is to continue to implement critical life-safety and space quality projects, which are necessary to keep our buildings open and infrastructure operating in support of the University’s mission. Decades of research substantiate the impact of a university student’s physical learning environment on academic performance, learning, and student success. Capital improvements are not secondary to educational outcomes; rather, the built environment is foundational in developing dynamic learning environments that empower students to persist to graduation and ultimately become *transformative leaders in the workforce and beyond*.

Without fully operational facilities, students, faculty, and staff, are challenged to achieve their “highest potential.” The projects listed in this plan will extend the life of existing University facilities while providing a platform for energy conservation and sustainability initiatives. The University will also continue relocating occupants from Building #41 to other locations on campus to allow that building to be completely decommissioned.

There is a foundation in place, but the University continues to be hindered by a lack of resources when it comes to building modern learning environments that are second to none in quality. Much of the University’s infrastructure dates back 50 years, and classrooms are unresponsive to the creative, interactive spaces that educational facility design has advanced

over the decades. Poor indoor environmental quality, including lack of natural light, faulty HVAC systems, building envelope issues, and outdated technology fail to support the University's students and faculty in establishing a foundation for academic success.

Transformative investment is required in the following areas:

- Real estate space and inventory
- Technology and amenities
- Capital improvements and infrastructure

The University expects to be the university of choice for DCPS graduates. Yet those graduates are coming from state-of-the-art classrooms and laboratories and can easily see that the University does not deliver the same high-quality learning environments.

The University requires a commitment to comprehensive investment by the District to effectively plan and implement long-term capital improvements rather than short-term fixes. This proposed plan for Capital Improvements strategically reinvests in the University to leverage the institution as a valuable asset for the city in achieving the District's goals. The goal of the CIP is to:

1. Develop a creative approach to capital investment that produces transformational outcomes through the benefits of classroom modernization, infrastructure upgrades, and student life enhancements.
2. Build on the University's commitment to building environments that are conducive to learning.
3. Identify critical initiatives for implementation through FY 2026.
4. Deliver high quality learning environments to capture untapped local populations and help develop a skilled workforce for the District.

Generally, projects in the CIP are prioritized using criteria that may include, but is not limited to, the list below:

- Life safety and security issues
- Regulatory compliance (e.g. ADA, OSHA, etc.)
- Energy conservation and other cost reduction opportunities
- Academic space programming needs
- Technological advancement and applicability to instructional environment
- Long-term needs in a strategic context (e.g. Equity Imperative)

The following is a summary of the projects identified as priorities during each year of the current CIP term:

Fiscal Year 2020: One primary focus of the first year of this CIP is relocating occupants out of Building #41 so that the building can be decommissioned. Adequate space to accommodate the current occupants of the building has been secured. The University has leased space across the street from the Van Ness Campus at 4225 Connecticut Avenue and property adjacent to the University at 4250 Connecticut Avenue. The University intends to purchase the 4250 Connecticut Avenue property during this fiscal year. A design has been completed to renovate the interior of the 4225 building to accommodate the Jazz Archives from the “A” level of Building #41, the Photography Studio from the second floor of Building #41, and the UDC-TV studio from the second floor of Building #41. Construction of this project is expected to begin in the spring of 2020 and is expected to be completed in the summer of 2020.

The University has leased the building at 4250 Connecticut Avenue (the former Fannie Mae building) with an option to purchase the building. The University is currently completing required basic renovations to accommodate the College of Arts and Sciences’ (CAS) faculty and staff. This primarily includes the Dean’s suite, administrative staff, and some specialty classrooms such as the Speech & Pathology labs. CAS faculty and staff will be moved out of Building #41. Staff from the College of Agriculture Urban Sustainability and Environmental Sciences (CAUSES) will be moved out of Building #44 to lessen the HVAC and utilities demand on that building’s deteriorated infrastructure. During this fiscal year the new Main Library construction that will allow the library to occupy the entire “B” level of Buildings #38 and #39 will take place. The Main Library, along with the Center for Advanced Learning, will relocate from their temporary location in the old law school library in Building #39, where they moved to from Building #41.

The District’s Comprehensive Plan emphasizes the need for the use of renewable sources and the importance of an efficient electric system. The University will continue its ongoing effort to improve and upgrade building systems campus-wide with elevator replacements, roof replacements, window replacements, and mechanical, electrical and plumbing (MEP) upgrades. The MEP upgrades will include the installation of energy management systems in each building. As roofs are replaced on each building, solar panels will be installed to generate renewable electricity for the campus. “Triple Yield” installations are also being considered, where solar panels are installed on a roof and food is grown under the solar panels using water captured from the roof to feed the plants.

Some interior renovations to several buildings will also be completed. The Student Center kitchen construction is expected to be completed by the end of the fiscal year. New stage and house lighting for the campus theater will be installed in December 2019 and into January. New windows will be installed in Buildings 46E/W. Mechanical system upgrades will take place in Building #47 and in Building #44. Existing exterior lighting will be replaced with LED lighting.

A new wayfinding signage system will be installed in the Van Ness garage, and new building signs will be placed on the newly acquired buildings and on the Law School, Bertie Backus, 801 N. Capitol Street, and at the hangar. Also, during the fiscal year, elevators will be replaced in Buildings #32/42 and in Building #38. New air handling units will be installed in Buildings #38/39. The District's Comprehensive Plan discusses the need to address food system needs, including food access. The University is addressing this issue directly with the construction of a new commercial kitchen and a new student kitchen and support facilities at the Bertie Backus campus. The kitchens will be used to process foods that the University grows using innovative techniques at the Firebird Farm and various other locations the University maintains throughout the city. A new restroom, septic system, and classroom will be constructed at Firebird Farm to support the growing operations there. Utilities and other infrastructure upgrades will also take place at the Farm to help enhance the urban agricultural research programs.

In furtherance of the Comprehensive Plan's goal of supporting access by District residents to university recreational, educational, and cultural programs, athletic facilities improvements will be made during the fiscal year that will include installing a new artificial turf athletic field and replacing the existing tennis courts.

Construction of the new Data Center in the lower level of the Student Center is expected to be completed in April of 2020. The Data Center will house the University's new servers and supporting IT infrastructure. Once the Data Center is relocated, the Information Services and Management staff will be moved out of Building #41 and into renovated spaces in 4250.

The District's Comprehensive Plan "acknowledges the vital role universities play as educators and knowledge hubs, and that of campus plans to guide their development." The new campus master plan for the University will be started this fiscal year and will be completed and approved by December 2020. The master plan will be completed in three parts, comprised of the main Van Ness campus, the Community College, and Firebird Farms. The Backus & Firebird Farm master plans will provide for a larger building footprint at Backus, providing the potential for continued expansion of the Community College. The Firebird Farm master plan will define a plan of growth for the physical surroundings to complement the primary agricultural research mission of the site. The master plan will include ways and means to make the Farm entirely self-sufficient and thus able to be removed from the utility grids.

In its discussions on infrastructure, the District's Comprehensive Plan references a need to address wastewater and stormwater. Back on the main campus, the next phases of the Dennard Plaza drainage and paver replacement project will take place, with the next project addressing water infiltration issues resulting from a deteriorated drainage system, as well as creative ways to capture more storm water runoff.

Programming to efficiently house SEAS in Buildings 32/42 will be completed as well as programming to relocate CAS and CAUSES in 4250 Connecticut Avenue. The programming effort to transform 4250 Connecticut Avenue will begin.

Fiscal Year 2021: This year will also have a focus on the beginning the renovation of 4250 Connecticut Avenue to convert the office building into world-class academic and learning spaces. New academic and administrative environments will be provided for CAS and CAUSES. There will also be more projects to continue to upgrade building envelopes, such as more window and roof replacement projects. MEP systems campus-wide will continue to be addressed. Additional improvements to the law school building will be made. The design for a new building at Bertie Backus will be completed. Significant improvements to the existing building will also take place. These improvements will include completing the build-out of currently unused portions the building, determining a use for the existing gymnasium, and upgrading the mechanical and drainage systems.

Fiscal Year 2022: The year will see the beginning of the complete renovation of the building purchased at 4250 Connecticut Avenue and plans for permanent modifications for the building to become the home of CAS and (CAUSES). There will also be projects that will continue to upgrade building envelopes. These include more window and roof replacement projects. MEP systems campus-wide will continue to be addressed. Additional improvements to the law school building will be completed as well.

Fiscal Year 2023: The renovations to 4250 Connecticut Avenue will be completed this fiscal year. Along with 4250 becoming the new home for CAS & CAUSES, projects to develop new laboratories and specialty classrooms within the building will be completed. While the phased project will be ongoing, some new laboratories for CAS & CAUSES will be completed this fiscal year.

Fiscal Year 2024: The University will purchase the building at Old Congress Heights to be used by the Community College. This site has consolidated the functions that were housed at P.R. Harris, Shadd, and United Medical Center. Construction for the new Community College building at the Bertie Backus site will also begin. This building will provide custom accommodations for the Community College programs and will allow those programs to move out of the current location at 801 North Capitol Street. The building will feature spaces that will be uniquely designed and outfitted for the specific activities that will take place with the varied Community College programs.

Fiscal Year 2025: An objective of the District’s Comprehensive Plan is to “strengthen the role of universities in community life by increasing local research, service-oriented partnerships, and workforce development activities.” During this fiscal year, the University intends to expand its programs and thus its physical footprint in Ward 8. The plan is to identify a parcel of land in the ward, perhaps on the St. Elizabeth’s campus, and further establish the Community College in the District’s most underserved and often overlooked areas. Entirely new facilities would be planned for construction for the students, faculty, and staff and enhance the position of the Community College as a premier option for workforce training and two-year college education.

Fiscal Year 2026: Modernization of the academic spaces at the Van Ness campus will be a priority during this fiscal year. This will include significant interior renovations, particularly to

the SEAS spaces. The remainder of the campus windows will be replaced. Mechanical, Electrical, and Plumbing upgrades will continue. Additional objectives of the plan include: learning enhancement through facility improvements; designing and building opportunities for improved sustainable practices; protecting and extending the life of existing buildings and systems; and improving spaces to promote learning and students' success.

Capital Improvement Priorities

The University has established its "Top Five" priorities for capital improvement: (1) renovate the 200,000 square foot building recently purchased at 4250 Connecticut Avenue to house the College of Arts and Sciences (CAS) and the College of Agriculture, Urban Sustainability, and Environmental Sciences (CAUSES); (2) Upgrade the Community College Facilities at the Bertie Backus Campus; (3) Replace the roofs, windows, and elevators in each building on the Van Ness campus; (4) mechanical, electrical, and plumbing (MEP) renovations for buildings on the Van Ness campus; and (5) purchase the building currently being leased for the Community College at 3100 Martin Luther King, Jr. Avenue, SE to include that building as a permanent part of the University's facilities inventory.

In FY 2020 the University will be purchasing the building at 4250 Connecticut Avenue. The building is currently configured as an office building but will be transformed into the new home for CAS and CAUSES. The new spaces will replace outdated facilities in buildings #41 and #44. The renovations will include the complete demolition of the existing interior spaces and construction of modern learning spaces. New science laboratories will be constructed that will be comparable to the most modern facilities at any school in the nation, and will help the university promote the Comprehensive Plan's goal to strengthen the role of universities in community life by increasing local research, service oriented partnerships, and workforce development activities. Flexible and innovative learning spaces will be installed. The first floor of 4250 will include retail and restaurant options on Connecticut Avenue, and spaces for University services.

The Community College spaces at Bertie Backus will be upgraded to accommodate expanding Community College programs. About 15,000 square feet of space in the existing building remain to be built out, including the gymnasium. This space will be designed and constructed to house functions that are currently located at the leased building at 801 North Capitol Street.

The roofs, windows, and elevators at the Van Ness campus are in very poor condition, with the roofs and windows often allowing in water and the elevators frequently breaking down and requiring expensive repairs. In many cases the roofs and windows are the originals that were installed in the 1970s and 80s. The building envelopes need to be made water-tight to allow the needed interior renovations to proceed.

The mechanical, electrical, and plumbing (MEP) equipment is also mostly original to the buildings and is in dire need of replacement. The long-term objective is to remove each building from the central plant by installing stand-alone HVAC systems in each individual building.

Once the central plant is no longer needed, the building housing the plant (Building #43) can be converted to academic, administrative space, or other use.

The purchase of 3100 Martin Luther King, Jr. Avenue for the Community College will allow the University to customize that facility to suite the demands and needs of the Community College. The University began leasing the former charter school facility in 2019. Although the building is in very good condition, some modifications are needed to make the building more useful for the Community College and its programs.

Summary

The University is embarking on a comprehensive plan to re-make its facilities and infrastructure to support the goals and objectives of the Equity Imperative Strategic Plan. In turn, the Strategic Plan supports the District's Comprehensive Plan, which has policy themes that include the discussion of an "equity crosswalk" to highlight equity policies. The District's Comprehensive Plan also specifically points out the University of the District of Columbia's "key role in providing public post-secondary educational opportunities to residents of all eight wards."

One of the major policy themes of the Comprehensive Plan is to sustain and strengthen the University of the District of Columbia as the city's only public institution of higher learning and continuing education. The University has developed a plan of action to support that concept:

To further its goals and objectives and to support the District's Comprehensive Plan, the University will need to lease some swing space to use while permanent spaces are being planned and constructed. In 2018, the University leased 4225 Connecticut Avenue (a former Walgreens Drug Store) to use as a swing space. This was in response to the need to move out of Building #41, which had deteriorated to the point of being nearly unusable. The 4225 Connecticut Avenue building will be renovated to accommodate UDC-TV and the photography studio on the top floor, both of which will move out of Building #41. It is anticipated that the Jazz Archives will move out of Building #41 and into the first floor of 4225 Connecticut Avenue. The long-term plan is to eventually move the TV studios and the Jazz Archives into Building #43, which currently houses the central power plant. As campus buildings are re-built, each building will be reconstructed with its own individual heating and cooling system. When that process is completed, the central power plant will no longer be needed and, as stated above, Building #43 can then be converted to a new use. Additional usable building square footage will thereby be added to the University's inventory without constructing a new building. The new use for Building #43 will include housing UDC-TV and the Jazz Archives.

The University also leased 4250 Connecticut Avenue (a former Fannie Mae office building) with the option to purchase. The intended use for that building is to house two of the University's Colleges: CAS and CAUSES. CAS will completely move out of Building #41, which will be decommissioned, and CAUSES will move out of Building #44. In fiscal year 2020, the city will provide the funds to purchase 4250. Additional funds will be required to convert the office building into modern classrooms, laboratories, research and administrative space. Once all

renovations to 4250 are completed and CAS and CAUSES moves in, the plan is to convert Building #44 into on-campus student housing. Building #41 will be given over to the city to become the city's archives building.

The Community College is currently leasing a building at 801 North Capitol Street, NE, and at 3100 Martin Luther King, Jr. Avenue, SE. A new academic building will be constructed on the Bertie Backus site on South Dakota Avenue, NE that will house all of the functions currently located at 801 North Capitol Street, and the 801 lease will be allowed to expire. The existing Bertie Backus building sill has about 15,000 square feet of space to be built out, and this space will be reconstructed to accommodate relocating programs and activities from the leased spaces.

Conclusion

In partnership with the District, CARES is updating facility condition assessments for each of our buildings. This will allow the University's facility information to be entered into the District's CARRS database indicating a facility condition index for each facility. The index will be used to analyze renewal and replacement spending over time. Inclusion in this database should help both the District and the University in determining which projects are most necessary to improve the state of the campus' physical infrastructure and support the academic endeavors. Over the years, the District has made substantial investments in many of its public services and assets. By contrast, investment in the University of the District of Columbia has seriously lagged. As a result, buildings have leaky roofs, elevators frequently fail, and the MEP/HVAC systems are constantly near failure. This, combined with insufficient operational funding, makes it increasingly more difficult for CARES to provide anything beyond the most basic services to students, faculty, and staff. The University urgently needs major renovations and the increased operating funds to appropriately support the Equity Imperative and the District's Comprehensive Plan. While the city's substantial investment in K-12 modernization benefits many communities within the District, the return on investment is not fully realized until a student completes their pursuit of higher education. This university must be a natural extension of the investment in education, starting with the spaces that most effectively support both teaching and learning.

The six-year plan accompanying this narrative is an essential part of the University's road map to achieving the much needed turn-around in the quality of space this institution provides District residents and our other current and future stakeholders.