

Finance and Facilities Committee Meeting

Feb 10, 2021 2:30 PM - 4:30 PM EST

Table of Contents

| | |
|--|-----|
| I. Agenda..... | 2 |
| II. Minutes of the January 14, 2021 meeting..... | 4 |
| III. Reports..... | 14 |
| A. Discussion Senior VP/COO Update..... | 14 |
| IV. New Business..... | 35 |
| A. INFO-1 Mid-Year Annual Plan Assessment..... | 35 |
| B. INFO-2 Housing and Residence Life Consultant Report - Brailsford and Dunlavey, Inc..... | 43 |
| C. FFC-1 Parking and Housing 2021-22 Auxiliary Facilities Operating Budget..... | 73 |
| D. INFO-3 Knight Vision ERP Status Update..... | 78 |
| E. FFC-2 John C. Hitt Library Renovation and Expansion..... | 87 |
| F. FFC-3 Performing Arts Complex Phase II..... | 113 |
| G. INFO-4 Fixed Capital Outlay Update and Unfunded Needs..... | 145 |



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Finance and Facilities Committee
Virtual Meeting
February 10, 2021, 2:30-4:30 p.m.**

Livestream:

<https://ucf.webex.com/ucf/onstage/g.php?MTID=e88a262f37316bf78c928f3c0f7e32bcf>

Conference call number: 1-408-418-9388, access code: 132 647 9929#

AGENDA

- | | |
|--|--|
| 1. Call to order | Harold Mills, <i>Chair, Finance and Facilities Committee</i> |
| 2. Roll Call | Elizabeth Hamilton, <i>Assistant Vice President For Strategic Initiatives</i> |
| 3. Minutes of the January 14, 2021 meeting | Chair Mills |
| 4. Reports | Chair Mills |
| Discussion | Senior VP/COO Update <i>Gerald Hector, Senior Vice President for Administration and Finance</i> <i>Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer</i> |
| 5. New Business | Chair Mills |
| INFO-1 | Mid-Year Annual Plan Assessment <i>Chair Mills</i> |
| INFO-2 | Housing and Residence Life Consultant Report - Brailsford and Dunlavey, Inc. <i>Maribeth Ehasz</i> <i>Vice President for Student Development and Enrollment Services</i> |



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Finance and Facilities Committee Meeting
January 14, 2021
Virtual Meeting

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 1:00 p.m. Committee members Caryl McAlpin, Harold Mills, Danny Gaekwad, David Walsh, and William Yeargin attended virtually. Board of Trustees Chair Beverly Seay and Trustees Joseph Harrington, Sabrina La Rosa, and Michael Okaty attended virtually.

MINUTES

The committee unanimously approved the minutes of the November 19, 2020, Finance and Facilities Committee Meeting as submitted.

REPORTS

Gerald Hector, Senior Vice President for Administration and Finance, provided the committee with an update on the financial status of the university and what to expect from the Administration and Finance Division moving forward.

In his first ninety days, Hector will focus on the Three Ps: People, Process, and Performance. Hector has been engaged with the UCF team since December and is finalizing plans to reorganize the combined division by January 31, 2021. Updates to processes will include the ERP system, Adaptive Planning budgeting software, and the new UCF Budget Model. Performance will be measured through reporting KPIs and metrics to the cabinet and the Board of Trustees (BOT), assessing the timelines of reports for information and quality control, and looking at industry best practices. Hector is also building relationships with the Board of Governors (BOG), Council for Administrative and Financial Affairs (CAFA), and other stakeholders.

Hector's focus on performance will reshape reporting to the BOT and all key decision makers through a monthly report of KPI measurements. BOT discussions on financial and operational milestones and targets will be aligned with BOG requirements and deadlines. Hector is also having conversations about service delivery and programmatic aspects of the Knight Vision project.

Much of Hector's work since arriving at UCF has centered on understanding the institution's cash flow and liquidity. One of his top priorities is analyzing the "colors of money" at UCF and any

flexibility the institution may have in utilizing different sources of funds. His key takeaway is that even though UCF has substantial working capital, it is highly structured by purpose and statute and does not provide much flexibility in terms of core operations and repayment of internal loans. He wants to determine the flow and cadence of the different sources of funds over time.

Hector then provided an update on enrollment. Summer 2020 tuition, non-resident fees, and differential tuition were up \$7.2 million over last Summer. Fall 2020 tuition, non-resident fees, and differential tuition were up \$5.8 million over last Fall. Spring 2021 tuition, non-resident fees, and differential tuition are projected to be up \$7.3 million over last Spring. Hector plans to spend more time looking at UCF's tuition revenue, as well as the correlation between tuition revenue and cash flow.

While COVID and CDC guidelines continue to impact UCF's housing occupancy rates, occupancy has increased for Spring 2021 over Fall 2020. Housing occupancy is at 84 percent of full capacity on the main campus for the Spring semester as of this week, compared to 76 percent occupancy for the Fall 2020 semester. Due to the impacts of COVID, Summer 2020 rental revenues were down about \$900,000 over Summer 2019. Fall 2020 rental revenues were down \$2.6 million from pre-COVID budget expectations. Spring 2021 rental revenues are projected to be \$1.8 million lower than pre-COVID projections. UCF is looking at Summer and Fall 2021 housing revenues on a prospective basis.

Of the \$51 million UCF received in CARES Act funding, all \$25.5 million received for student support was awarded to 24,521 eligible students as of September 2020; only \$125,000 received for institutional support remains available for allocation. Of the \$3.8 million in Minority Serving Institution funds, the university has allocated \$1.7 million, with \$2.1 million remaining. Hector has met with the provost on how best to utilize the remaining funds.

Trustee Yeargin asked whether Hector had seen any indication that UCF has a cash flow problem. Hector responded that, since sources of university funds are often restricted, he is looking into UCF's monthly cash burn rate for the past three years and overlaying the impact of COVID. From that analysis, he will make projections for the end of the year and beyond.

Chair Seay asked Hector to help the BOT understand UCF's carryforward funds, which are viewed as excess cash by external constituencies. Hector responded that he is looking into carryforward funds, the order in which university funds are utilized for expenses, and how the new budget model will address carryforward funds. He also intends to include carryforward funds in the new reporting system.

Trustee Mills asked whether Hector could elaborate on the most recent CARES Act that was passed and any additional student aid or benefits that UCF may receive as a Minority Serving Institution. Hector responded that UCF is projected to receive \$86.9 million from this round of funding. Final regulatory guidance from the US Department of Education as to how these funds may be spent is not yet available. Preliminary guidance indicates that institutions will be required to split their aid allocation between institutional uses and additional emergency grants to students. As a Minority Serving Institution, UCF will receive additional funds.

Trustee Martins asked whether Hector had any insights into UCF's state funding. Hector responded that Florida's CARES Act funding is in place and that the state legislature will begin

meeting again in March to look at the state general revenue collections and any potential impacts on the State University System of Florida (SUS). President Alexander Cartwright added that CARES Act funding is specifically for COVID-related expenses, not to supplement institutional operations, and that UCF has implemented a six percent holdback of E&G funding and is continuing to look at other ways to reduce expenses. Cartwright feels that UCF is as prepared as it can be, given the uncertainty of what will be done for the SUS.

Chair Seay commented that enrollment management is becoming more important and that the BOT would like more information regarding UCF's strategy with respect to prospecting and yield. Hector responded that enrollment will be a key factor in his analysis of net tuition revenue.

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer, then provided the committee with the COO update.

UCF has been approved as a vaccination site for faculty, staff, and students, beginning with an initial distribution of 1,000 doses of the vaccine this week. The state of Florida's current executive order allows UCF to administer the vaccine to healthcare workers, and faculty, staff, and students who are 65 years of age or older. Details on scheduling vaccination appointments are being shared with those who are eligible.

Facilities and Safety will continue frequent cleaning of restrooms and high-touch points, as well as disinfecting all classrooms nightly and stocking hand sanitizing and disinfectant wipe stations throughout campus. Classrooms continue to have distanced seating in accordance with CDC guidelines. This spring, UCF introduced sending reminder messages through the UCF Mobile app to users in heavily populated areas.

Beginning this semester, UCF will be implementing wastewater testing on main campus dormitories to monitor for the presence of the coronavirus. Facilities and Safety has also begun monitoring carbon dioxide levels in certain high-density classrooms.

Campus welcomed back Spin scooters, an SGA-driven initiative that brought scooters to UCF last year. Scooters had been removed as part of UCF's response to the pandemic, but as a result of students' support for the scooters, 200 scooters will be available on UCF's main campus with new safety precautions in place.

Garage A will continue to serve as a drive-through testing site for UCF faculty, staff, and students, as well as the surrounding community. Testing was required for all students living in on-campus residence halls for the Spring semester, and the testing and move-in process flowed very smoothly.

Trustee Martins commented that the state surgeon general praised universities for doing a phenomenal job of safety and sanitization and keeping positivity rates lower than the general population. Shepherd responded that UCF has emphasized communication, self-quarantine, testing, random testing, social distancing, and strong restrictions on social gathering and events.

NEW BUSINESS

FFC-1 Change Campus Type for South Orlando Site (2)

Shepherd gave a brief overview of the site reclassification for South Orlando Site (2) (SO), as required by Florida Statutes and BOG Regulations. SO is a 20-acre site with two unoccupied facilities that is currently designated as a Special Purpose Center (SPC). SPCs are sites designated to provide non-degree seeking programs or services. SO was used primarily as a testing center until Spring 2013. This activity ended in August 2015 and SO is no longer SACSCOC-approved for instruction. UCF received BOG approval to demolish the facilities in the 2015 UCF Educational Plant Survey. In January 2020, UCF entered a 50-year sublease with Orange County to use the land and facilities on the site. Per BOG Educational Site definitions, SO no longer meets the current designation of SPC. The BOG and UCF Academic Program Quality recommend changing SO's designation from SPC to Other.

Trustee Yeargin made a motion to approve Change Campus Type for South Orlando Site (2). Trustee Walsh seconded the motion. The motion was approved unanimously.

FFC-2 Amendment to Aramark Contract

Shepherd reviewed UCF's relationship with Aramark, which became the food service provider for UCF in 2001. Since that time, the BOT has approved two amendments to the contract. The 2006 amendment provided UCF with capital investment to support the construction of the new convocation center and second dining hall in exchange for setting the term at 10 years, with two additional five-year extensions. The 2016 amendment provided additional capital investment from Aramark to support renovation and expansion of the student union and converted the two five-year extensions into one ten-year option and then exercising that option to make the new termination date effective 2026. The amendment also included an additional \$5 million for brand refresh, increased the annual commitment for repair and maintenance funding, and increased the commission structure to 11.5 percent of all meal plans sold and 10.5 percent of gross retail sales.

UCF receives revenue from the contract in four ways: commissions, capital investment, brand refresh, and repairs and maintenance. Together, UCF's annual revenue from the contract is over \$4 million. Since the pandemic began, Aramark's retail sales have dropped 86 percent from the prior year and meal plan sales have experienced a 34 percent decline. The contract has become an operational challenge for Aramark due to the structure of the contract, delayed capital investment construction, and COVID-19's depopulation of the campus.

UCF has reached an agreement with Aramark, reflected in the proposed third amendment to the contract. The terms effected by this amendment would be a four-year extension of the amortization period for the capital investment beyond the contract term. Any unamortized liability existing at the end of the term would be due at the end of the contract through either university funding or included in the solicitation for an awarded vendor to be financially responsible. The amendment also provides for a reduction of Aramark's refresh commitments, and a sharing agreement of any unspent repair and maintenance funding at the end of each year. The amendment is also written to allow the university flexibility in "buying down" the unamortized liability should the university make any material changes to its food service program or retail mix resulting in revenue growth for the contract. UCF is also exploring the possibility of a one-year extension beyond 2026 based on BOG Regulations during the RFP process, which would reduce the unamortized amount and give Aramark an additional 12 months. The amendment places priority on maintaining university cash flow by leaving the commission structure unchanged and opting instead to alter the capital contributions. UCF's commission structure is the highest in the state and provides UCF with

flexibility for added revenue growth opportunities that would reduce the unamortized liability, such as a mandatory meal plan for first-year students.

Trustee Martins commented that similar conversations with food service providers are happening throughout the nation. The majority of contract amendments have centered on commission reductions and the fact that staff has been able to negotiate this kind of agreement without impacting commissions is very advantageous to UCF.

Trustee McAlpin inquired about the amount that UCF is relinquishing in refresh and maintenance and repair funds in the proposed amendment. Kevin Sowers, Director of Business Services, responded that UCF's repair and maintenance expenses would continue to be fully covered, and that only savings will be shared. McAlpin then asked about whether the amendment would allow for renegotiation if there was any type of material impact to revenues, such as a implementing a mandatory meal plan. Sowers responded that it would. McAlpin applauded staff for not moving on the commission structure.

Trustee Yeargin voiced his concern that UCF was making dramatic concessions in the proposed amendment. Sowers responded that the amortization issue is a reflection not only of the pandemic, but also delays in the Student Union construction project. Shepherd added that UCF will retain the assets from Aramark's \$27 million in capital improvements, which will benefit UCF in future contract negotiations. Shepherd further noted that the risk of not reaching an agreement should be taken into consideration. Sowers added that UCF receives over 20 percent of every dollar Aramark receives either in advanced capital investment or as it is produced through commissions. Aramark is also operating 10 locations on campus, even though sales are down, and demand would realistically suggest only operating one or two locations. Aramark has been a good partner to UCF by keeping those locations open at a loss.

Trustee Mills asked whether the trustees could be provided with a comparison of the terms of the current and proposed contracts. Shepherd responded that a comparison will be shared with trustees.

Trustee Martins commented that the fact that UCF's commission structure isn't changing is a concession by Aramark, based on current industry negotiations, and that the absorption of residual amortization dollars in a new contract is almost expected in the current market.

Hector added that he had just renegotiated a contract with Aramark at his former institution, and he sees UCF as maintaining its position, rather than losing ground, given all the other variables.

Trustee Harrington commented that UCF should not solve its financial problems through a mandatory meal plan for first-year students, since many first-year students live off campus or have dietary restrictions. Trustee La Rosa agreed that a mandatory meal plan would be inappropriate due to UCF's lack of housing for all first-year students.

Trustee Walsh commented that Aramark's investment in UCF made it unlikely that they would walk away from the contract. Shepherd responded that while it was not probable, it was a risk to take into account.

Trustee McAlpin made a motion to approve the Amendment to Aramark Contract. Trustee Yeargin seconded the motion. The motion was approved unanimously.

FFC-3 Rent Concessions for Independent Retail Vendors

At the November committee meeting, Martins asked staff to explore other options regarding rent concessions for independent retail vendors and look into what other SUS institutions and the Greater Orlando Aviation Authority were doing in similar situations.

Shepherd returned to the committee with further information: the Greater Orlando Aviation Authority confirmed that they offered tenants a deferment to waiver program for the five-month period of May through September, as well as a 50 percent reduction through March 2021 and will assess the volume of holiday and spring break travel to determine if additional concessions will be needed. Other SUS institutions have approached the matter in similar ways, with a mixture of deferments, waivers, and rent reductions.

Shepherd shared that the current unpaid balance of independent retailers' rent to date is approaching \$400,000 and that staff is requesting the committee's authority to enter into individual negotiations with each independent vendor on campus to provide rent relief depending on each vendor's current services and financial position. Adjustments that UCF would consider include:

- Deferment of the rents in arrears over the months that the campus was depopulated, with an option to waive pending timely payment of all other payments due;
- Temporary rent reductions to 50 percent or 6 percent of sales, whichever is greater; and
- Possible amendments to add a component for revenue sharing once conditions on campus resume normal operations, in exchange for a possible waiver of certain unpaid balances.

Trustee McAlpin noted that, of the approximately \$735,000 in annual rent from independent retailers, UCF has received less than half of that amount to date. McAlpin then asked whether any tenant would be allowed to stay without payment. Shepherd responded that the parameters of the request do not include forgiving rent but rather looking at temporary rent reductions or other terms that would incentivize vendors to pay. Sowers also clarified that rent reductions would apply only to the months in which the campus was depopulated and would be reevaluated once sales for the spring were available. Negotiations would also take into account the remaining length of the vendors' contracts and whether they received state or federal assistance, such as Paycheck Protection Program (PPP) Loans. McAlpin noted that some tenants may not survive, even with rent concessions. Shepherd agreed.

Trustee Mills emphasized that UCF must be aggressive in verifying whether vendors applied for PPP Loans and that the industry standard would be to extend vendors' rent on the back end of the term. Sowers agreed that UCF must verify what other relief vendors may have received.

Trustee McAlpin made a motion to approve Rent Concessions for Independent Retail Vendors. Trustee Yeargin seconded the motion. The motion was approved unanimously.

INFO-1 Direct Support Organizations' Financial Report, Ended September 30, 2020 – First Quarter

Christina Tant, Assistant Vice President for DSO Accounting and Reporting, presented the Direct Support Organizations' Financial Report, Ended September 30, 2020 – First Quarter.

Tant presented the first quarter financial statements for the university's direct support organizations and the Central Florida Clinical Practice Organization. She noted that the Athletics Association, Stadium Corporation, and Convocation Corporation have all experienced operational and financial impacts from the pandemic that have varied significantly from the assumptions used when the budgets for the fiscal year were developed. As a result, FFC-4, Direct Support Organizations' 2020-21 Amended Budgets, presents amended budgets to provide the BOT with amended projections for the year.

FFC-4 Direct Support Organizations' 2020-21 Amended Budgets

Tant presented the Direct Support Organizations' 2020-21 Amended Budgets, which have been approved by the Athletics Association's (UCFAA), Stadium Corporation's (UCFSC), Convocation Corporation's (UCFCC), and Academic Health's respective boards. These amended budgets provide their boards and the committee with updated projections for the fiscal year. There are debt implications associated with the amended budgets for UCFAA, UCFSC, and UCFCC.

The amended budgets support the expectation that UCFSC and UCFCC will be able to meet their debt service payments and debt coverage requirements. A two-year deferral of UCFAA's loan payment to the university and a \$4 million, 18-month revolving line of credit from the UCF Foundation were approved by the BOT in November and December, which are helping UCFAA's cash flow; however, there is still some work to be done

The amended combined budgets for UCFAA and UCFSC includes a \$12.2 million reduction in operating revenue. The budget shows a \$10.3 million reduction in ticket sales revenue and per seat donations due to reduced scheduling and seating capacity. The reduction was partially offset by donations from coaches and staff. The balance of the decrease in operating revenue is primarily due to a \$3 million decrease in sponsorships. Operating expenses show a \$1.3 million decrease. The amended budget reflects expense reductions of about \$3.9 million, which includes \$800,000 of savings in compensation. UCFAA saved \$3.1 million in sport and support operations. Those expense savings are offset by increases of \$1.3 million for additional COVID-19 related expenses. There is also an increase of \$1.3 million for stadium rust remediation repairs. The stadium repairs have been fully funded by settlement proceeds that were received by UCFSC last fiscal year. The amended budget reflects an overall \$10.3 million decrease in net position. The decrease is being funded by the \$5.1 million contingency that was built into the originally approved budget, \$1.3 million of rust settlement proceeds received in the prior fiscal year, and the deferral of the \$1 million university loan payment, which leaves an operating shortfall of approximately \$3 million.

In addition to the budget shortfall, there are cash flow challenges through July 2022. These were partially remedied by the two-year deferment of the loan payment to the university and the \$4 million line of credit from the UCF Foundation. UCFAA is continuing to explore other options to handle its cash needs. UCFAA and university leadership are engaged in discussions at the state level to address this challenge. These discussions have raised some questions about the need to wind down UCFAA's existing line of credit - if this becomes necessary, UCFAA could face a cash shortfall of \$4 to \$6 million through July 2022.

UCFAA's audited financial statements for the year ended June 30, 2020, have not been issued. The auditors have warned UCF that if UCFAA is unable to demonstrate that it will have sufficient cash to operate for at least a year and a day from issuance of their audit report, then they will include language that warns the readers that the organization may not be a going concern.

There was sufficient pledged revenue to cover the September 2020 interest payment on UCFSC's debt. Rent and the first of two installments on the guaranteed royalty payment that are due from UCFAA to UCFSC will be made this quarter to cover the March interest and principal payment.

There is a support agreement that obligates UCF to use legally available revenues to fund any bond payment deficiencies of up to approximately \$4 million. There are no plans to enact that support agreement at this time.

UCFCC undertook a management transition this year. The board moved away from using a general manager who was hired to oversee the operations to a more decentralized model in which housing is managed by UCF Housing, retail is managed by Business Services, the arena is managed by UCFAA, and facilities are maintained by the UCF's Facilities & Safety. The amended budget reflects the restructure as well as impacts from the pandemic that were not factored into the original budget. UCFCC generates enough revenue to cover its operating cost, its debt service, funding the R&R reserves as required by the bond documents, and maintaining its debt coverage requirements. The project was structured so that housing is expected to cover its operating costs and debt service but also provide enough surplus to cover the arena's debt service as well. The amended budget reflects a deficit due to the pandemic. A sufficient surplus from housing and the surplus from prior years will cover the debt service and maintain UCFCC's debt service coverage requirements. Changes in the amended budget include a notable increase in housing revenue. When the budget was approved in the spring, it was assumed that the housing would remain closed except to a small number of student athletes until October. The amended budget reflects revenue for the full fall semester and assumes a 93 percent occupancy for the spring semester and an 85 percent occupancy for the summer semester. Retail revenue shortfalls were anticipated due to the number of tenants with rent in arrears. In the arena, there are both revenue and expense reductions due to the lack of events hosted. The budget also reflects a salary savings from efficiencies expected from the management transition that will be realized in the second half of the year.

The budget for Academic Health also was revised. A surplus of \$177,000 was projected for FY 2020, which was expected to offset the deficit reflected in the FY 2021 approved budget. Subsequent discussions with auditors resulted in recording expenses in FY 2020 that were expected to be recorded in FY 2021. The difference in timing eliminated the FY 2020 surplus and the FY 2021 deficit that were originally anticipated.

Trustee McAlpin made a motion to approve Direct Support Organizations' 2020-21 Amended Budgets. Trustee Mills seconded the motion. The motion was approved unanimously.

INFO-2 University and Direct Support Organizations Debt Report

Bert Francis, Assistant Vice President for Debt Management, presented the University and Direct Support Organizations Debt Report. He noted that the most significant event since the last report was the Capital Projects Finance Authority (CAPFA) closing a \$126,115,000 nontaxable debt and a \$22,200,000 taxable debt refinancing. As a result of this refinancing, the UCF Foundation will resume receiving waterfall payments from the surplus funds of the project at the end of FY 2021

versus the expected waterfall payments under the old debt structure which were expected to be received again starting at the end of FY 2028. The waterfall payments projected for FY 2021 and FY 2022 are about \$7.5 million and \$15.5 million, respectively. These waterfall payments are estimated to be \$258,739,000 over the remaining life of the debt.

INFO-3 University Quarterly Investment Report, Ended September 30, 2020 – First Quarter

Danta White, Assistant Vice President and University Controller, provided an update on the university's investment portfolio for the quarter ended September 30, 2020, which has had two consecutive quarters of growth. The quarterly net gains for the structured investment portfolio totaled \$9,516,419.

INFO-4 University Auxiliary Enterprises 2020-21 First Quarter Financial Reports

Francis shared with the committee that as a result of feedback received from the BOT on reporting for auxiliaries, a new auxiliary financial committee was formed to improve financial reporting. Changes include a small redesign of the chart of accounts and budgeting on a quarterly basis so that budget to actual financial results may be presented to trustees quarterly. Francis also noted that some of the auxiliary financial reports included multiple auxiliary entities, like UCF Health Services and Business Services.

INFO-5 Update on Knight Vision Enterprise Resource Planning (ERP) Project

Michael Sink, Interim Chief Information Officer, provided an update on the Knight Vision Enterprise Resource Planning (ERP) project. The ERP project is a large program—UCF is implementing Workday, bolt-on tools that support other applications, and transforming service delivery. Eight weeks into the project, UCF is hiring project and backfill staff and examining the program's budget.

With regard to the program timeline, the Adaptive Planning Phase I tool is still slated to go live in March of this year and will be retrofitted into Workday once the project goes live. Workday is scheduled to be implemented on July 1, 2022.

Expense to budget activity is minimal at this time. Sink offered the Budget Summary tool as an example of what could be brought to the BOT in the future.

Sink also noted that two expenses that were relevant to Workday costs but separate from the licensing agreement were not presented to the BOT in October. The first is a \$343,825 cost to gain access to Workday training credits for the duration of the implementation. The second is a one-time expense of \$213,335 for delivery assurance required by Workday to cover the costs of a Workday engagement partner that provides quality assurance and oversight to ensure that the implementation is successful. These additional expenses total \$537,160 and are separate from the license agreement. The expenses are not amendments to the contract and will be absorbed by the project contingency.

Hector added that additional costs may arise in the future. He is reviewing the program and holding meetings to discover UCF's needs and whether there is a sufficient level of effort in place for a

successful implementation. He believes that whatever the costs may be, they will fit within the contingency.

Trustee Martins asked the amount of the contingency, to which Sink responded \$4 million.

ADJOURNMENT

Martins adjourned the Finance and Facilities Committee meeting at 3:08 p.m.

Reviewed by:

Harold Mills
Chair, Finance and Facilities Committee

Date

Respectfully submitted:

Janet Owen
Associate Corporate Secretary

Date

Finance & Facilities Committee Update

February 10, 2021

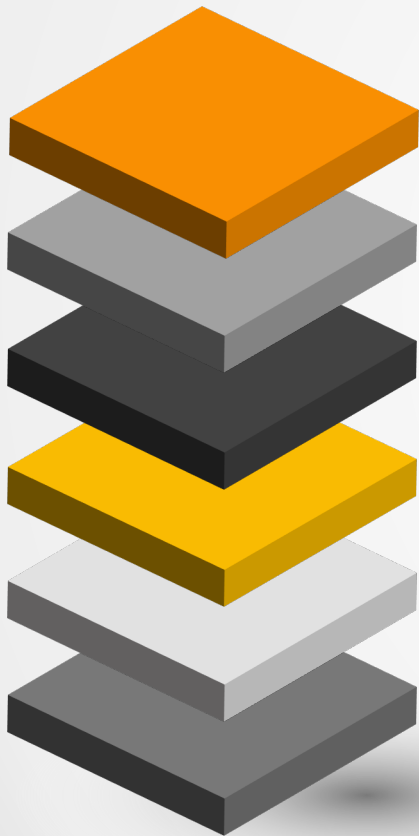
Gerald Hector

Senior Vice President for Administration and Finance



Back to Basics

Hitting Reset on UCF's Financial and Administrative Operations



1 Organizational Changes

2 Strategic Focus of the Division

3 Internal Loans

4 Carryforward Funds

5 Targeted Consolidation of Efforts

6 Financial Updates



Draft Organizational Chart

Gerald Hector

Senior Vice President for Administration and Finance

Misty Shepherd
Interim Vice President and Chief Operating Officer

University Operations

Maureen Binder
Associate Vice President and Chief HR Officer

Human Resources

Carl Metzger
Associate Vice President, Public Safety and Chief of Police

Public Safety

Kristie Harris
Associate Vice President, Financial Affairs

Finance and Accounting

Albert Francis
Assistant Vice President, Debt Management

University Treasury Functions

Kathryn Mitchell
Associate Vice President, Financial Initiatives

Elizabeth Hamilton
Assistant Vice President, Strategic Planning

1

Organizational Changes



Notes on Organizational Chart

Human Resources

- Elevated to direct report
- Oversees largest costs
- Key component of the change management process that will take place with the Knight Vision project

Campus Safety

- Elevated to direct report
- Oversees the safety and well-being of our campus
- Constantly changing environment
- Needs constant strategic focus

University Treasurer

- Will create function
- Will oversee all cash and debt management
- Responsible for monitoring sources of cash and maximizing opportunities to “put monies to work” on behalf of UCF

Future Organizational Changes

First Steps

- Align the division's core responsibilities
- Engage campus and stakeholders in the financial management of the university

Additional Alignments

- Will continue to match skillsets with tasks as Service Delivery components of the Knight Vision project are identified and proposed

Additional Focus

- Long-term viability, transparency and impact
- Recording, summarizing and reporting of financial and administrative information

New Budget Model

- Will adjust as adoption of the new budget model takes shape and a better understanding of operations is achieved

Strategic Focus of the Division

President's Office
Annual Goals

**Allocation
of
Resources**

Board of Trustees
Emerging Issues

Finance & Accounting
Change Management

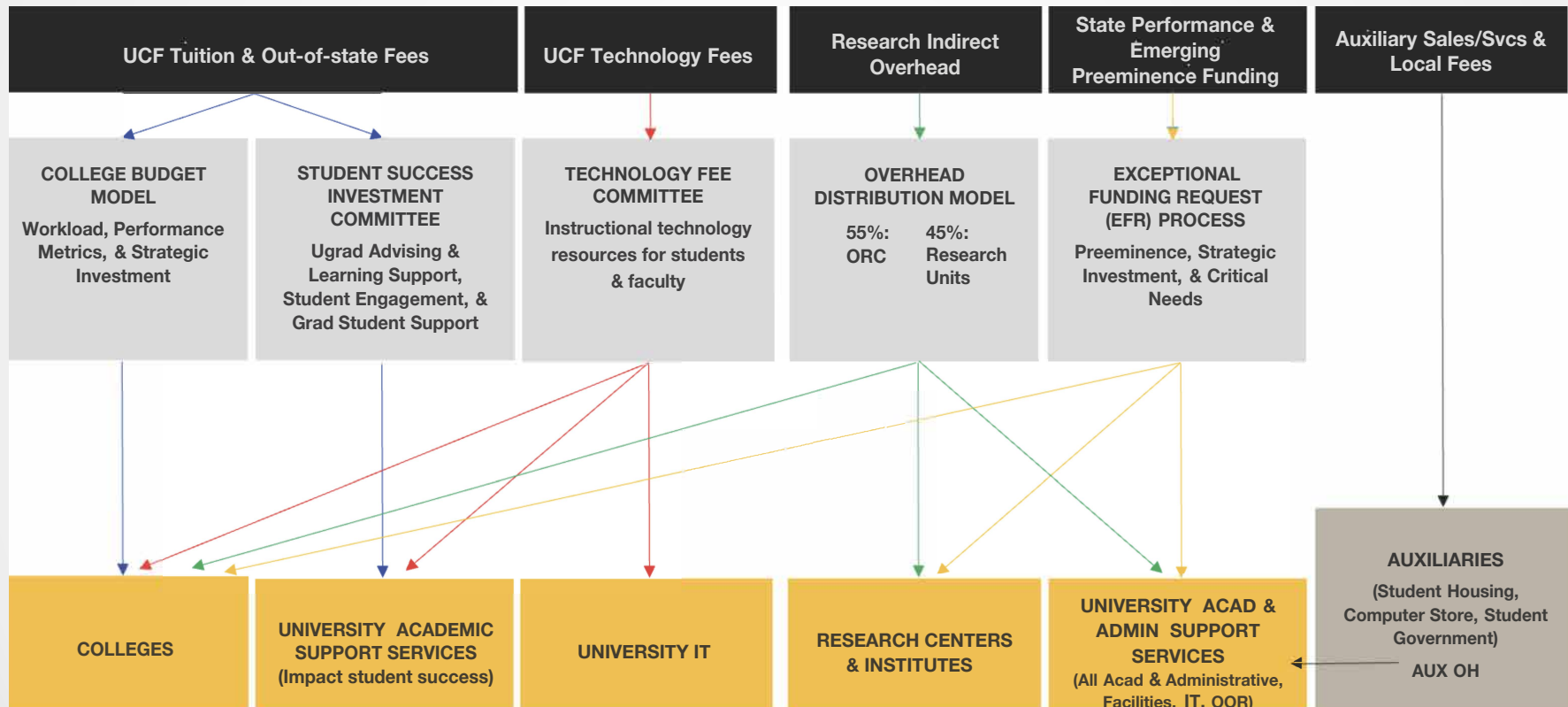
2

Strategic Focus of the Division



UCF Budget Allocation Model

UCF's current resource allocation model is a hybrid approach based on incremental budgeting (rolling budgets forward from one year to the next—adding or subtracting a small percent) and performance funding to reward mission delivery.



2

Strategic Focus of the Division



Sources of Funds

Sources:

| | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|
| Tuition and Fees (Unrestricted E&G) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Redistribution of Undergraduate Tuition | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Housing | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Meal Plans | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| UCF Foundation Restricted Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| UCF Foundation Unrestricted Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| UCF Athletics Contributions to the University | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Federal Grants and Contracts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Indirect Costs from Federal Grants | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Indirect Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Grants and Contracts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Non-Government Grants and Contracts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sales and Services Auxiliary Enterprises | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sales and Services Educational Units | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Sales and Services Component Units | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Medical School Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interest on Bank and Other Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Royalty Income (i.e., Tech Transfer) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Income | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Non-Capital Appropriations (Unrestricted E&G) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Federal and State Student Financial Aid | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Non-Capital Grants, Contracts and Gifts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Investment Income (Realized) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| State Capital Appropriations | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Capital Grants, Contracts and Donations | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2

Strategic Focus of the Division



Uses of Funds

Uses:

| | | | | | | | |
|---------------------------------------|------------|------------|------------|------------|------------|------------|------------|
| Compensation and Benefits | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Services and Supplies | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Utilities | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Communications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Scholarships, Fellowships and Waivers | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Uses | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

University Support Functions:

| | | | | | | | |
|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|
| Allocations & Provost Commitments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Allocated Cost Recovery | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Facilities and Operations Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Redistributed Resources:

| | | | | | | | |
|------------------------------------|-----|-----|-----|-----|-----|-----|-----|
| University Support Pool Tax | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| University Support Pool Allocation | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

Net from Operations - Before Transfers

| | | | | | | | |
|-----------------------------------|-----|-----|-----|-----|-----|-----|-----|
| Transfers (To)/From - FFE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfers (To)/From - Plant Funds | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

| | | | | | | | |
|--------------------------------|-----|-----|-----|-----|-----|-----|-----|
| Provost Subvention of Colleges | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
|--------------------------------|-----|-----|-----|-----|-----|-----|-----|

| | | | | | | | |
|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|
| Other Uses of Fund Balances/Transfers | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|

Net Operations from Operations - After Transfers

| | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
|--|------------|------------|------------|------------|------------|------------|------------|

Steps to Success

Identify ALL sources and uses of funds / cash flow into and out of the university, regardless of size or frequency

Use those designations to undergird the sources and uses of funds in the All Funds (RCM) budget model being adopted by the university

Ensure the new All Funds (RCM) budget model separates the operating and capital budgets

Step
01

Step
02

Step
03

Step
04

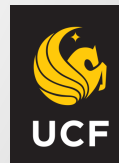
Step
05

Assign those funds / cash flows to units, departments, and divisions

A university-wide understanding of these costs will assist with a proper allocation of resources and identify any imbalance between “wants” and “needs” within UCF’s \$1.9 billion budget

2

Strategic Focus of the Division



Steps to Success

Monthly, quarterly and annual financial updates for the cabinet, BOT and campus that includes budget versus actuals, KPIs and other metrics

Step
06

Create a carryforward of E&G funds policy that is integrated with the liquidity and cash flow profile of the institution on an annual and five-year financial planning horizons

Step
08

Employ a robust strategy to place maintenance of buildings into (i) preventative, (ii) routine, and (iii) deferred maintenance

Step
10

Step
07

Step
09

Deploy the “Colors of Money” to utilize E&G funds first and manage the carryforward of E&G funds strategically

Consider ways to address deferred maintenance of campus buildings through the annual budgeting process (e.g. funding depreciation)

2

Strategic Focus of the Division



Knight Vision Considerations

Chart of Accounts

- Allow for consistency across all units
- Ensure the proper recording, summarization and reporting of financial information



Training & Compliance

- Focused and regular trainings on policies, procedures and practices
- Ensure compliance and ease of use

Policies & Procedures

- Timely and consistent development
- Utilize the power of the WorkDay ERP system

Internal Loans Update

Current Unrestricted Cash &
Investment Gains Balance

73,480,691.67

Unrestricted Assets

Current Auxiliary Loan Balance

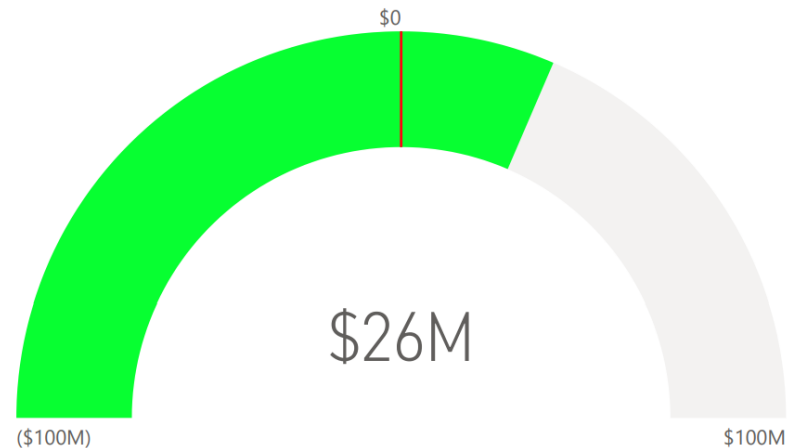
\$47,592,031

AUX Loan Amount

Unrestricted Cash and Investment
Gains in Excess of Collateral

\$25,888,660

Unrestricted Cash in Excess of
Collateral



As of 12/31/2020

Internal Loans Update

Alternative Solutions

Exploring alternative solutions to the current assigning of future auxiliary revenues to repay the Trevor Colburn (and other) internal loans that is the largest of all the loans we currently carry

Stakeholder Discussions

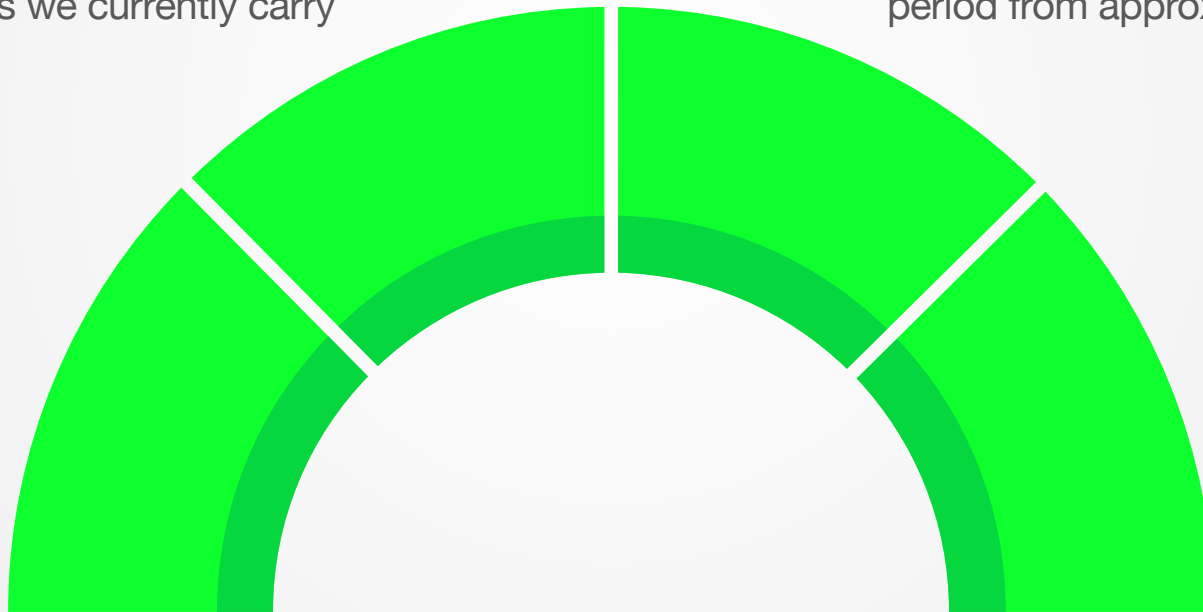
Necessary to educate, update and explain ALL the internal loans to affected divisions and units, and work collaboratively on a solution that reduces the current payback period from approximately 13 years

Research

How internal loans were accounted for and the impact on the immediate, intermediate and long-term financial health of the university

Stress Testing

Stress testing assumptions before discussions start



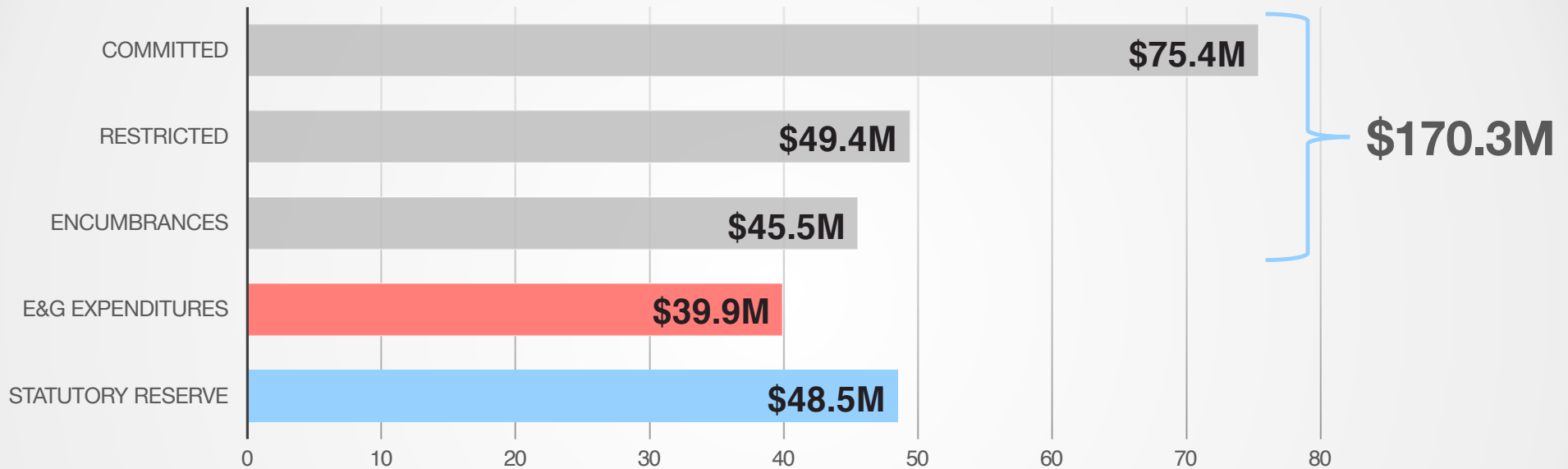
3

Internal Loans



2020-21 E&G Carryforward Update

E&G Carryforward Plan as of December 31, 2020



- Total E&G carryforward as of July 1, 2020, was \$258.7M.
- Total E&G carryforward as of December 31, 2020, was \$218.9M.
- Projected **new** E&G carryforward at June 30, 2021 (from unspent FY21 operating dollars), is \$55M.

Carryforward Fund Update

In the nascent stages of discussions around the creation of a carryforward policy.

Further discussions are needed within the University Budget Committee and with other key stakeholders.

The term “balanced budget” is germane to reports and formats required by the state, but other aspects of UCF’s cash flow are outside of that rubric and need to be considered for the total financial management of the university.

E&G funds are provided/allowed by the state to fund the operations of the university and should be given top priority in terms of funds allocations each year.

Funds allocation will be tied to the new budget model.

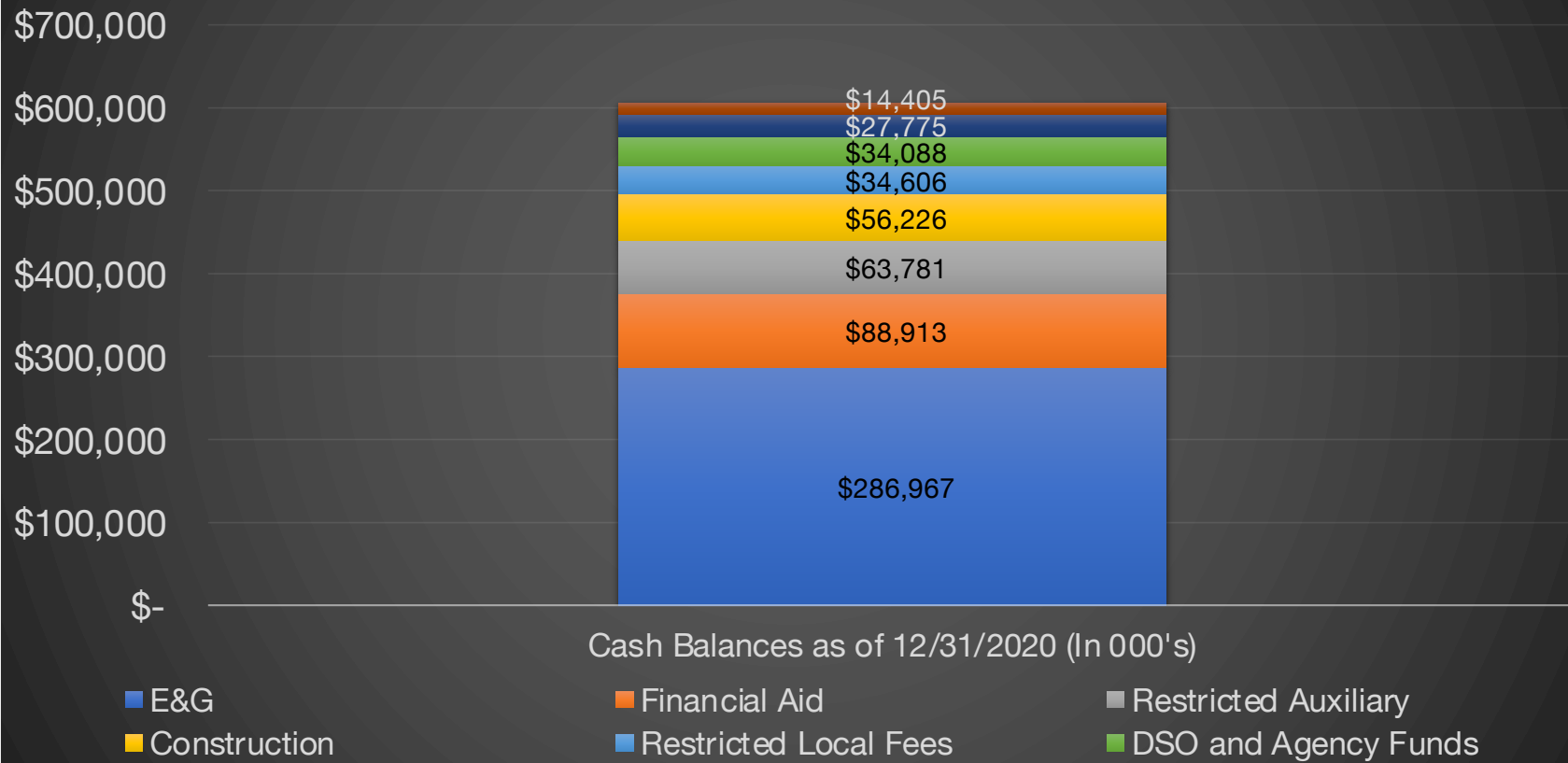
4

Carryforward Funds



All Cash as of 12/31/20

Estimated University Working Capital - \$606.7M

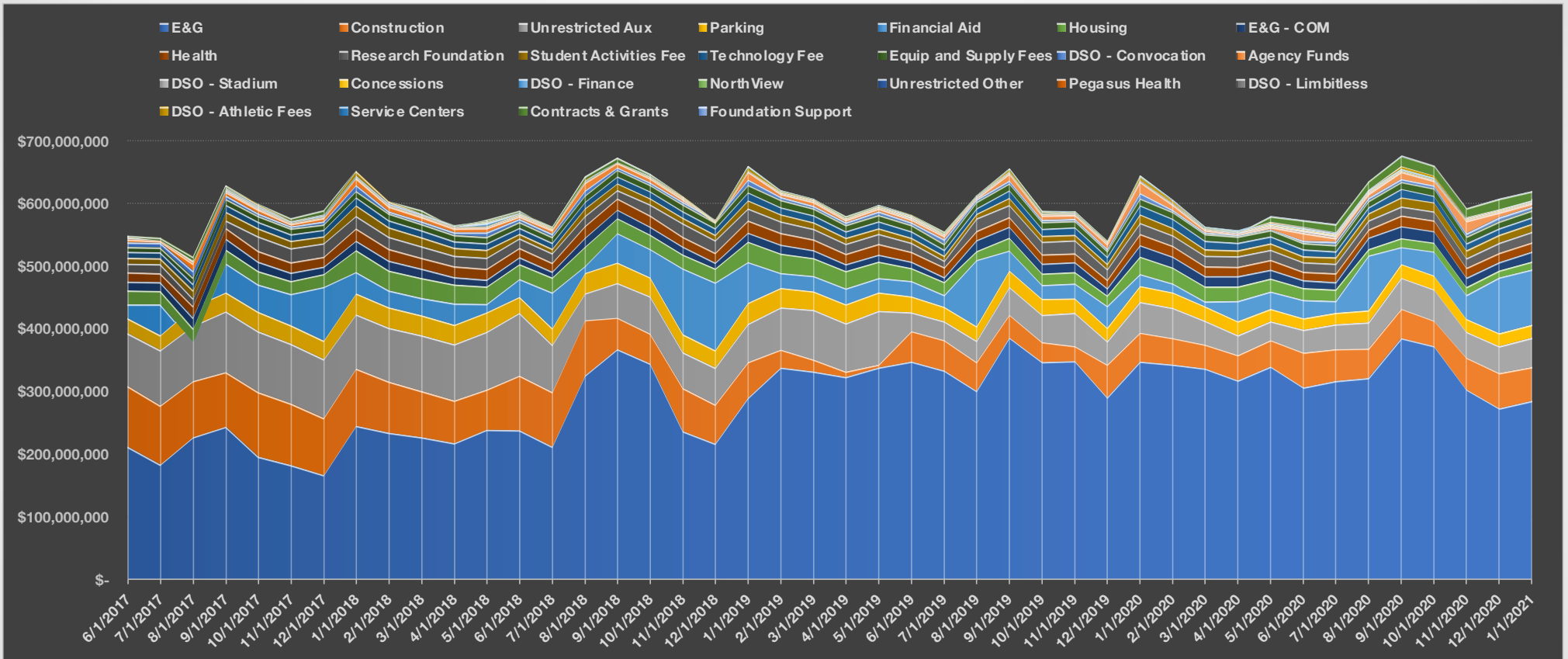


4

Carryforward Funds



Colors of Money – Historical Overview



4 Carryforward Funds



Targeted Consolidation of Efforts

People

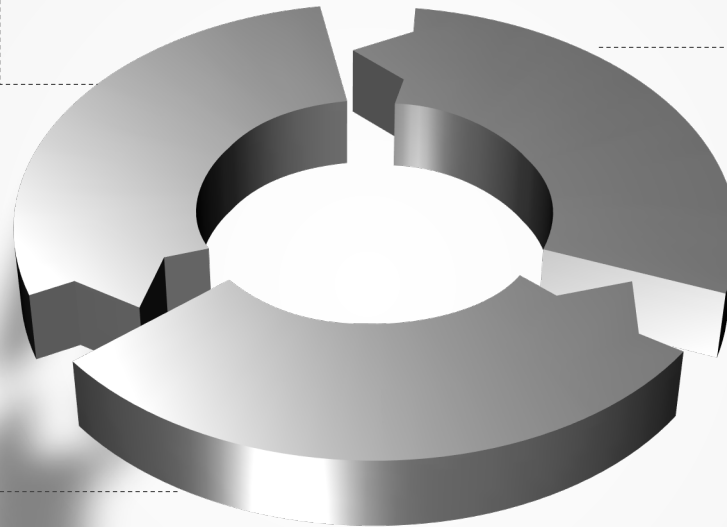
- Skill sets
- Empowerment
- Funding
- Evaluation
- Assessment

Processes

- Knight Vision
- Adaptive Budget Model
- Fully integrated ERP system
- Policies, procedures, and practices

Performance

- Key Performance Indices
- Other financial and administrative metrics
- Industry benchmarks
- Aspirational and peer group development for administration and finance operations and management



Financial Updates

1
2
3
4
5

The Governor has recommended 3% nonrecurring cuts to state university base budgets and some specific initiatives. The system reduction is \$43.3M; of that amount, \$5.1M is for UCF-Main.

We are still awaiting the final impact to UCF in terms of a dollar reduction.

The value of the current year 6% holdback is \$22M for UCF-Main, College of Medicine, and the Florida Center for Students with Unique Abilities.

UCF was awarded \$88.8M in additional CARES Act funding.

Groups have been meeting on campus to message the roll out of those funds.

6





Any questions?

Thank you.



UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: Mid-Year Annual Plan Assessment

Information **Information for upcoming action** **Action**

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

At the beginning of FY21, committee annual plans were developed and shared for trustee input. Currently, at the mid-point in the fiscal year, committee annual plans are being included on all agendas for a brief assessment of the following:

- To acknowledge discussions, informational presentations, or action items that have been moved since the plan was presented in the fall.
- To provide committee members the opportunity to suggest strategic discussion items for the remaining FY21 meetings.

Background Information:

In response to trustee feedback, the Board Office, in coordination with the President's Office and committee staff, have drafted a template for all committees to use in developing plans for strategic discussions, informational presentations, and actionable items that come before the committees on an annual basis. The draft template was presented to all committee chairs for their input and direction on strategic discussions to address in FY21.

Recommended Action:

This item is being presented as information only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: FY21 Finance and Facilities Committee Annual Plan

Facilitators/Presenters:

Chair Mills



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees
Finance and Facilities Committee Annual Plan
Fiscal Year 2021 (July 1, 2020 – June 30, 2021)

Last Updated: January 29, 2021

Mission Statement:

The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

Charter Summary:

Purpose: The general purpose of the **Finance and Facilities Committee** is to provide review, policy guidance and strategic oversight of the university's financial matters, financial reporting statements, campus master planning activities and other real estate type activities for both the university and its direct support organizations (DSOs).

For university financial matters, the Committee will review actions presented to the Board and provide a recommendation.

For campus master planning and other real estate matters the Committee will coordinate the campus master planning process and provide recommendations to the Board for action.

Minimum Number of meetings: 3

Charter last amended: April 23, 2020

Minimum Number of members: 5

Next charter review: April 14, 2021

2020-2021 Committee Priorities:

Align actions with approved goals: Ensure university actions align with the president's strategic goals approved by the Board of Trustees.

Emerging Issues Monitoring: Enterprise ERP, New Budget Model, Current Financial Standing/Internal Loans, Contracts, Stadium Infrastructure, Real Estate and Space Utilization, Shared Services and Efficiencies

Types of Agenda Items:

Currently, agenda items fall into three categories: Discussion, Information, and Motion.

Discussion: These items may include a specific theme that carries through several meetings. The chair develops these items with committee staff and presentations are structured to engage the Committee in strategic discussion.

Information: These items are brought before the Committee to educate, but also to engage the committee members in discussion that will set the background for a future action. Except for extenuating circumstances, the Committee should never be asked to act on a decision with significant fiscal or reputational impact without prior discussion as a full body.

Motion (Action): These items require committee approval as required by federal or state laws, external standards, Board of Governor's Regulations, Board policies, and/ or university regulations. These items require a motion and a vote, but approval is never assumed. Staff bring recommendations to the Committee, but the approval lies within the Committee's decision-making authority.

**Finance and Facilities Committee
Annual Plan Detail – FY21**

| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
|-------------------------------|------------------|---|-----------------------------|
| August 12, 2020 | Discussion | COO/CFO Update | Shepherd Trubacz |
| | Information | FY21 Finance and Facilities Annual Plan | Martins |
| | Motion | Post Investigation Action Plan Implementation Update | Trubacz Mitchell |
| | Motion | UCF Foundation Debt Refinancing | Trubacz Francis Dawes |
| | Motion | First Amendment to Ground Lease Agreement between Knights Crossing Student Housing, LLC and CaPFA Capital Corp. 2000F. | Shepherd Cerasa |
| | Information | Sightlines Facilities Annual Condition | Shepherd Siemen |
| | Information | Investment Program Structure | Trubacz White, Danta |
| | Information | University Quarterly Investments Report Ended June 30, 2020 | Trubacz White, Danta |
| | Information | Potential Opportunity for UCF Research Foundation to Establish a Geospace Research Program, with Employees and Site in California | Klonoff |
| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
| September 10, 2020 | Discussion | COO/CFO Update | Shepherd Trubacz |
| | Information | 2019-20 Fixed Capital Outlay Budget Update | Shepherd Siemen |
| | Motion | 2020-21 Fixed Capital Outlay Budget | Shepherd Siemen |
| | Information | 2019-20 University Carryforward Year-End Update | Trubacz Harris |
| | Motion | 2020-21 University Carryforward Spending Plan | Trubacz Harris |
| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
| October 14, 2020 | Discussion | CFO Update | Trubacz |
| | Information | ERP Vendor and Software Implementation Partner Selection Process | Trubacz Sink |
| | Motion | Approval of Enterprise Resource Planning (ERP) Vendor Contract | Trubacz Sink |
| | Motion | Approval of Enterprise Resource Planning (ERP) Software Implementation Partner Contract | Trubacz Sink |
| | Information | University Operating Budget, Ended June 30, 2020 – Qtr. 4 | Trubacz Harris |
| | Information | Contract Prepayment Guidelines | Trubacz Levenson |
| | Motion | First Amendment to Promissory Note and Mortgage for the Lake Nona Cancer Center | Trubacz Cerasa |
| | Information | Campus Master Plan Neighborhood Meeting Public Comments | Shepherd Martin, Bill |

| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
|-------------------------------|-------------------------------|--|---------------------------|
| November 19, 2020 | Discussion | COO/CFO Update | Shepherd Trubacz |
| | Motion | 2015 Educational Plant Survey Revisions | Shepherd Miranda |
| | Motion | Approval of the 2020 Campus Development Agreement | Shepherd Kittinger |
| | Motion | Rent Concessions for Convocation Corporation Independent Retail Vendors | Shepherd Sowers |
| | Motion | Rent Concessions for Student Union, Recreation and Wellness Center, and John T. Washington Center Independent Retail Vendors | Shepherd Sowers |
| | Information | Overview of UCFAA COVID-19 Financial Impact | White, Danny Stricklin |
| | Motion | UCFAA Request to Defer 2020-21 and 2021-22 Loan Payments to UCF | White, Danny Stricklin |
| | Motion | Increase to Operating Line of Credit to UCFAA | White, Danny Stricklin |
| | Motion | Temporary Support for UCF Athletics | Dawes |
| | Information | University and Direct Support Organizations Debt Report | Trubacz Francis |
| | Information | FY20 University Draft Audited Financial Report | Trubacz White, Danta |
| | Information | DSOs' Financial Report, Ended June 30, 2020 - Qtr. 4 | Trubacz Tant |
| | Information | University Operating Budget, Ended September 30, 2020 – Qtr. 1 | Trubacz Harris |
| | Committee Meeting Date | Item Type | Agenda Item |
| January 14, 2021 | Discussion | CFO/COO Update | Hector Shepherd |
| | Motion | Change Campus Type for South Orlando Site (2) | Shepherd Miranda |
| | Motion | Aramark Contract Revisions | Shepherd Sowers |
| | Motion | Rent Concessions for Independent Retail Vendors | Shepherd Sowers |
| | Information | Knight Vision ERP Status Update | Hector Sink |
| | Information | University Quarterly Investment Report, Ended September 30, 2020 – Qtr. 1 | Hector White, Danta |
| | Information | University and Direct Support Organizations Debt Report | Hector Francis |
| | Motion | Direct Support Organizations' 2020-21 Amended Budgets | Hector Tant |
| | Information | DSOs' Financial Report, September 30, 2020 – Qtr. 1 | Hector Tant |
| | Information | University Auxiliary Enterprises 2020-21 First Quarter Financial Reports | Hector Francis |
| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
| February 10, 2021 | Discussion | Senior VP/COO Update | Hector Shepherd |
| | Information | Mid-Year Annual Plan Assessment | Mills |
| | Information | Housing and Residence Life Consultant Report - Brailsford and Dunlavy, Inc. | Hector Ehasz |

| | | | |
|-------------------------------|------------------|--|-----------------------|
| | Information | Knight Vision ERP Status Update | Hector Sink |
| | Information | Fixed Capital Outlay Update and Unfunded Needs | Shepherd Siemen |
| | Motion | 2021-22 Operating Budgets for Auxiliary Facilities with Bonded Debt: Parking and Housing | Hector Francis |
| | Motion | John C. Hitt Library Renovation and Expansion | Shepherd Siemen |
| | Motion | Performing Arts Complex Phase II | Shepherd Siemen |
| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
| April 14, 2021 | Discussion | Senior VP/COO Update | Hector Shepherd |
| | Discussion | Five-Year Capital Improvement Plan/LBR Overview | Shepherd |
| | Discussion | Solar Farm Update | Shepherd |
| | Motion | Housing Rental Rates | Hector Ehasz |
| | Motion | Investment Policy Manual Updates | Hector White, Danta |
| | Information | Student Fees | Hector Ehasz |
| | Motion | 2020-21 University Operating Budget (Placeholder) | Hector Harris |
| | Information | Mid-Year Carryforward Spending Plan Update | Hector Harris |
| | Information | Knight Vision ERP Status Update | Hector Sink |
| | Information | CMP Neighborhood Meeting Public Comments | Shepherd Martin, Bill |
| | Information | Finance and Facilities Charter Review | Mills |
| | Information | University Operating Budget, Quarter Ended, Dec. 31, 2020 – Qtr. 2 | Hector Harris |
| | Information | University Quarterly Investments Report Ended Dec. 31, 2020 – Qtr. 2 | Hector White, Danta |
| | Information | DSOs' Financial Report, Ended December 31, 2020 – Qtr. 2 | Hector Tant |
| | Information | Auxiliary Financial Report, Ended December 31, 2020 – Qtr. 2 | Hector Francis |
| Committee Meeting Date | Item Type | Agenda Item | Lead(s) |
| June 16, 2021 | Discussion | Senior VP/COO Update | Hector Shepherd |
| | Discussion | End-of-Year Annual Plan Assessment | Mills |
| | Motion | Finance and Facilities Charter Amendments | Mills |
| | Motion | Five-Year Capital Improvement Plan | Shepherd Siemen |
| | Motion | 2021-22 University Operating Budget | Hector Harris |
| | Information | Roth Athletics Center Funding Certification Update | Shepherd |
| | Information | Knight Vision ERP Status Update | Hector Sink |
| | Information | University Operating Budget, Ended March 31, 2021 – Qtr. 3 | Hector Harris |

| | | | |
|--|-------------|--|-------------------------------|
| | Information | DSOs' Financial Report, Ended March 31, 2021 – Qtr. 3 | Hector Tant |
| | Motion | DSOs' 2021-22 Budgets | Hector Tant |
| | Motion | Renewal of UCFAA's Line of Credit | Hector Tant |
| | Motion | Release of Unrestricted UCF Stadium Corporation Revenues | Hector White, Danny Stricklin |
| | Information | University Quarterly Investments Report, Ended March 31, 2021 – Qtr. 3 | Hector White, Danta |
| | Information | Auxiliary Financial Report, Ended March 31, 2021 – Qtr. 3 | Hector Francis |

UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: Housing and Residence Life Consultant Report - Brailsford and Dunlavey, Inc.

Information

Information for upcoming action

Action

Meeting Date for Upcoming Action: April 14, 2021

Purpose and Issues to be Considered:

In keeping with UCF's Presidential goals to improve infrastructure and systems that drive operational excellence, efficiency, and effectiveness, this item is provided to the trustees for information and as background for the Student Fees agenda item planned for the April 14, 2021, Finance and Facilities Committee meeting.

Background Information:

At the March 26, 2020, Board of Trustees and Finance and Facilities Committee meetings, a proposal for a fiscal year 2021 housing rate increase was introduced for information purposes. At that time, the DHRL projected an operating deficit of \$3.3 million for fiscal year 2020 as a result of rising expenses, no rate increases since 2012, reserve balances, and anticipated impacts of the COVID-19 virus on housing operations. The discussion provided important information on the financial status of DHRL as trustees considered the need to approve housing refunds to residents due to COVID-19 closures. Outcomes of the discussion prompted the need for an external assessment of the operation and management of the DHRL. The objectives of the assessment were to:

1. gain a clear understanding of the UCF housing portfolio's financial performance, including comparison to self-operation and third-party industry data;
2. recommend a strategy to optimize the management and operation of the UCF housing system; and,
3. identify a defined sequence of steps to implement the recommendations.

The assessment included data collection and analysis of UCF owned and operated properties, the comparison of UCF properties to peer institutions, and the comparison of UCF to third-party managed properties. B&D also analyzed housing cash flow including staffing, salaries, utilities, custodial and maintenance, IT/Telecom/Cable, administrative services, supplies, Residential Life programming and staff, debt and debt service, institutional overhead, insurance, and all other expenses, revenues, and cash reserves. B&D included third-party sources for the peer review, as well as interviews with internal UCF staff in Housing and Residence Life and Facilities Operations. There were also internal interviews with other stakeholders for target case studies.

Recommended Action:

No action is requested. This report is presented for information purposes and discussion.

Alternatives to Decision:

NA

Fiscal Impact and Source of Funding:

NA

Authority for Board of Trustees Action:

NA

Contract Reviewed/Approved by General Counsel: N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda:

Submitted by:

Dr. Maribeth Ehasz, Vice President, Student Development and Enrollment Services

Supporting Documentation:

Attachment A: Brailsford and Dunlavey, Inc. Presentation

Facilitators/Presenters:

Brad Noyes, Executive Vice President, Brailsford and Dunlavey, Inc.

Joe Winters, Vice President, Brailsford and Dunlavey, Inc.



University of Central Florida

HOUSING OPERATIONS &
MANAGEMENT ASSESSMENT

BOT FINANCE & FACILITIES
COMMITTEE

FEBRUARY 10, 2021



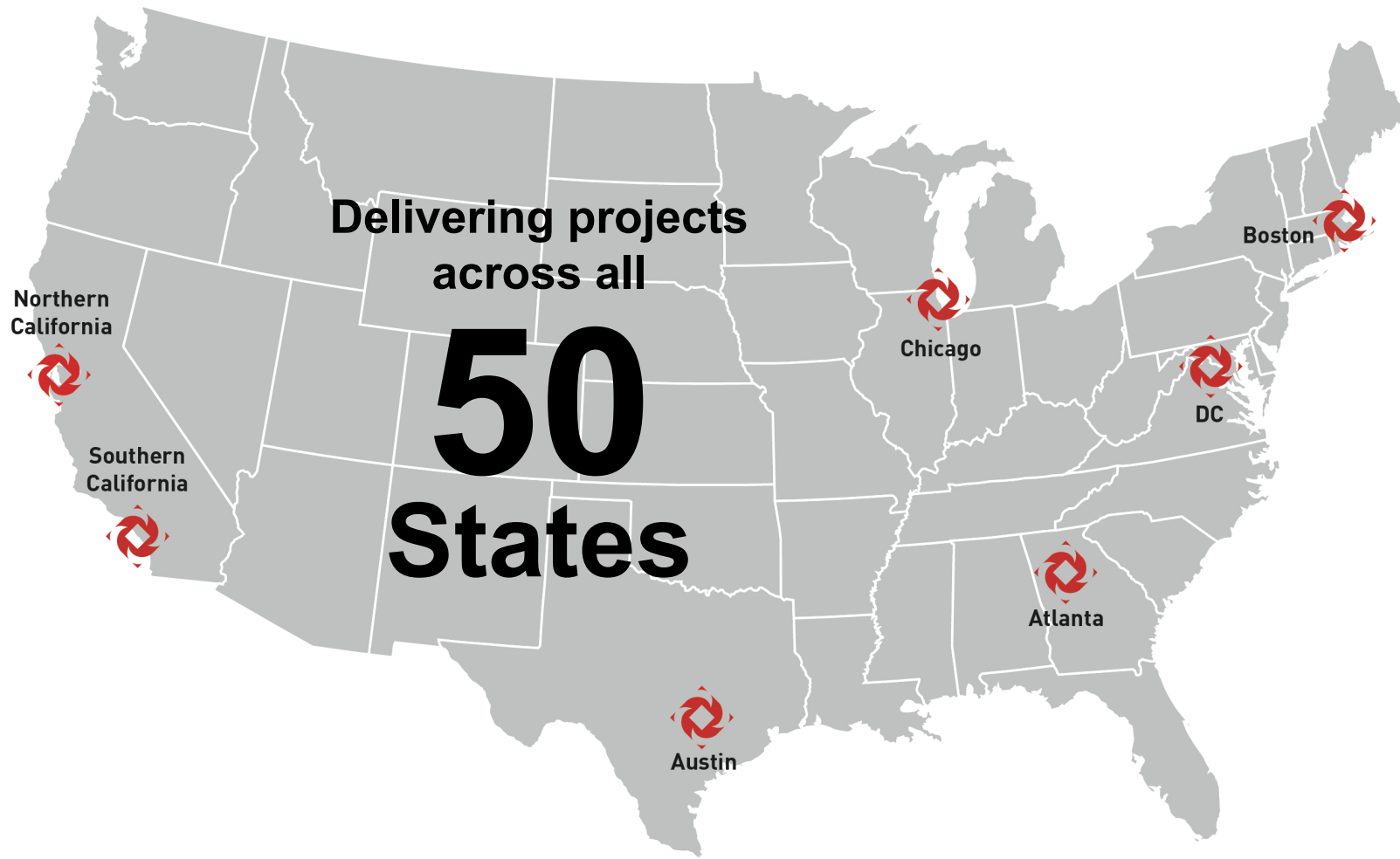
Agenda

OPERATIONS & MANAGEMENT ASSESSMENT

1. Introductions
2. Objectives, Key Questions & Process
3. Detailed Analysis
4. Summary Findings & Recommendations
5. Next Steps

About B&D

DELIVERING VALUE FOR COLLEGES & UNIVERSITIES



27

Years in the Industry

130

Employees

\$37B+

In developed projects

1,300+

Completed projects

100+

P3 Projects

\$3.5B+

In P3 higher education advisory projects

Planning Process

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

STEERING COMMITTEE

- › Caryl McAlpin
UCF Board of Trustees
- › Dr. Maribeth Ehasz,
VP, Student Development and Enrollment Services
- › Dr. Sharon Ekern
Associate VP, Administration and Student Life
- › Joseph Trubacz
Interim VP and Chief Financial Officer
- › Mike Kilbride
Assistant VP, Administration and Operational Innovation
- › Dr. Amy Gregory
Associate Professor, Rosen College

ENGAGEMENT SINCE JAN 2020

- › Housing Master Plan
 - Online survey & focus groups
 - Feedback from 8,500+ students
 - Interviews with UCF Leadership & housing stakeholders
- › Private-Sector & Peer Institution Market Sounding
- › Individual and collective workshops with Housing & Res Life and Facilities Operations
- › Individual and group presentations to Steering Committee and UCF leadership

Overall Objectives & Key Questions

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

1. Gain a clear understanding of the UCF housing portfolio's financial performance, including comparison to self-operation and third-party industry data.
 - › *How do UCF's housing operations compare financially to peers and the private sector?*
2. Recommend a strategy to optimize the management and operation of the UCF housing system.
 - › *What opportunities exist to enhance current financial outcomes without sacrificing student experience?*
 - › *What organizational approach within UCF will facilitate the best outcome?*
 - › *How can operating changes help UCF housing address deferred maintenance?*
3. Identify a defined sequence of steps to implement the recommendations.
 - › *What structural changes may be required to achieve these outcomes?*

Planning Process

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

1

ASSESSMENT
Detailed financial
& operational
review of UCF's
housing portfolio

2

BENCHMARKING
Peer university
comparison and
third-party market
sounding

3

STRATEGY
Identify
opportunities for
improvement in
UCF operations

4

ENGAGEMENT
Work with UCF
stakeholders &
leadership to refine
operational
improvements

5

RECOMMENDATIONS
Present final
recommendations
& prepare for
implementation

Institutional & Third-Party Data Sources

DETAILED ANALYSIS

COMPARISON INSTITUTIONS

- › University of Florida
- › Florida Atlantic University
- › University of South Florida
- › University of Alabama
- › Georgia Institute of Technology
- › Louisiana State University
- › North Carolina State University
- › University of South Carolina

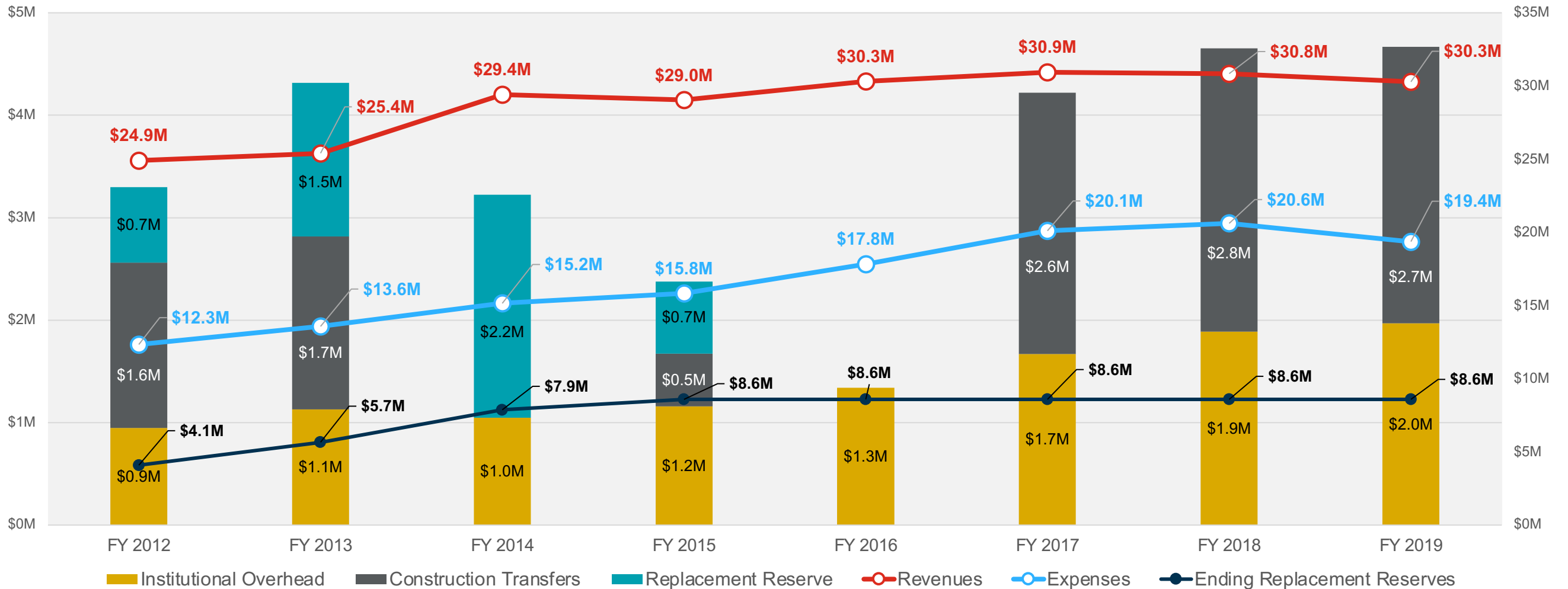
THIRD-PARTY MANAGERS

- › American Campus Communities
- › Balfour Beatty Campus Solutions
- › Capstone Management Partners
- › Capstone On Campus Management
- › RISE Real Estate

Historical Housing Operating Summary

DETAILED ANALYSIS

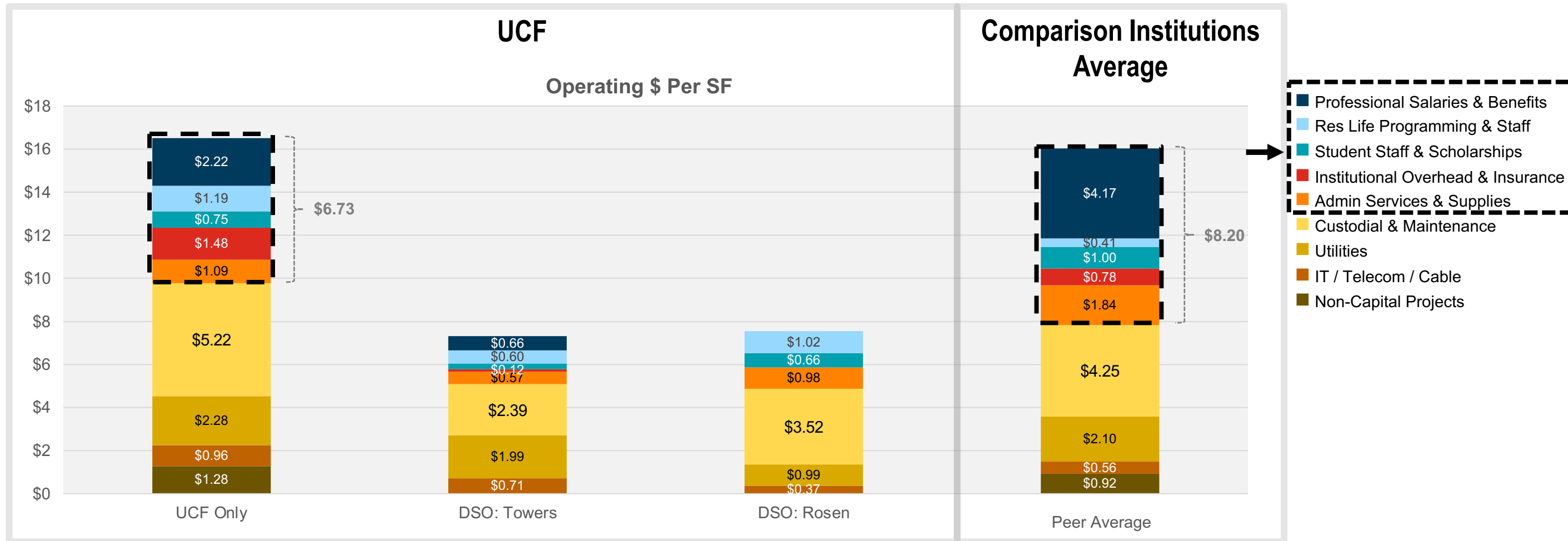
Over the past several years, UCF's housing system has increasingly contributed to institutional overhead and construction transfers but has been unable to fund additional reserves which will limit asset reinvestment going forward.



Operating Expenses per SF

DETAILED ANALYSIS

The UCF-Owned housing portfolio has efficient costs related to professional and student staff, residential life, and other administrative costs compared to peer institutional housing systems.

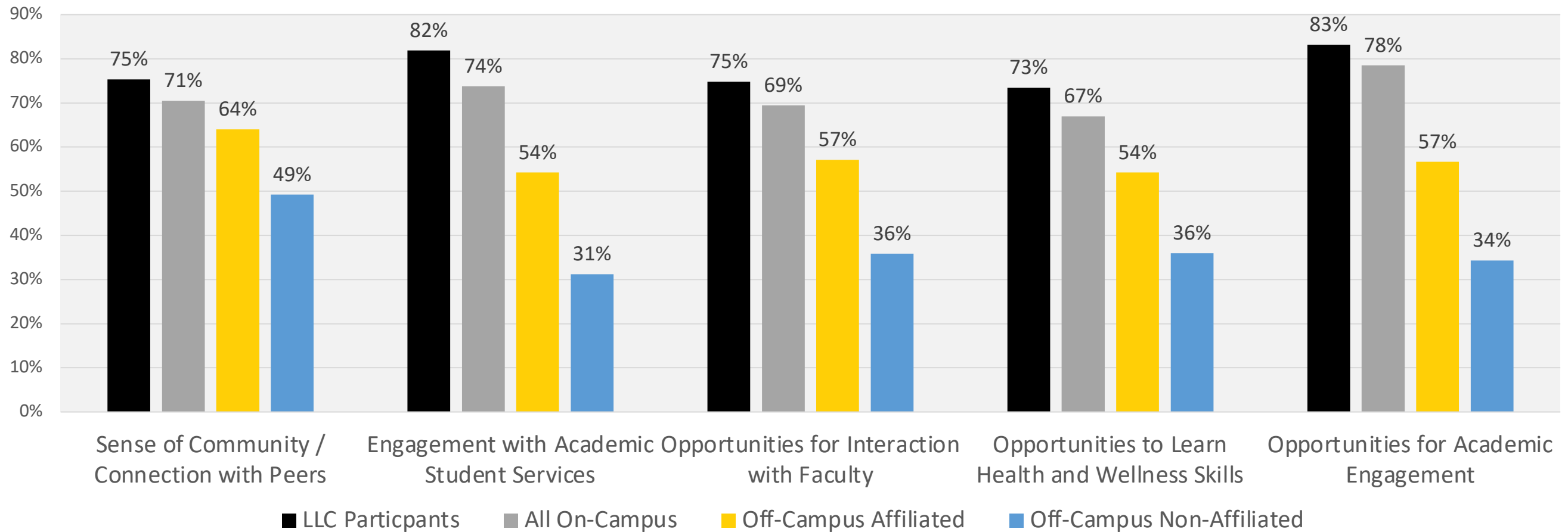


Institutional Priorities for UCF's On-Campus Housing

DETAILED ANALYSIS

UCF's investment in student affairs and administrative expenses supports students' academic and personal success and differentiates the housing portfolio from off-campus housing.

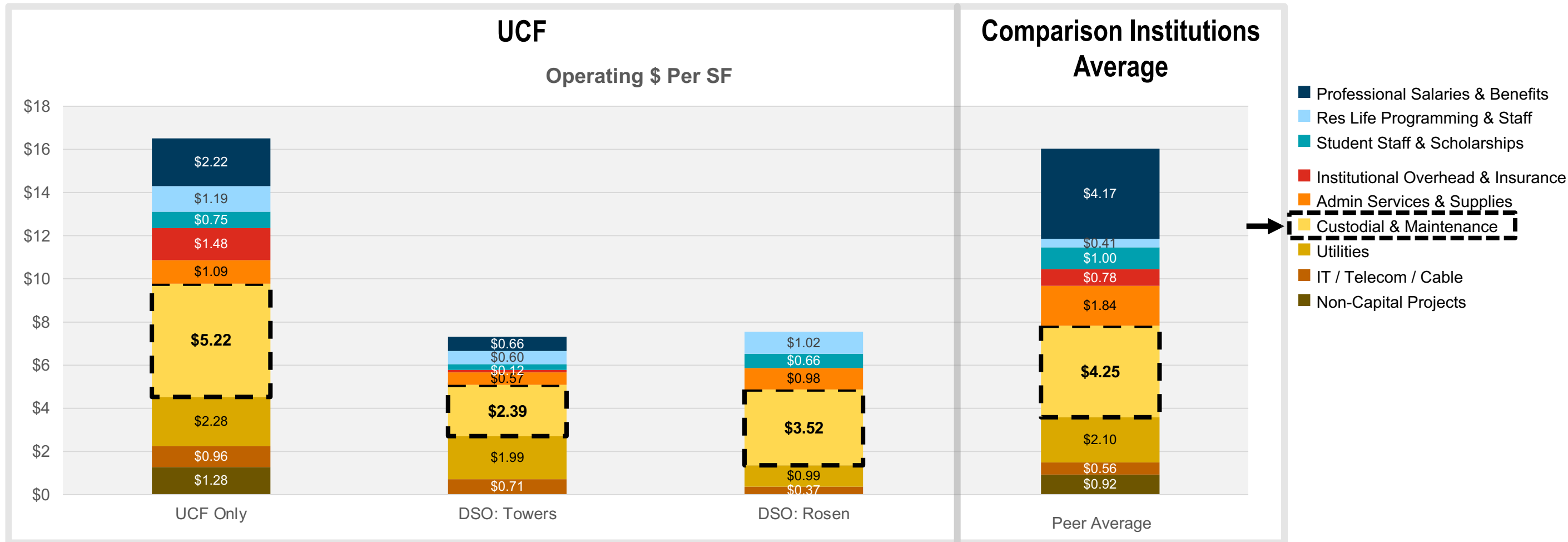
Student Satisfaction with Key Housing Functions



Operating Expenses per SF

DETAILED ANALYSIS

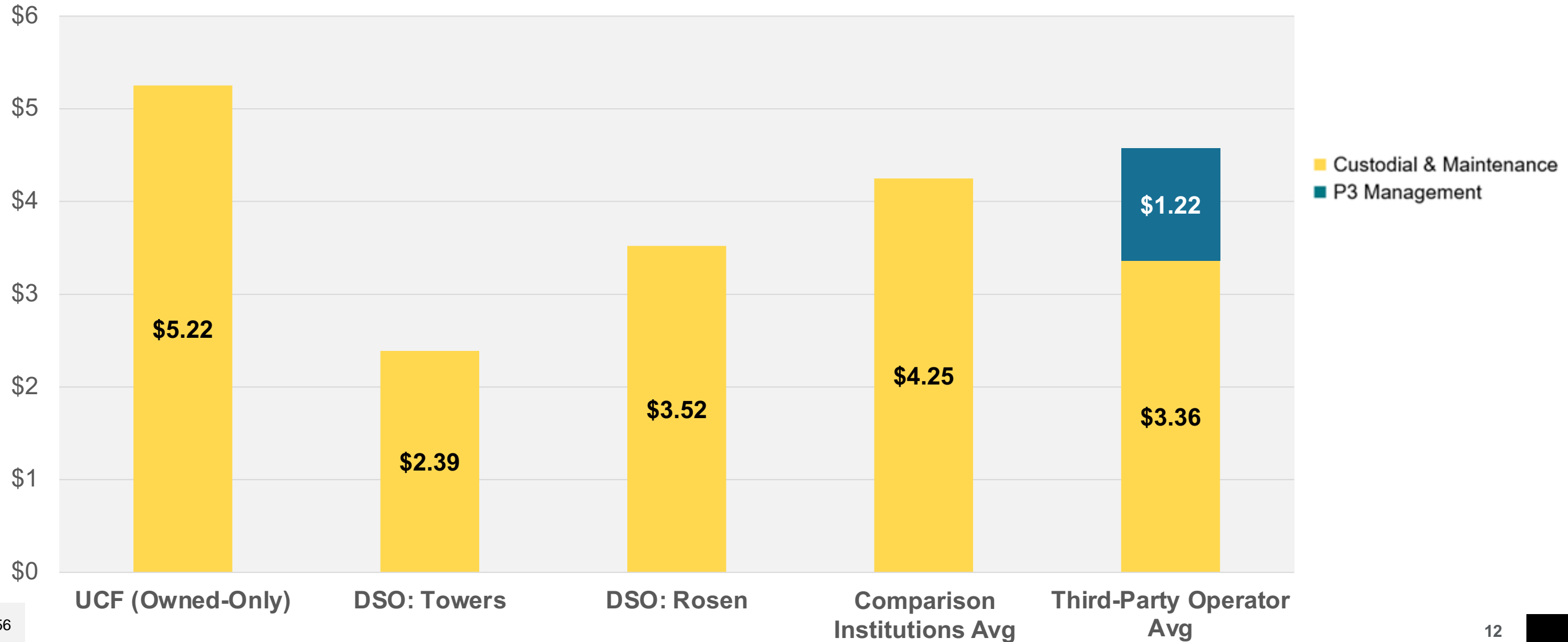
Compared to peer institutional housing systems, UCF-owned properties have high operating costs related to institutional overhead and custodial and maintenance.



Custodial & Maintenance Costs

DETAILED ANALYSIS

Third-party operators may operate more cost-efficiently in facilities maintenance and asset management, but management fees can diminish their economic benefit.



P3 Management Benchmarking

MARKET SOUNDING

- › American Campus Communities
 - Founded 1993
 - Manages 201 student housing communities, with 138,000 beds nationally
 - Two comparative sets:
 - ACC off-campus apartments in Florida
 - ACC owned-and-operated residence halls (AZ, NM, and TX)

- › Lincoln Property Company
 - Founded 1965
 - Global portfolio of residential and commercial real estate
 - Comparative set:
 - Urban research university apartment portfolio in TN



Benchmarking Custodial & Maintenance

MARKET SOUNDING

| Costs per Bed | UCF-Owned | Towers | Rosen | ACC Residence Halls | ACC Apartments |
|---|----------------|----------------------|----------------------|--|--------------------------|
| Custodial & Maintenance Personnel | \$860 | \$595 | \$645 | \$309 | \$311 |
| Custodial & Maintenance Non-personnel | \$649 | \$368 | \$688 | \$282 | \$423 |
| P3 Management Fee | - | - | - | \$330* - \$480 | |
| C&M Total | \$1,508 | \$963 | \$1,333 | \$921 - \$1,071 | \$1,064 - \$1,214 |
| Associated FT Custodial & Maintenance Staff | 88 | 27 | 6 | 7 to 9 per community (would be 46 to 58 in UCF-Owned) | |
| Beds per C&M Staff Member | 52 | 73 | 65 | 80 to 100 | |
| Target Facility Standard | APPA 2-3 | APPA 2-3 | APPA 2-3 | APPA 1-2 | |
| Target Work Order Response Time | Same day | Same day on weekdays | Same day on weekdays | Emergency: 15 min Urgent: 2 hours Routine: 2 days | |

*ACC's management fee would likely be reduced if not taking on full scope of operations. \$330/bed estimate from B&D data.

Benchmarking Custodial & Maintenance - Adjusted

MARKET SOUNDING

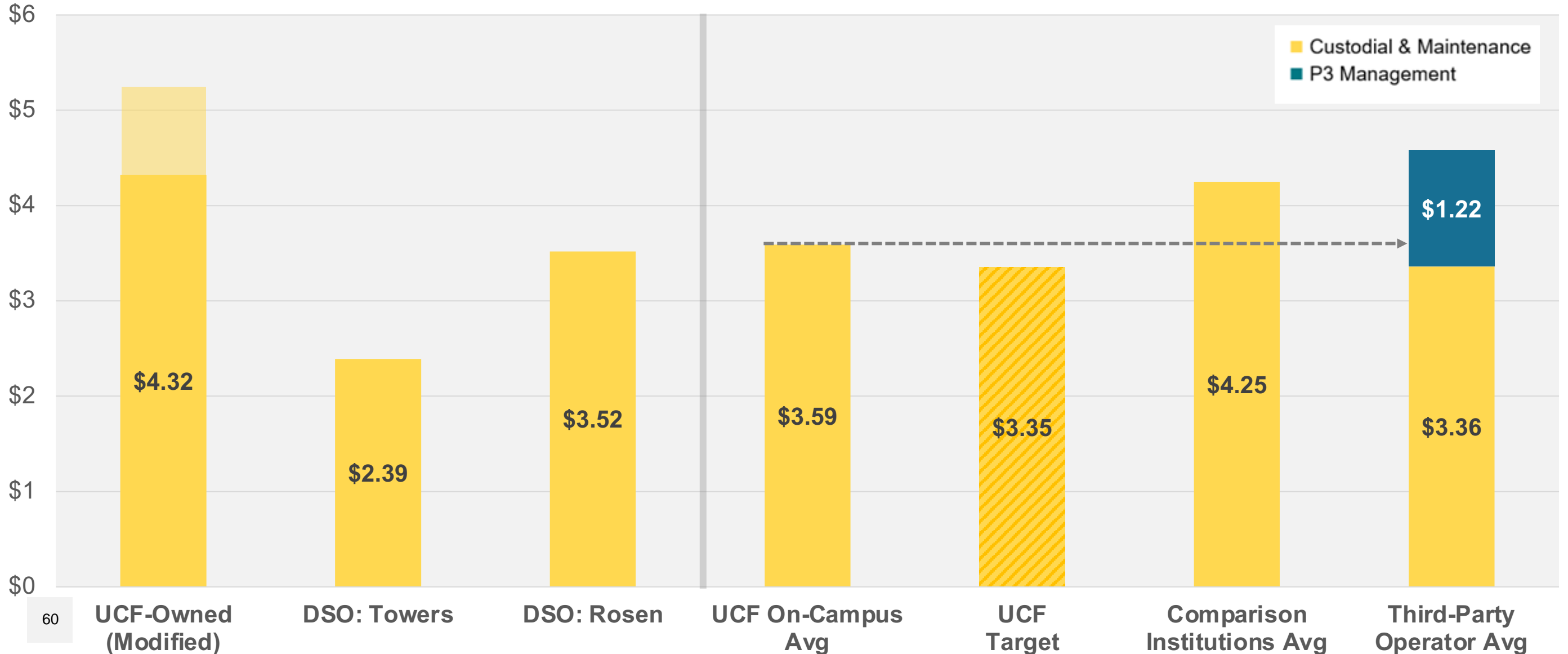
| | UCF-Owned | Towers | Rosen | ACC Residence Halls | ACC Apartments |
|---|---|--------------|----------------|--|--------------------------|
| | Cease weekly cleaning of resident spaces. Reduces associated staff & supplies costs. | | | | |
| Custodial & Maintenance Personnel | \$621 | \$595 | \$645 | \$309 | \$311 |
| Custodial & Maintenance Non-personnel | \$627 | \$368 | \$688 | \$282 | \$423 |
| P3 Management Fee | - | - | - | \$330* - \$480 | |
| Total | \$1,247 | \$963 | \$1,333 | \$921 - \$1,071 | \$1,064 - \$1,214 |
| Associated FT Custodial & Maintenance Staff | 60 | 27 | 6 | 7 to 9 per 800-bed community (would be 46 to 58 in UCF-Owned) | |
| Beds per C&M Staff Member | 77 | 73 | 65 | 80 to 100 | |

*ACC's management fee would likely be reduced if not taking on full scope of operations. \$330/bed estimate from B&D data.

Custodial & Maintenance Cost Savings vs.P3

DETAILED ANALYSIS

Engagement with UCF stakeholders has shown that UCF can achieve cost savings in the near term competitive with third-party operators.



Operating Adjustments & Cost Savings

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

- Initial **Custodial & Maintenance** changes could reduce costs to **\$4.32/SF** vs. \$4.58/SF for P3 average (including fee).
- Additional facilities-related savings may be achieved over time with an effective capital reinvestment strategy.

| Academic Year | 2018-19 | Modified 2018-19 | Savings | Operating Change |
|-------------------------------------|---------------------|---------------------|--------------------|--|
| Fiscal Year | 2019 | 2019 | | |
| Total SF | 1,331,830 | 1,331,830 | | |
| Operating Expenses | | | | |
| Management & Administration | \$5,412,905 | | | |
| Residential Life | \$1,587,376 | | | |
| Custodial, Maintenance, and Grounds | \$6,952,124 | \$5,749,696 | \$1,202,428 | |
| FO Maintenance Staff | \$1,662,933 | \$1,532,011 | \$130,922 | Two fewer maintenance techs |
| HRL Maintenance Staff | \$652,975 | | | |
| FO Custodial Staff | \$1,647,202 | \$675,696 | \$971,506 | Reduced cleaning (now at turn), 28 fewer staff |
| HRL Maintenance Non-Personnel | \$1,161,932 | | | |
| FO C&M Non Personnel | \$1,827,083 | \$1,727,083 | \$100,000 | Reduced cleaning (now at turn) |
| IT/Telecom | \$1,283,822 | | | |
| Utilities | \$3,040,463 | | | |
| Total Operating Expenses | \$18,276,690 | \$17,074,262 | \$1,202,428 | |

Operating Adjustments & Cost Savings

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

› Additional opportunities exist to **reduce \$1.3M in Administrative and IT Expenses**

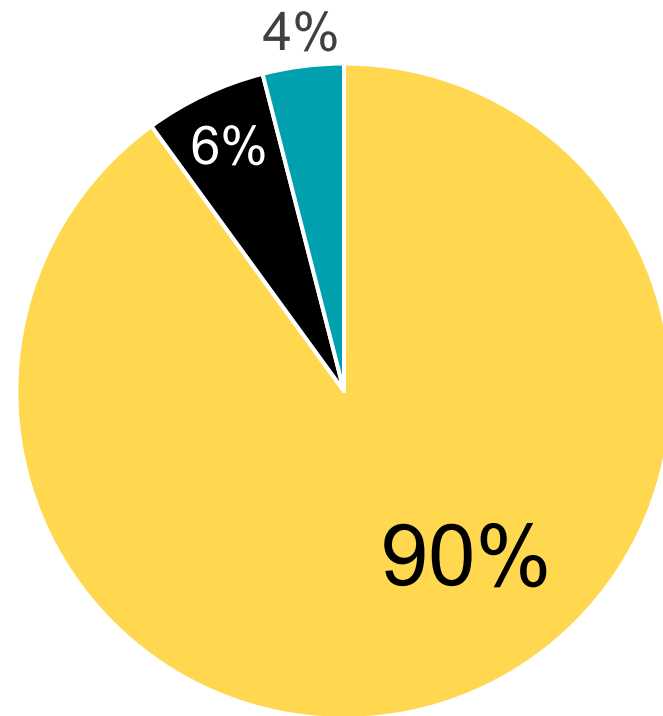
| Academic Year | 2018-19 | Modified 2018-19 | Savings | Operating Change |
|--|---------------------|---------------------|--------------------|---|
| Fiscal Year | 2019 | 2019 | | |
| Total SF | 1,331,830 | 1,331,830 | | |
| <u>Operating Expenses</u> | | | | |
| Management & Administration | \$5,412,905 | \$4,577,905 | \$835,000 | |
| Professional Salaries & Benefits | \$2,953,585 | \$2,593,585 | \$360,000 | Reimburse HRL for labor outside UCF-Owned |
| Student Staff & Scholarships | \$1,003,895 | \$586,895 | \$417,000 | Discontinue Res Hall Auxiliary Patrol Program |
| Admin Services & Supplies | \$1,455,425 | \$1,397,425 | \$58,000 | Reduce marketing print materials |
| Residential Life | \$1,587,376 | \$1,587,376 | | |
| Custodial, Maintenance, and Grounds | \$6,952,124 | \$5,749,696 | \$1,202,428 | |
| IT/Telecom | \$1,283,822 | \$727,822 | \$556,000 | |
| IT Staff | \$343,802 | \$343,802 | | |
| IT/ Cable / Telecom | \$940,020 | \$384,020 | \$556,000 | Discontinue cable television service |
| Utilities | \$3,040,463 | \$3,040,463 | | |
| Total Operating Expenses | \$18,276,690 | \$15,683,262 | \$2,593,428 | |

Housing Organizational Structures

DETAILED ANALYSIS

- > The overwhelming majority of university housing portfolios are managed under Student Affairs.

Nationwide Housing Organizational Structures:



■ Student Affairs ■ Finance / Business Affairs ■ Split

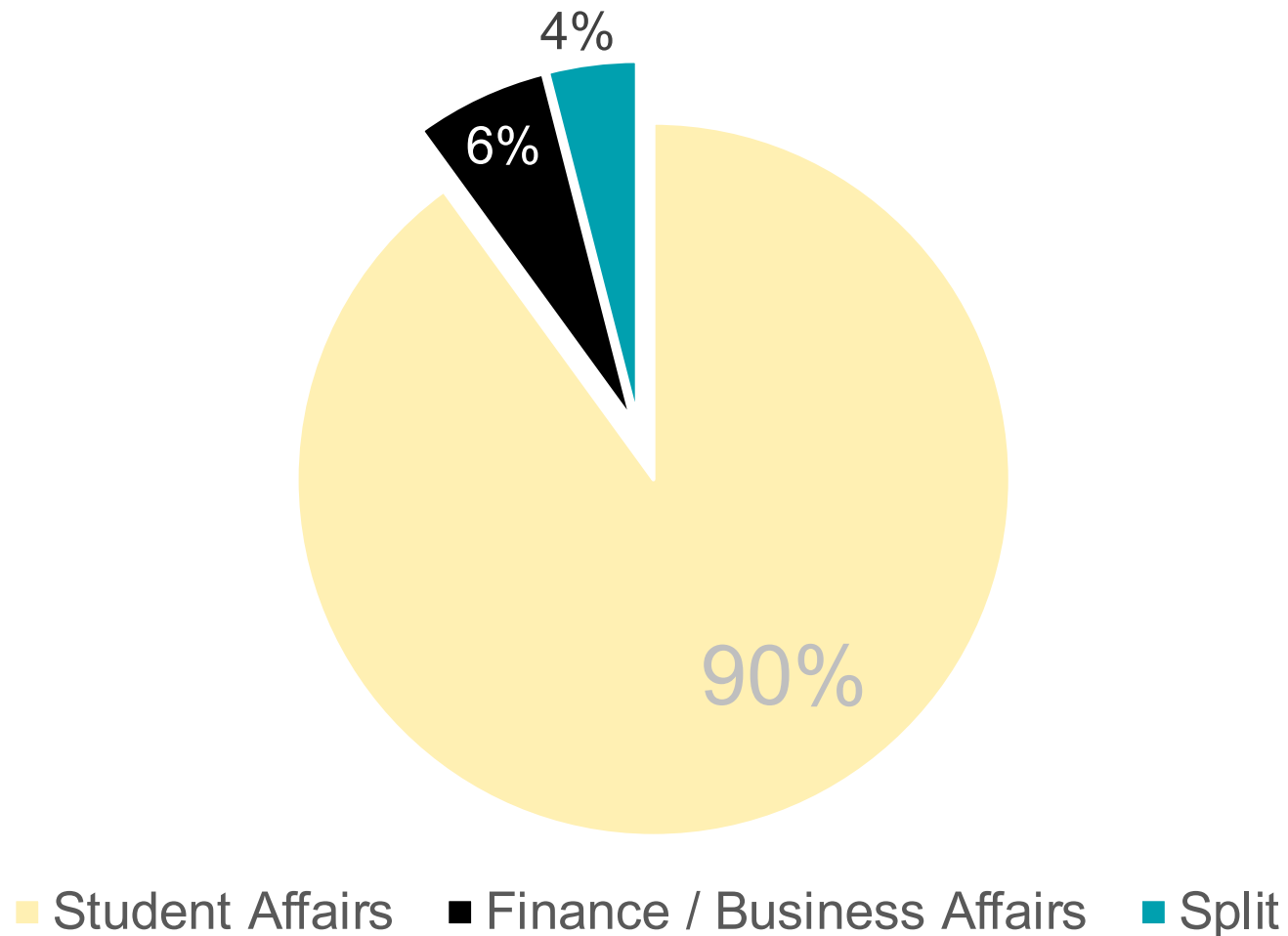
48 Institutions from the following:



Housing Organizational Structures

DETAILED ANALYSIS

Nationwide Housing Organizational Structures



- › Operating under Finance / Business Affairs or with split services tends to decouple responsibility for residential experience from control over physical environment.
- › Example housing systems under Business Affairs or split structures generate strong cash flows, but suffer from significant deferred maintenance

Capital Reserves

DETAILED ANALYSIS

On average, peer institutions maintain \$2,000 per bed in capital reserves, with additional set aside in an operating reserve. UCF does not currently maintain a reserve level that allows for both capital and operating reserves.

| | Capital Reserves* (2019\$) | Capital Reserves* per SF | Capital Reserves* per Bed |
|----------------------------------|-------------------------------|-----------------------------|------------------------------|
| Institution 1 | \$18,247,480 | \$6 | \$1,960 |
| Institution 2 | \$24,666,837 | \$7 | \$2,801 |
| Institution 3 | \$6,344,690 | \$5 | \$1,521 |
| Comp. Institution Average | | \$6 | \$2,094 |

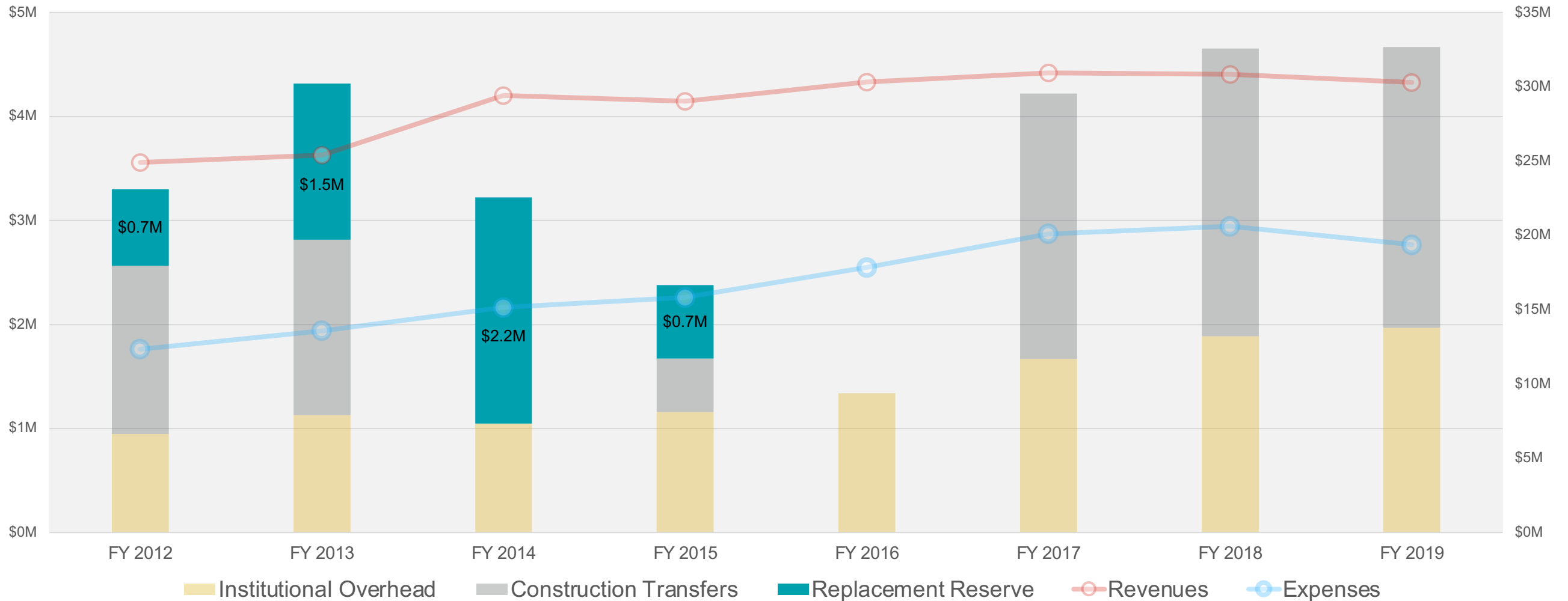
** Showing capital reserves only. Institutions 1 and 2 have additional designated operating reserves over and above capital reserves. To estimate an operating reserve for institution 3, six months of operating expenses were removed from total reserve balance.*

| | Total Reserves | Total per SF | Total per Bed |
|------------------------|---------------------|---|---------------|
| UCF Housing & Res Life | \$8,588,176 | \$6 | \$1,863 |
| | \$10,997,000 | <i>Target Estimated 6-month Operating Reserve, FY19</i> | |
| | \$19,585,176 | Total Target Capital & Operating Reserve, FY19 | |

Historical Housing Operating Summary

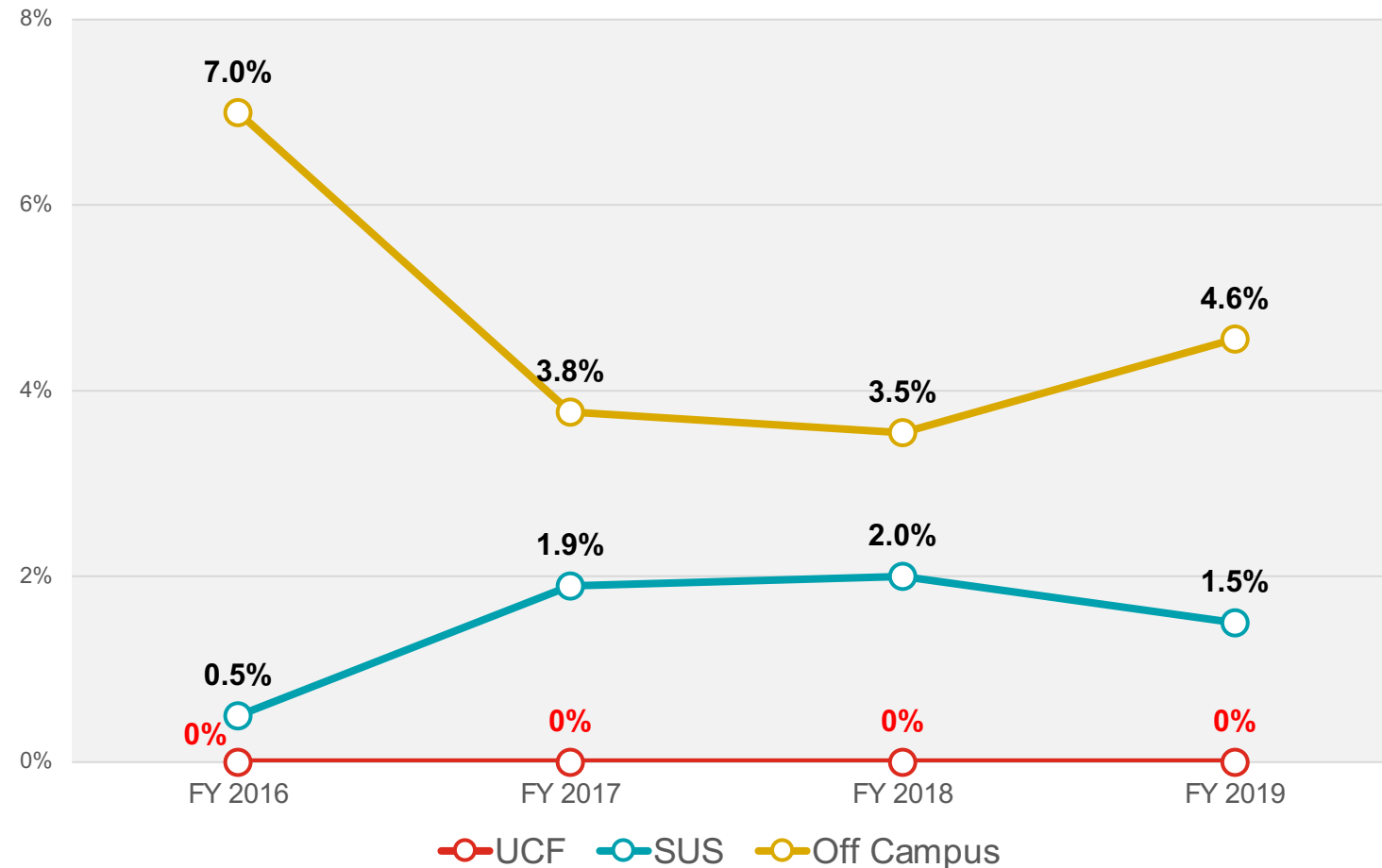
DETAILED ANALYSIS

Over the past several years, UCF's housing system has increasingly contributed to institutional overhead and construction transfers but has been unable to fund additional reserves which will limit asset reinvestment going forward.



Revenues in Context

DETAILED ANALYSIS

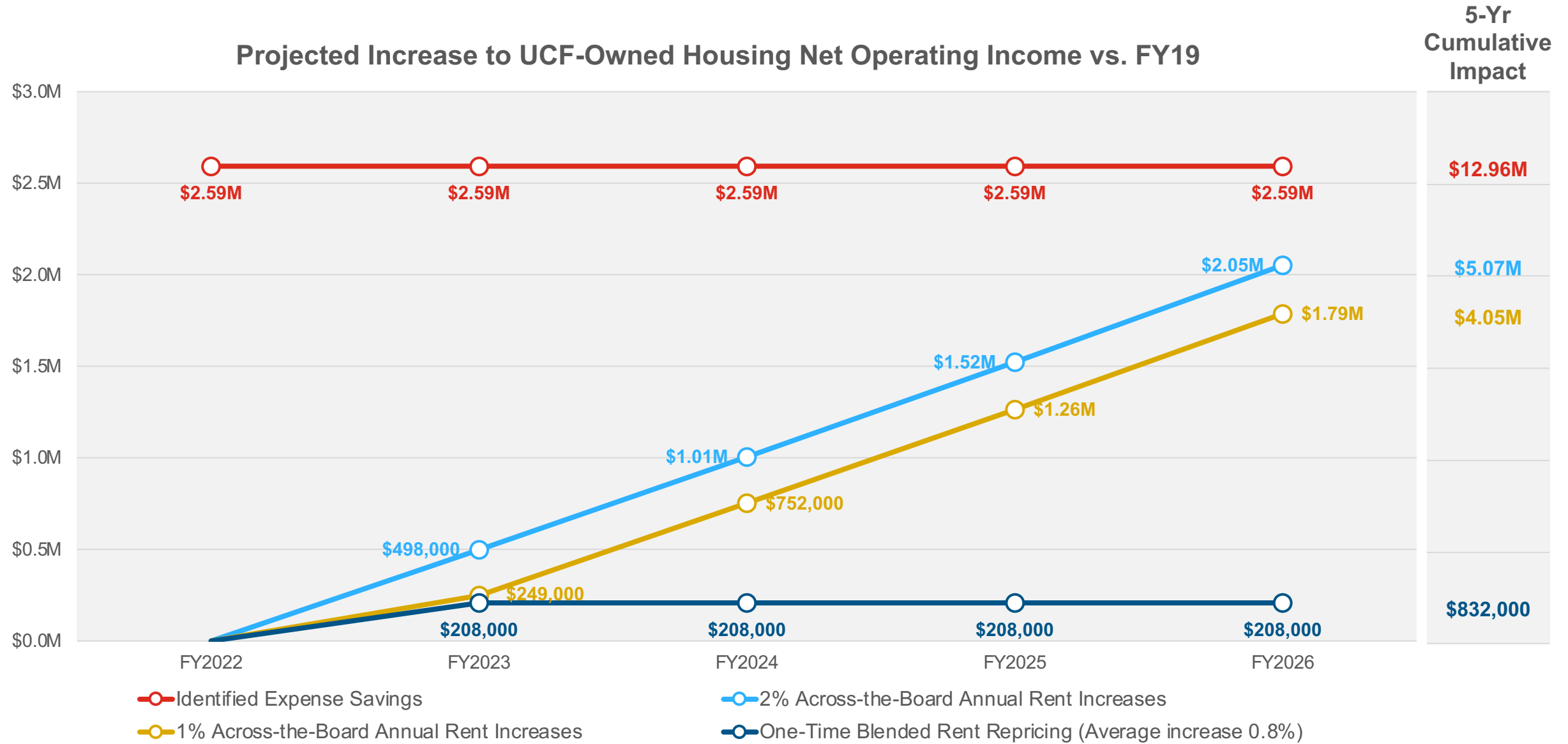


UCF has not increased rental rates in recent years resulting in stagnant revenues, in contrast to other SUS institutions and the off-campus market.

- Adequate reinvestment requires increasing revenues over time.
- In the near term, UCF can incrementally grow revenue without substantially impacting the average rate on campus.
 - Re-price UCF’s inventory to better reflect value and student satisfaction
 - Lower rates for oldest housing while increasing rate for newest, most popular beds

Revenue & Expense Options to Increase NOI

DETAILED ANALYSIS



Summary Findings & Recommendations

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

- Objective 1** Gain a clear understanding of the UCF housing portfolio’s financial performance.
- Finding** UCF has significant opportunity to lower operating costs in custodial and maintenance.
- Recommendation** *Reduce operating cost by providing a level of service more aligned with University peers.*
-
- Objective 2** Recommend a strategy to optimize the mgmt. and operation of the UCF housing system.
- Finding** Housing & Residence Life must be able to adequately fund capital improvements to unlock future cost savings.
- Recommendation** *Utilize operational cost savings and a more market-responsive revenue strategy to begin replenishing Housing’s capital reserves.*
-
- Objective 3** Identify defined steps for implementation.
- Finding** UCF can achieve its financial objectives in-house.
- Recommendation** *Create a structure that fosters collaboration toward shared goals, aligns responsibility with control over outcomes, and tracks performance for accountability*

Implementation & Next Steps

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

- › To sustain improved financial outcomes, HRL and FO is moving from a transaction-oriented relationship to a partnership with accountability.
- › A new MOU will align responsibility and control for achieving key outcomes.
- › Both departments will utilize Key Performance Indicators (KPIs) to track outcomes and facilitate collaboration toward shared goals.

Steps Currently In Progress

Finalizing New Operating Paradigm

- Finalize FY22 UCF-Owned Housing Budget (January)
- Define & Operationalize KPIs (January)
- Update HRL-FO Memorandum of Understanding (February)

Implementation & Next Steps

HOUSING OPERATIONS & MANAGEMENT ASSESSMENT

Additional Next Steps

Determine required capital reinvestment over time to identify appropriate R&R reserve target

- Work with HRL & FO to create strategy to address housing renovation, replacement, and expansion needs
- Create strategy for addressing deferred maintenance

Create a sustainable revenue strategy to meet facilities needs

- Adjust existing rental rates in subsequent budget years to better reflect student demand, current capacity by unit type, and the quality of available inventory.
- Establish a long-term rental rate growth strategy to support a sustainable operation, expand available housing options to meet unmet demand, and adequately fund required reserves (at a minimum).



THANK YOU



BRAILSFORD & DUNLAVEY

UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: Parking and Housing Fiscal Year 2021-22 Auxiliary Facilities Operating Budgets

Information Information for upcoming action Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Budget requests were developed using requests from the individual departments and a review of expected revenue, expenditures, and fund balances for each area, along with a comparison to projected and actual amounts from the prior year. Fiscal year 2020-21 estimates were prepared using updated assumptions and estimates based on information available through December 31, 2020. Detailed account variance notes are included on each attachment for reference.

Repair and replacement reserve requirements indicate that a balance totaling 30% of pledged revenues must be maintained. In our determination, repair and replacement reserve transfers are needed for each facility for the following amounts:

Parking:

| Parking Transfer to Repair & Replacement Reserve | Estimate FY 2020-21 | Projected FY 2021-22 |
|---|--------------------------------|---------------------------------|
| Operating revenue | 19,192,831 | 21,170,000 |
| 30% reserve requirement | 5,757,849 | 6,351,000 |
| Estimated R&R balance at the end of prior year | 6,883,307 | 6,883,307 |
| Additional reserve transfer needed | - | - |

Housing:

| Housing Transfer to Repair & Replacement Reserve | Estimate FY 2020-21 | Projected FY 2021-22 |
|---|--------------------------------|---------------------------------|
| Operating revenue | 22,508,110 | 28,799,720 |
| 30% reserve requirement | 6,752,433 | 8,639,916 |
| Estimated R&R balance at the end of prior year | 8,588,893 | 8,588,893 |
| Additional transfer necessary | - | 51,023 |

Background Information:

Certain outstanding state university system bond issues for auxiliary facilities have covenants that state: "The Board of Governors shall annually, at least ninety (90) days preceding the beginning of each fiscal year, prepare a detailed budget providing reasonable estimates of the estimated current revenues and expenses of the university during the succeeding fiscal year and setting forth the amount to be deposited in the Maintenance and Equipment Reserve Fund. The budget shall be adopted by the Board of Governors and shall not be changed during the fiscal year except by the same procedure by which it was adopted."

In order to satisfy bond covenant requirements specified above, it is necessary to develop and submit, in advance of the annual submission of institutional budgets in August, operating budget detail approved by the University Board of Trustees for auxiliary facilities with such bond covenants.

Recommended Action:

Approve the fiscal year 2021-22 Parking and Housing Auxiliary Facilities Operating Budgets.

Alternatives to Decision:

Modify or change proposed budgets for fiscal year 2021-22.

Fiscal Impact and Source of Funding:

Existing cash and revenues from the Parking and Housing auxiliary facilities.

Authority for Board of Trustees Action:

Per the Board of Governors amended regulation 9.008 *University Auxiliary Facilities with Outstanding Revenue Bonds*, the operating budget for these facilities is required to be approved by the university's Board of Trustees prior to its submission to the Board of Governors in February.

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: 2021-22 Proposed Auxiliary Facilities Operating Budgets- Parking Services

Attachment B: 2021-22 Proposed Auxiliary Facilities Operating Budgets- Housing Operations.

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance

Bert Francis, Assistant Vice President for Debt Management

Attachment A

University of Central Florida 2021-22 Proposed Auxiliary Facilities Operating Budget Parking

| | 2020-21 Estimate | 2021-22 Proposed Budget | Variance Favorable (Unfavorable) |
|--|----------------------|-------------------------------|--|
| Beginning Operating Cash | \$ 11,652,151 | \$ 12,603,726 | \$ 951,575 |
| Operating Revenue | | | |
| Student Fees - Transportation | 14,869,109 | 14,870,000 | 891 |
| Decal Sales ¹ | 3,477,013 | 4,975,000 | 1,497,987 |
| Meters and Daily Permits | 254,787 | 325,000 | 70,213 |
| Fines and Citations ² | 502,909 | 900,000 | 397,091 |
| Other Revenue | 89,013 | 100,000 | 10,987 |
| Total Operating Revenue | 19,192,831 | 21,170,000 | 1,977,169 |
| Operating Expenditures | | | |
| Salaries and Benefits | 1,764,383 | 1,919,000 | (154,617) |
| Other Personal Services | 596,247 | 600,000 | (3,753) |
| Repairs and Maintenance | 739,606 | 725,000 | 14,606 |
| Utilities | 323,336 | 335,000 | (11,664) |
| Operating Expense ³ | 9,806,809 | 12,144,000 | (2,337,191) |
| Auxiliary Overhead | 1,264,927 | 1,201,000 | 63,927 |
| Operating Capital Outlay | - | 55,000 | (55,000) |
| Total Operating Expenditures | 14,495,308 | 16,979,000 | (2,483,692) |
| Net Increase (Decrease) from Operations | 4,697,523 | 4,191,000 | (506,523) |
| Debt Service | 2,878,000 | 2,878,600 | (600) |
| Nonoperating Revenue (Expenses) | | | |
| Transfer To - Construction ⁴ | (867,948) | (498,000) | 369,948 |
| Interest and Investment Earnings ⁵ | 474,946 | 480,000 | 5,054 |
| Interest and Investment Tsfr to Central ⁵ | (474,946) | (480,000) | (5,054) |
| Replacement Reserve ⁶ | - | - | - |
| Total Nonoperating Revenue (Expenses) | (867,948) | (498,000) | 369,948 |
| Total Ending Net Income (Loss) | 951,575 | 814,400 | (137,175) |
| Ending Operating Cash | \$ 12,603,726 | \$ 13,418,126 | \$ 814,400 |
| Beginning Replacement Reserves | \$ 6,883,307 | \$ 6,883,307 | \$ - |
| Plus: Transfers In | - | - | - |
| Less: Transfers Out | - | - | - |
| Ending replacement reserves | \$ 6,883,307 | \$ 6,883,307 | \$ - |

¹ Permit sales for fiscal year 2020-21 are unusually low due to the extension of annual permits through December 2020 that were previously set to expire in August 2020. Permit renewals expected in January 2021 will be sold using a pro-rated cost through summer 2021. The fiscal year 2021-22 budget assumes pre-COVID levels with a 20% reduction for reduced on-campus population and traffic.

² Fines and citations for fiscal year 2020-21 are unusually low due to decreased campus population during COVID. The fiscal year 2021-22 budget assumes pre-COVID levels with a 20% reduction for reduced on-campus population and traffic.

³ Operating expense estimates for fiscal year 2020-21 includes a \$1.2m reduction due to reduced shuttle routes and hours in the first part of the year due to the depopulation of campus. The fiscal year 2021-22 budget assumes shuttle routes and hours will return to pre-COVID levels. In addition, a 5% budget reserve of \$1m has been incorporated in fiscal year 2021-22 for unexpected needs.

⁴ Construction for fiscal year 2020-21 consists of an office buildout in the Downtown parking garage. Construction for fiscal year 2021-22 consists of an LED parking lot light project, an ADA engineering study, and major garage and lot maintenance projects.

⁵ Investment earnings are transferred back to the university to fund other initiatives.

⁶ Funds equal to 30% of gross operating revenue must be maintained in R&R reserves. Currently the projected R&R reserves exceed this requirement and no transfers are anticipated.

Attachment B

University of Central Florida
2021-22 Proposed Auxiliary Facilities Operating Budget
UCF Owned Housing¹

| | 2020-21 Estimate | 2021-22 Proposed Budget | Variance Favorable (Unfavorable) |
|--|---------------------|-------------------------------|--|
| Beginning Operating Cash | \$ 8,986,327 | \$ 4,371,186 | \$ (4,615,141) |
| Operating Revenue | | | |
| Rental Revenue ² | | | |
| Fall | 9,723,710 | 12,117,860 | 2,394,150 |
| Spring | 10,950,000 | 12,117,860 | 1,167,860 |
| Summer | 700,000 | 2,252,000 | 1,552,000 |
| Other Income ³ | 1,134,400 | 2,312,000 | 1,177,600 |
| Total Operating Revenue | 22,508,110 | 28,799,720 | 6,291,610 |
| Operating Expenditures | | | |
| Salaries and Benefits ⁴ | 7,128,559 | 7,076,000 | 52,559 |
| Other Personal Services (OPS) ⁵ | 1,431,617 | 1,208,000 | 223,617 |
| Repairs and Maintenance | 1,473,650 | 1,368,000 | 105,650 |
| Utilities | 3,113,886 | 3,300,000 | (186,114) |
| Operating Expense ⁶ | 1,406,350 | 1,700,000 | (293,650) |
| Auxiliary Overhead | 2,191,939 | 2,135,000 | 56,939 |
| Operating Capital Outlay | - | 102,000 | (102,000) |
| Total Operating Expenditures | 16,746,001 | 16,889,000 | (142,999) |
| Net Increase (Decrease) from Operations | 5,762,109 | 11,910,720 | 6,148,611 |
| Debt Service⁷ | 8,337,250 | 7,129,650 | 1,207,600 |
| Nonoperating Revenue (Expenses) | | | |
| Transfers To - SDES and UCFIT | (1,300,000) | (1,300,000) | - |
| Transfers To - Construction ⁸ | (740,000) | (2,775,000) | (2,035,000) |
| Interest and Investment Earnings ⁹ | 316,308 | 321,000 | 4,692 |
| Interest and Investment Tsfr to Central ⁹ | (316,308) | (321,000) | (4,692) |
| Replacement Reserve ¹⁰ | - | (51,023) | (51,023) |
| Total Nonoperating Revenue (Expenses) | (2,040,000) | (4,126,023) | (2,086,023) |
| Net Ending Net Income (Loss) | (4,615,141) | 655,047 | 5,270,188 |
| Ending Operating Cash | \$ 4,371,186 | \$ 5,026,233 | \$ 655,047 |
| Beginning Replacement Reserves | \$ 8,588,893 | \$ 8,588,893 | \$ - |
| Plus: Transfers In | - | 51,023 | 51,023 |
| Less: Transfers Out | - | - | - |
| Ending Replacement reserves | \$ 8,588,893 | \$ 8,639,916 | \$ 51,023 |

¹ UCF Owned facilities include 4,608 beds in Apollo, Libra, Nike, Hercules, Neptune, and Lake Claire communities, along with 4 Greek homes.

² Rental income increase is based on 94% fall and spring occupancy projections for fiscal year 2022. A conservative approach regarding occupancy projections is based on information from other SUS Public Institutions at the time of budget submission. Rental Income for the Summer of FY 2021 is based on historical Summer occupancy levels, but due to the timing of Summer billings and collections only \$700K is expected to be received through June 30, 2021 on a cash basis.

³ Other income is projected to increase in fiscal year 2021-22 based on conference activities returning to pre-COVID levels.

⁴ Salaries and Benefit estimates for fiscal year 2020-21 are \$1,610,381 lower than the approved budget of \$8,686,381. This is related to cost savings measures associated with not filling 25 vacant positions in DHRL and shifting of seven positions from DHRL payroll to SDES payroll. For fiscal year 2021-22, \$1,102,428 in savings are due to reduced UCF FO staffing associated with ending weekly room cleaning services. The cleaning of common area spaces and a deep cleaning at the end of each semester will continue. This reduction in salaries and benefits is being partially offset by the filling of DHRL vacant line positions totaling \$1,049,869.

⁵ Other Personnel Expenses estimates for fiscal year 2020-21 are \$289,846 lower than the approved budget of \$1,721,463. Further reductions of \$223,617 are included in the fiscal year 2021-22. The total cost reduction of \$513,463 in Other Personnel expenses from the approved 2020-2021 fiscal year budget is due to the elimination of the Residence Hall Auxiliary Patrol (RHAP) program (\$417,000) and elimination of other DHRL OPS positions (\$96,463) The RHAP duties are being filled by Resident Assistants. These OPS positions will no longer be necessary as vacant line positions are filled.

⁶ Operating Expense estimates for fiscal year 2020-21 include cost savings of \$556,000 by eliminating cable television service and reducing marketing print materials by \$58,000. An additional \$100,000 in FO custodial maintenance supplies savings is expected for fiscal year 2021-2022, due to reduced cleaning. A net increase of \$293,650 is expected due to residence halls being at near full occupancy.

⁷ Debt service is scheduled to decrease in accordance with the amortization schedule for the Series 2018A bonds.

⁸ A detailed list of proposed construction transfers is listed in the table below:

| Housing Transfers - Construction Transfers | | |
|---|-----------------------------|--|
| | 2020-21 Estimate | 2021-22 Proposed Budget |
| Replacement of Fire Alarm - Academic Village 103 | 225,000 | |
| Replacement of Fire Alarm - Academic Village 111/112 | 300,000 | |
| Replacement of Fire Alarm - Volusia Hall | 215,000 | |
| Replacement of Fire Alarm - Academic Village 102 | | 225,000 |
| Replacement of Fire Alarm - Academic Village 104-105 | | 300,000 |
| Replacement of Fire Alarm - Lake Hall | | 240,000 |
| Replace HVAC telecom units - Lake Claire | | 45,000 |
| Fresh Air Introduction Project - Seminole Hall | | 375,000 |
| Replacement of Brevard, Orange, and Seminole Stairwells | | 600,000 |
| Renovation of showers in Hercules Community | | 440,000 |
| Emergency Mass Notification System | | 50,000 |
| Replace chill water HVAC units- Hercules Communities | | 500,000 |
| Total Construction Transfers | \$ 740,000 | \$ 2,775,000 |

⁹ Investment earnings are transferred back to the university to fund other initiatives.

¹⁰ Funds equal to 30% of gross operating revenue must be maintained in R&R reserves. Based on revenue projections for fiscal year 2021-22 we anticipate a transfer of \$51,023 will be required.

UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: Knight Vision Enterprise Resource Planning (ERP) Status Update

Information **Information for upcoming action** **Action**

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

As requested by the Finance and Facilities Committee, staff will provide an update on the recent accomplishments, immediate next steps, overall status and trends, top risks, and progress of the Knight Vision project at each committee meeting.

Background Information:

At the June 18, 2020, Board of Trustees meeting, the Board approved \$50 million in carryforward funding for acquisition and implementation of a new cloud-based ERP project.

At the October 22, 2020, meeting, the Board of Trustees approved a contract with Workday to provide the software for Finance, Human Resources, Grants Management, and Reporting and Analytics applications, with a total cost of \$21,810,000 over a period of ten years. At the same meeting, the Board approved a contract with Accenture to implement those modules with a total cost of \$11,736,060 over two years.

Following the selection and negotiation process, the initial estimate of the acquisition and implementation costs of the new system were estimated to be \$27,598,060 and were allocated as follows:

| | |
|----------------------------------|---------------|
| Workday Licenses (2 of 10 years) | \$ 4,899,160 |
| Software Implementation Partner | \$ 11,736,060 |
| Temporary Staff and Backfill | \$ 7,500,000 |
| Contingency | \$ 4,000,000 |

Following the implementation of the Finance, Human Resources, Grants Management, and Reporting and Analytics applications, the university will assess its readiness to continue with the implementation of the Student Information System application, which is expected to take another three years to purchase and implement.

Recommended Action:

For information only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance
Michael Sink, Interim Chief Information Officer

Supporting Documentation:

Attachment A: Knight Vision ERP Status Update

Facilitators/Presenters:

Michael Sink, Interim Chief Information Officer

Knight Vision ERP Update

Finance and Facilities Committee
February 10, 2021



PROJECT ACTIVITY
UPDATES



PROJECT SCHEDULE
UPDATE



PROJECT BUDGET
UPDATE

Program Activity



Workday ERP Implementation

- Financial Management
- Grants Management
- Human Resources
- Technical (Security / Integrations / Data Conversions / Retrofits)

Reporting & Analytics

- Data Governance
- Data & Analytics
- Master Data Management
- Workday Prism Analytics
- Workday Reporting

Enterprise Standard Tools

- Identity & Access Management
- API Management
- Low Code Platform
- Data Governance

Service Delivery Transformation

Human Resources and Finance organizational design and business process transformation to ensure more effective and efficient administrative services

Adaptive Planning Phase 1

- Budget Planning
- Budget Model Alignment

Change Management

Communications

Training & Support

Change Network

Internships

Current Priorities



Set-Up & Planning

- Planning business process discovery sessions with Accenture for both Workday & Service Delivery
- Identifying intersections and dependencies among Knight Vision Workstreams (Technology Tools, Service Delivery, Workday, Reporting & Analytics, etc.)
- Establishing Campus Community Advisory Group



Staffing

- Roles identified and validated through discussions with Accenture
- Project structure established
- Staffing strategy approved
- Jobs for project team needed in the near-term were posted
- Workday training for Workstream Leads and other key roles is being scheduled



Discovery

- Identifying necessary tools for Reporting and Analytics data governance and reporting platform software
- Determining ancillary technology tools required
- Identifying costs for tools, staffing, and equipment related to replacing ERP and implementing analytics platform
- Developing detailed project budget during planning stage

Program Timeline



Adaptive Planning Phase 1



*Specs, scope, schedules, and budgets are still being evaluated and planned for Reporting & Analytics, Enterprise Standard Technology Tools, and Service Delivery efforts.



Accenture Consulting Budget Summary

| Knight Vision Accenture Project Budget Summary | | | |
|--|---------------|-----------|-------------------|
| | Hours | Cost | |
| Workday Implementation | 56,896 | \$ | 10,534,020 |
| Foundation Tenant Fee | | \$ | 250,000 |
| Service Delivery | 2,720 | \$ | 952,000 |
| * Total Estimate At Completion (EAC) | 59,616 | \$ | 11,736,020 |
| Foundation Tenant | | \$ | 250,000 |
| Workday Actuals to Date | 828 | \$ | 210,355 |
| Service Delivery Actuals to Date | 576 | \$ | 201,425 |
| ** Total to Date | 1,404 | \$ | 661,780 |
| Mid-Month December to January Forecast -Workday | 411 | \$ | 105,450 |
| Mid-Month December to January Forecast -Service Delivery | 400 | \$ | 140,000 |
| ** Total Forecast | 811 | \$ | 245,450 |
| Remaining Work Estimate To Complete (ETC) | 57,402 | \$ | 10,828,790 |

Actuals to Date as of 12/15/2020

* Total EAC hours include 500 Subject Matter Advisory (SMA) hours.

** Total to Date and Total Forecast hours do not include executive leadership contributed hours.

Phase 1 (24 months) Costs Estimate

Workday Implementation

| | Budget | Revised/Actual |
|-------------------------------------|-------------------------|-------------------------|
| Workday License | \$ 4,362,000.00 | \$ 4,899,160.00 |
| Implementation Partner Costs | \$ 11,736,060.00 | \$ 11,736,060.00 |
| Estimated Backfill | \$ 7,500,000.00 | \$ 7,500,000.00 |
| Contingency | \$ 4,000,000.00 | \$ 3,462,840.00 |
| Total | \$ 27,598,060.00 | \$ 27,598,060.00 |

Questions



UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: John C. Hitt Library Expansion and Renovation Phase 2A.1 and 2A.2

Information Information for upcoming action Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Approve the use of \$18,800,000 in funding for the next phase of the Library Renovation (Phase 2A.1, level 3 renovation), and \$3,317,000 for building a fourth row of library storage within the Library Automatic Retrieval Center (Phase 2A.2, ARC aisle). This funding consists of Capital Improvement Trust Funds (CITF).

This item relates to the president's goals for 2020-21, #2 which states "Invest in academic excellence to drive greater student success and research outcomes." The 21st Century Library project creates significant new study space for students, which will lead to greater student success.

Background Information:

A building program for the library project has been developed and approved by the President on December 11, 2020, which includes descriptions of all future phases of the library and their anticipated costs.

BOG Regulation 14.0025 "Action Required Prior to Fixed Capital Outlay Budget Request" subsection (4) states:

- "Proposals for fixed capital outlay projects to be funded by Capital Improvement Fees shall be prepared by the university, and submitted to the Board of Governors. Each proposed project shall be approved by the university president after consultation with the student government association. For the purposes of this regulation, "consultation" is defined as an ongoing dialog with the student body president prior to developing the university proposal. An attachment containing any objections and alternatives, and stating that both the university president and the student government association have reviewed the project proposals, shall be included in the proposal."

UCF evaluates CITF project options through the CITF committee, chaired by a student government leader appointed by both the student government president and the university president. The CITF committee met on May 13, 2019 and approved funding the library project with 100% of CITF allocations for the next three years (estimated \$24M). On November 26, 2019, a follow-up CITF committee meeting was held to make the committee aware of another university priority, the Arts Complex Phase II project, and the committee approved the reallocation of \$2M of the approved library funds for the Arts Complex Phase II use with the intention that startup funding would position the project to seek external funding. These approvals are noted in the approved library building program.

The "John C. Hitt Library Renovation Phase II" project was included in the FY 2020-21 Capital Improvement Plan (CIP), approved by the Board of Trustees on June 18, 2020.

A Capital Project Funding Certification Form for the use of additional CITF funds for future phases of the library renovation project was approved by the Board of Trustees on November 15, 2018. This included a total project approval of \$85.8 million, which included an estimated cost per floor for future renovations which was based on the anticipated annual CITF amount that we would have for construction rather than the actual cost of a full floor renovation. Since that time, we have worked with our construction manager to develop floor by floor cost estimates, which are higher than the initial estimates. These new estimates include design fees, preconstruction fees, project management fees, permit fees, construction costs and construction escalation, furniture costs, IT costs, Audio-Visual costs, moving costs, and new student equipment costs. The

new anticipated total library project cost, including the funding already spent for the work completed to date, is \$138,352,000. Please refer to the building program for additional details on the project cost estimate.

Phase 1 (stand-alone library ARC), Phase 1A (library connector), and Phase 1B (exterior plaza and library furniture package) have been completed. Each phase to date has been under budget, and remaining funds from completed phases have been applied to future phases to help offset the need for additional CITF funds.

Recommended Action:

Staff recommends approval of this item.

Alternatives to Decision:

Alternatives include:

- 1) approving a reduced amount, which will require a reduction in project scope, or
- 2) rejecting this item, which will not allow the project to proceed into construction.

Fiscal Impact and Source of Funding:

This specific request is for approval of funding for these next two phases of the project – Phase 2A.1 and 2A.2. Both phases will use CITF funds.

Phase 2A.1 (\$18,800,000, level 3 renovation) is currently under design (design funds for Phase 2A.1 were included in the Phase 1A budget, in order to keep the project progressing) and construction is anticipated to start in late 2021. This phase will renovate the entire third floor, including the renovation of large amounts of student and staff space. The third-floor renovation will include a new Air Handling Unit (AHU), HVAC ductwork, Variable Air Volume (VAV) boxes, Building Automation System (BAS), ceilings, carpet, walls/doors for staff and student spaces, and fire alarm systems. This phase may also include a limited amount of second floor cosmetic renovation (flooring and paint).

Phase 2A.2 (\$3,317,000, ARC aisle) is planned to start design and construction once the level 3 renovation is under construction. This phase will build a fourth aisle of material storage within the existing ARC building, which will be needed for additional library material storage prior to future phases of the project.

Additional (future) phases of the library project, in anticipated order, are:

- Phase 2B – second floor renovation – estimated \$20,345,000
- Phase 2C – first floor renovation – estimated \$18,810,000
- Phase 2D – fourth floor renovation – estimated \$18,440,000
- Phase 2E – fifth floor renovation – estimated \$9,220,000

See Attachment A for additional details of the scope of these future phases. As future phases approach, specific funding approvals will be requested by the Board of Trustees for those individual phases.

Authority for Board of Trustees Action:

BOG Regulation 14.0025 “Action Required Prior to Fixed Capital Outlay Budget Request” subsection (3) states:

- The university president shall have the responsibility for building program review and approval to assure compatibility with the institution’s approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction

Contract Reviewed/Approved by General Counsel N/A

The Architect and Construction Manager for the project will continue from previous phases of the project. The Architect’s contract for design, and the Construction Manager’s contract for preconstruction, have been approved by General Counsel and executed by the president. After BOT approval of this item, and after receipt of a Guaranteed Maximum Price (GMP) proposal from the Construction Manager, a contract amendment to

the Construction Manager's contract which incorporates the project's construction cost will be routed through General Counsel for approval by the president.

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Supporting Documentation:

Attachment A: John C. Hitt Library Expansion and Renovation Building Program

Facilitators/Presenters:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Duane Siemen, Interim Associate Vice President for Facilities and Safety



UNIVERSITY OF CENTRAL FLORIDA

John C. Hitt Library Expansion and Renovation

UCF Project #563

- **Phase 1 - ARC**
- **Phase 1A-1B - Connector Addition/Renovation**
- **Phase 2A-2E - Library Renovation**

Building Program

This program has been prepared in response to Board of Governors regulation 14.0025 and UCF requirements for Capital Projects

Prepared by UCF FACILITIES PLANNING & CONSTRUCTION

- Submitted for review May 2019
- Resubmitted for review December 2019
- Submitted for signatures April 10, 2020
- Revised and Resubmitted for signatures August 19, 2020 (revisions are footnoted)

TABLE OF CONTENTS

| | |
|--|----|
| BUILDING PROGRAM CONTRIBUTORS AND REVIEWERS..... | 2 |
| PROJECT REQUEST, RECOMMENDATION, AND APPROVAL..... | 3 |
| 1.0 BUILDING PROGRAM | 4 |
| 2.0 PROJECT OVERVIEW..... | 5 |
| 3.0 SITE AND UTILITIES..... | 9 |
| 4.0 HISTORY, APPROVALS, AND NEXT STEPS | 12 |
| 5.0 EDUCATIONAL PLANT SURVEY | 16 |
| 6.0 STRATEGIC PLAN | 16 |
| 7.0 ACADEMIC MASTER PLAN..... | 18 |
| 8.0 CAMPUS MASTER PLAN | 19 |
| 9.0 SPACE UTILIZATION CRITERIA | 20 |
| 10.0 PROJECT BUDGET | 21 |
| 11.0 BUILDING CODES | 22 |

BUILDING PROGRAM CONTRIBUTORS AND REVIEWERS

CONTRIBUTORS

Chapter 1.0 Building Program

Chapter 2.0 Project Overview

Frank Allen, *Interim Director of Libraries*

Bill Martin, *Director of Facilities Planning and Construction (FP&C)*

Chapter 3.0 Site and Utilities

Curt Wade, *Director of Utilities and Energy Services (UES)*

Kris Singh, *Director of Parking and Transportation Services*

Chapter 4.0 History of Approvals and Next Steps

Susan B. Hutson, *Manager of Planning, FP&C*

Dr. Kerry Welch, *Assoc. Vice President of Student Development & Enrollment Services*

Chapter 5.0 Educational Plant Survey

Christy Miranda, *Director of Space Administration (was SPAA)*

Chapter 6.0 Strategic Plan

Dr. Lisa Jones, *Former Associate Provost for Strategy*

Chapter 7.0 Academic Master Plan

Susan B. Hutson, *Manager of Planning, FP&C*

Heidi Watt, *Executive Director, Academic Program Quality*

Chapter 8.0 Campus Master Plan

Susan B. Hutson, *Manager of Planning, FP&C*

Chapter 9.0 Space Utilization Criteria

Christy Miranda, *Director of Space Administration*

Susan B. Hutson, *Manager of Planning, FP&C*

Chapter 10.0 Project Budget

Bill Martin, *Director of FP&C*

Chapter 11.0 Building Codes

Roy Johnston, *UCF Building Code Official*

Bill Martin, *Director of FP&C*

REVIEWERS¹

The Building Program for the John C. Hitt Library Expansion and Renovation was submitted to the following reviewers in May 2019. Their remarks or corrections, if provided, were incorporated into the document.

- Frank Allen, *Interim Director of Libraries*
- Barry Baker, *Retired Director, UCF Libraries*
- Elizabeth Dooley, *Former Provost and Vice President of Academic Affairs*
- Maribeth Ehasz, *Vice President, Student Development & Enrollment Services*
- Joel Hartman, *Retired Vice President Information Technologies & Resources and CIO*
- Bill Martin, *Director of Facilities Planning & Construction (FP&C)*
- Christy Miranda, *Director of Space Administration (was SPAA)*
- Misty Shepard, *Interim Vice President, Administration & Finance*
- Duane Siemen, *Interim Assoc. Vice President, Administration & Finance (F&S)*

¹ August 2020 Revision – Contributors and Reviewers titles have been updated or noted “retired” or “former”

PROJECT REQUEST, RECOMMENDATION, AND APPROVAL

REQUEST²

The UCF Libraries request that UCF proceed with the John C. Hitt Library Expansion and Renovation; and confirm that the facility described in this building program was developed in conjunction with the space, functional, and operational needs of the end users and occupants of the proposed facility.

Frank Allen, *Interim Director of Libraries*

RECOMMENDATION

I recommend proceeding with the John C. Hitt Library Expansion and Renovation, provided that any outstanding issues identified in the Building Program will be addressed prior to the start of construction of the project phases and as required by governing regulations or statutes; including, but not limited to: concurrency issues, permit issues, procedural steps remaining to be taken, funding issues to be resolved, and code issues to be resolved.

Misty Shepherd, *Interim VP and COO*

UCF students support the use of Capital Improvement Trust Funds (CITF) for the John C. Hitt Library Expansion and Renovation.

Dr. Maribeth Ehasz, *VP for Student Development & Enrollment Services*

UCF Academic Affairs supports proceeding with the John C. Hitt Library Expansion and Renovation, as it serves a critical academic need.

Dr. Michael Johnson, *Interim Provost and VP*

APPROVAL

I have reviewed this Building Program for compatibility with University's approved strategic plan, campus master plan, educational plant survey, and with space utilization criteria as required by Board of Governors regulation 14.0025. I approve the John C. Hitt Library Expansion and Renovation.

Alexander Cartwright
President of the University of Central Florida

² August 2020 Revision – Change requester to end-user. Original requester, Joel Hartman, retired June 30, 2020.

1.0 BUILDING PROGRAM

Chapter 1 provides general information about the building program.

The intent of a building program is to define a project's high-level objectives and campus impacts. Below are requirements of the building program and the project process, as defined by the Board of Governors and UCF requirements.

Board of Governors Requirements

A building program is required by Board of Governors regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request. The current version of BOG 14.0025 was approved on November 21, 2013, and establishes a few specific parameters for building programs:

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

UCF Requirements

In addition to Board of Governors requirements, UCF follows an internal checklist of requirements for Capital Projects, from which these actions apply to this project:

| | |
|---|-----------------|
| The project is on the Campus Master Plan | See Chapter 8.0 |
| The project is on the Educational Plant Survey, if required | See Chapter 5.0 |
| The project is on the Capital Improvement Plan (CIP) | See Chapter 4.0 |
| The project has Capital Outlay Budget Approval | See Chapter 4.0 |
| The project has BOT Individual Project Approval | See Chapter 4.0 |
| The project has a completed Certification of Funding Form | See Chapter 4.0 |
| The Project has gone back to the BOT for approval for a Budget increase of 10% or more, if required | See Chapter 4.0 |

2.0 PROJECT OVERVIEW

Chapter 2 provides general information about the project.

Project Description

The Library Expansion project's overall goals are to:

- Add space to the library to create additional student study space, multipurpose space, and other spaces that support library programs
- Remove a majority of the existing book stacks, renovating this space to create additional student study areas (thus the creation of the Automatic Retrieval Center to provide book storage capacity)
- Renovate existing library spaces in order to create operational efficiencies and refresh public space
- Create a second entry/exit to provide more direct access to the core of campus, and to provide more egress capacity to allow for increased library occupancy
- Update the finishes of the library to a contemporary 21st Century environment
- Upgrade existing building systems (electrical, HVAC, fire alarm, boilers, etc.) that are nearing the end of their life
- Correct existing code deficiencies (stair guardrails, ADA compliance, lack of sprinklers, etc.)

FP&C Project: Project #563 – John C. Hitt Library Renovation/Expansion

Related Projects: MP# 14002009 Stair guardrail and flooring replacement

Building Area:³ Gross Square Feet (GSF)

| | |
|--------------------------|----------------|
| Library (Existing) | 203,458 |
| Library (New Connector) | 47,824 |
| LIBRARY TOTAL GSF | 251,282 |
| ARC | 19,419 |
| ARC TOTAL GSF | 19,419 |

Project Phases

Due to the size of the project and the limited amount of annual CITF distributions, the project must be executed using a phased approach. A general description of the project phases is shown here:

- Phase 1 – Automatic Retrieval Center (ARC) Building 2A
 - The ARC - Stand-alone Automated Retrieval Center system building (an open three-story volume) which will be able to store up to an estimated 690,000 volumes of library material. This will allow immediate ingest of this material, in order to free up existing library space for future renovations.
 - Shell space – A reading room over the ARC will be built out in Phase 1A of the project.

³ August 2020 Revision – 4/22/2020 email from Christy Miranda, Space Administration - Provided corrected GSF quantities from Turner as-built drawings. Assignable Space (NASF) has not been validated by Space Administration, therefore is not included here.

- Exterior bridge to connect the existing library to the new ARC – this is a temporary feature and can be removed after the completion of Phase 1A.
- Distributed Antenna System on the roof of the ARC building – centrally located within the UCF campus to provide improved cellular coverage in the core of campus (funded with additional Auxiliary funds)
- Existing library fifth floor study space renovation – removal of existing stacks and renovation of space to create a quiet study space for students
- Electrical switchgear replacement in the library’s main electrical room (funded with additional PO&M funds)
- Code required upgrades (funded with additional PO&M funds)
 - Replacement of original building egress stair guardrails with new guardrails that meet current code requirements
 - Addition of sprinklers to the second, third, fourth, and fifth floors of the existing library building
 - Upgrade of select restrooms on all floors of the existing library for ADA compliance
- Phase 1A – Connector - an addition to Building # 2
 - Infill building between the ARC and the existing library, to connect the two structures and provide additional library space. Provide new entrance.
 - New space includes a large multipurpose room, private study spaces, group study spaces, open study spaces, circulation desk, support space, instruction rooms, group study rooms, exhibit gallery, and special collections
 - Four story circulation stair and three additional elevators
 - Build-out of the fourth floor reading room, above the ARC, for additional quiet study space for students
- Phase 1B – Exterior
 - Landscape/Hardscape/Irrigation of the exterior area between the Library Expansion, the JT Washington Center, and the Student Union
- Phase 2A.1 – Interior renovation
 - Third floor renovation, including the renovation of large amounts of student space
 - Second floor cosmetic renovation (flooring and paint only)
 - Boiler replacement for the entire building, and AHU replacement for level 3
- Phase 2A.2 – ARC aisle completion
 - Complete the ARC system, bringing the total capacity of the ARC to approximately 1,250,000 volumes of library material
- Phase 2B – Interior Renovation
 - Second floor renovation, including the renovation of large amounts of student space and the café renovation
 - Second floor mezzanine removal and renovation
 - AHU replacement/relocation for level 2 (funded with additional PO&M funds)

- First floor renovation under mezzanine
- Phase 2C – Interior Renovation
 - First floor complete renovation
 - AHU replacement/relocation for level 1 (funded with additional PO&M funds)
- Phase 2D – Interior Renovation
 - Fourth floor complete renovation
 - AHU replacement for level 4 (funded with additional PO&M funds)
- Phase 2E – Interior Renovation
 - Fifth floor complete renovation
 - AHU replacement for level 5 (funded with additional PO&M funds)

Building Occupants

The facility will house the following Departments and Units:

Library Administration

Responsible for the oversight and administration of all Libraries services, staff, finances, human resources, and receiving

Circulation Services

Circulation Services supports the academic needs of the UCF community by providing access to print and reserve materials, group study rooms, and other library resources

Special Collections & University Archives

Responsible for housing materials which are considered rare or of special interest to researchers, the University and the Central Florida communities

Curriculum Materials Center

Provides materials that are typically found in K-12 school settings and services to the College of Education and Human Performance, the UCF campus, & surrounding communities

Scholarly Communication

Provides information and assistance on all aspects of scholarly publishing

Research & Information Services

Provides research support to students and faculty to help them achieve their educational and academic goals

- Ask Us
- Government Documents
- Research & Information Desk.

Information Technology & Digital Initiatives

Provides technology planning & management; technology lending services, hardware & software support; leadership in digital scholarship; digital collection & repository management; & digital production services

Cataloging Services

Responsible for the creation and maintenance of metadata for materials in the Libraries

Interlibrary Loan & Document Delivery Services

Processes requests for books, articles and other materials not available at the UCF Libraries, and lends materials to other institutions

Acquisitions and Collection Services

Responsible for development of library resources and materials and facilitates the delivery of these resources to users of the library

Student Learning & Engagement

Plans, coordinates, and implements instruction and outreach for the UCF Libraries

Academic partner

UCF Student Academic Resource Center⁴ - SARC@WritingCenter

UCF IT⁵

Alternatives Considered

As the existing library is landlocked, limited options were available for library material storage which would free up significant amounts of area for renovated study space.

- An August 2011 Space Program showed several versions of on-site archival storage including compact shelving, high-bay storage (a.k.a. the Harvard Model), and standard shelving.
- Offsite storage was considered instead of the ARC facility, but had two significant disadvantages 1) cost to rent storage space, and 2) storing materials remotely extends retrieval time and increases staffing.

After significant research of other university solutions, the ARC was determined to be the most efficient and economical long-term solution to material storage needs.

⁴ SARC is primarily located in Trevor Colbourn Hall Room 117

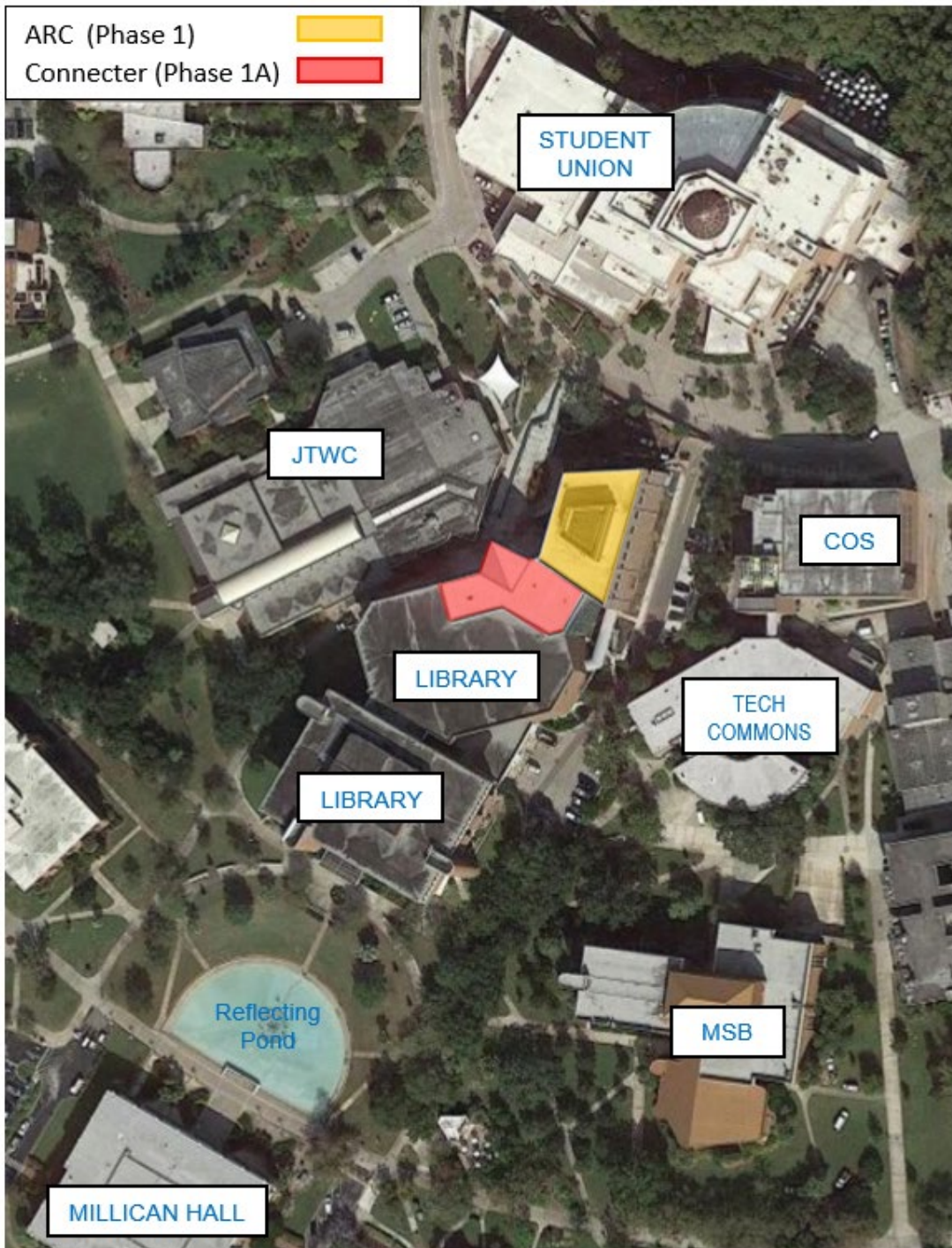
⁵ August 2020 Revision – 4/22/2020 email from Christy Miranda - UCF IT is also an occupant of the Library.

3.0 SITE AND UTILITIES

Chapter 3 provides specific information about the project site and utilities.

Proposed Site

The Library Expansion requires additional new construction area on the campus to create the ARC building (Phase 1) and Connector (Phase 1A). As the library itself is “land locked”, with the Reflecting Pond to the southwest, and buildings to the northwest and southeast, the only available area for expansion is to the northeast (toward the Student Union).



Roads, Transportation, and Parking

Road access to the library is limited to the service road which serves the core of campus.

As part of Library Expansion Phase 1 (ARC), ten handicap (ADA) parking spots were displaced. These spaces will be relocated – two near the Student Union loading dock, two at the Library loading dock, and six will be across from their original location and adjacent to the College of Sciences building.

The nearest parking garages and lots are:

- Garage I (west) - 1,273 spaces
- Garage H (northwest) - 1,340 spaces
- Garage C (east) - 1,852 spaces
- Faculty parking lot B1 west of Millican Hall -102 spaces
- Faculty parking lot B2 east of Millican Hall - 121 spaces
- Staff parking Lot B3 southwest of Millican Hall - 198 spaces
- Student parking Lot B4 southeast of Millican Hall - 192 spaces

Utility Providers⁶

| | |
|---------------------|---|
| Power: | Duke Energy Florida provides primary electrical service – (Feeder capacity is available). |
| Cooling: | General comfort cooling will be distributed to the project by the university’s district chilled water loop (Generation capacity is available) |
| Potable Water: | Potable water is provided by the university’s water treatment plant and is supplied to the campus via an underground piping system. Reduced-pressure principle backflow preventers and meters are required on all water supplies to UCF buildings. (Consumptive Use Permit capacity is available) |
| Irrigation: | The irrigation system is supplied with reclaimed water from the Iron Bridge Water Treatment Facility in Seminole County (Capacity is available) |
| Sanitary Sewer: | Effluent runs to Iron Bridge Water Pollution Control Facility in Seminole County. (Permit capacity is available) |
| Storm Water: | This project site drains to 4-F basin. (Permit capacity is available) |
| Telecommunications: | UCF IT/Telecom |
| Cable TV: | Spectrum/UCF IT |
| Natural Gas: | TECO People’s Gas |

⁶ Each university and third-party commodity provided to the project shall be metered with a utility-grade revenue meter approved by the UCF Department of Utilities and Energy Services and the utility provider. The project budget must cover all costs associated with utility interconnection to include system development and expansion.

Service Providers

- Police Protection: The UCF Police Department provides 24-hour service, seven days a week.
- Fire Protection: The campus police coordinate all fire emergency responses via the '911' network. Orange County Fire Station 65 (FS65, building 351) is less than a mile from the site.
- Trash Removal: The Library will utilize dumpsters in the existing Loading Dock east of the older part of the building. Housekeeping and Recycling Services provides trash and recycling services.

4.0 HISTORY, APPROVALS, AND NEXT STEPS

Chapter 4 provides a history of the approvals for the project, and the next steps to be taken.

Early Project History

- March 31, 2005 Board of Trustees Meeting - Report on the Library Expansion Project
“Joel Hartman, Vice Provost for Information Technologies & Resources, has been working with the architectural firm of Holzman Moss Architecture of New York on plans to expand the UCF Library above the existing John T. Washington Center bookstore and retail area. The expansion would connect the library and Washington Center buildings and add a new entrance in that area. The expansion would add 164,600 sq. ft. and nearly double the number of seats in the library from 1,713 to 3,272. The expansion will enable the library to increase its collection from about 1.1 million volumes in 2003 to a projected 2.3 million volumes in 2019. Construction could begin in Summer 2006 and is expected to cost about \$82.8 million.”
- See [Chapter 9 Space Criteria](#) regarding library space programs created in 2003 and 2011

Campus Master Plan Actions

See [Chapter 8.0 Campus Master Plan](#) - the Library projects were included on five Campus Master Plan Updates from 2000 to 2020.⁷

Five-year Capital Improvement Plan (CIP) Actions

Prior to October 26, 2017, capital improvement projects were submitted to the Board of Trustees annually through the Five-year Capital Improvement Plan and the Capital Outlay Budget.

The following is a list of the Five-year Capital Improvement Plans that included this project, and the dates they were approved by the Board of Trustees.

- 2021 CIP – BOT approved June 18, 2020⁸
 - John C. Hitt Library Renovation Phase II CITF \$ 12,603,396 in YR #1 (2021-22)
- 2020 CIP – BOT approved July 18, 2019
 - John C. Hitt Library Renovation Phase II CITF \$ 24,228,756 in YR #1 (2020-21)
- 2019 CIP – BOT approved July 19, 2018
 - John C. Hitt Library Renovation Phase II CITF \$33,566,573
- 2018 CIP – BOT approved July 20, 2017
 - John C. Hitt Library Renovation Phase II CITF \$41,268,246
 - John C. Hitt Library Renovation Phase I ~~removed~~ (struck through)
- 2017 CIP – BOT approved July 28, 2016
 - John C. Hitt Library Renovation Phase II CITF \$38,719,200
 - John C. Hitt Library Renovation Phase I CITF \$6,854,569
- 2016 CIP – BOT approved June 29, 2015
 - John C. Hitt Library Renovation Phase II CITF \$38,719,200
 - John C. Hitt Library Renovation Phase I CITF \$13,688,709
- 2015 CIP – BOT approved July 31, 2014
 - John C. Hitt Library Renovation Phase II CITF \$37,230,000
 - John C. Hitt Library Renovation Phase I CITF \$18,344,027

⁷ August 2020 Revision – considers 2020-30 CMP

⁸ August 2020 Revision - 2021 CIP added

- 2014 CIP - BOT approved July 25, 2013
 - UCF Library Phase I CITF \$20,199,358
- 2013 CIP – BOT approved July 26, 2012
 - UCF Library Phase I CITF \$23,968,850

Capital Improvement Trust Fund (CITF) actions

November 26, 2019 – CITF Committee Meeting⁹

Dean Jeff Moore of the College of Arts and Humanities, and Paul Lartonoix, Assistant to the Dean, petitioned the CITF committee for funds for the Performing Arts Complex, Phase II (PACII). The committee voted to reallocate \$2M in CITF funds from the CITF funds appropriated to the Hitt Library project in May 2019 (\$24M), to support design costs associated with PAC II. Meeting notes indicate that this reallocation is contingent on the resulting funding reduction not slowing down the next phases of the library.

May 13, 2019 CITF Committee Meeting

New Business

- Library presentation – Mr. Bill Martin, Director of Facilities Planning and Construction
 - Future phases:
 - A 3rd floor
 - B 2nd floor
 - C 1st floor
 - D 4th floor
 - E 5th floor
 - Motion to vote to approve library funding for three years with 100% of CITF allocations
 - Vote 6-0 in favor

January 10, 2014 – CITF Committee Meeting

- Old Business included the 21st Century Library Project

November 9, 2012 – CITF Committee meeting

- Approved allocation of funding to the library for years 1-3.
- Highlighted additional projects should funding become available

May 15, 2012 – CITF Committee meeting

- Motion passed (unanimously) to place the Library as first priority for the next CITF funds allocation at \$64,145,460.

Other Actions

November 15, 2018 BOT Meeting - Kathy Mitchell, Interim Chief Financial Officer

- Requested Individual Project Approval for the John C. Hitt Library expansion and renovation
- Submitted a “Capital Projects Certification Form” for the John C. Hitt Library expansion and renovation – \$85.8 million in Capital Improvement Trust Funds (CITF), \$1.6 million in Plant Operations and Maintenance (PO&M) funds, \$0.3 million in Auxiliary funds, and \$0.3 million in Critical Deferred Maintenance funds

November 15, 2013 – BOT Meeting

- BOT proposal to allocate the 2013-14 CITF distribution to the design and construction of the John C. Hitt Library and the Recreation and Wellness Outdoor Improvements
- Complete Library phase I and \$7,090,711 to fund the design of phase II

⁹ August 2020 Revision – Duplicate paragraph removed.

January 31, 2013 – BOT meeting

- A motion was made and passed by the board approving the increase of the Capital Improvement Fee for 2013-14

November 15, 2012 – BOT meeting

- BOT approved \$32,657,160 of the \$35,657,160* fund to be used for completion of the library Phase I and to begin design of the library Phase II

October 12, 2012 – BOG actual allocation for the next CITF distribution will be \$35,657,160.

June 1, 2011 – Construction Cost summary

- Initial total construction cost estimates: Phase I \$41,069,000, Phase II \$12,825,000, Phase III \$13,728,000

January 22, 2015 – SGA Senate Meeting

- SGA Resolution 47-04 supporting the 21st Century library project by requesting the FL BOG provide necessary funding

Capital Outlay Budget actions

Prior to October 26, 2017, capital improvement projects were submitted to the Board of Trustees annually through the Five-year Capital Improvement Plan and the Capital Outlay Budget.

A project would typically appear on the Capital Outlay Budget Approval list in May of the year following its inclusion on the CIP, for approval by the BOT.

The following is a list of the Capital Outlay Budgets presented and approved by the BOT, and the dates they were approved.

2018-19 Capital Outlay Budget - BOT approved May 24, 2018

- PECO John C. Hitt Library Renovation Phase II \$2,411,142 (Funded \$0)
- CITF John C. Hitt Library Renovation Phase II \$41,268,246 (Funded \$7,701,673)

2017-18 Capital Outlay Budget – BOT approved May 18, 2017

- PECO John C. Hitt Library Renovation Phase II \$3,712,800 (Funded \$0)
- CITF John C. Hitt Library Phase I \$6,854,569 (Funded \$6,854,569)
- CITF John C. Hitt Library Phase II (Funded \$1,710,066)

2016-17 Capital Outlay Budget – BOT approved May 31, 2016

- PECO John C. Hitt Library Renovation Phase II \$3,712,800 (Funded \$0)
- CITF John C. Hitt Library Phase I \$13,688,709 (Funded \$0)

2015-16 Capital Outlay Budget – BOT approved May 21, 2015

- PECO John C. Hitt Library Renovation Phase II \$3,570,000 (Funded \$0)
- CITF John C. Hitt Library Phase I \$18,344,027 (Funded \$5,770,635)

2014-15 Capital Outlay Budget – BOT approved May 22, 2014

- PECO John C. Hitt Library Renovation Phase II \$35,000,000 (Funded \$0)
- CITF John C. Hitt Library Phase I \$25,199,358 (Funded \$6,855,331)

2013-14 Capital Outlay Budget – BOT approved May 23, 2013

- PECO Library Renovation Phase II \$3,500,000 (Funded \$0)
- CITF John C. Hitt Library Phase I \$32,637,160 (Funded \$12,457,802)

Project Approval Process

Actions Required

- Individual Project Approval - The Board of Trustees Charter, approved on June 14, 2017, requires that the BOT review all proposed new construction and renovation projects

- exceeding \$2 million in construction costs
- Budget Increase Approval - The Board of Trustees Charter, approved on June 14, 2017, requires that the BOT review all changes to projects that exceed \$2 million in construction costs or that increase project costs by more than 10 percent of the original estimate presented to the committee
- Capital Projects Approval Policy - Capital Projects Approval Policy, approved on September 27, 2018, requires that a Capital Projects Funding Certification Form be completed and signed by the University President, the Vice President submitting the item, the Chief Financial Officer, and the General Counsel for any capital project that exceeds \$2 million
- Presidential approval of the Building Program

Actions Taken

November 15, 2018 BOT Meeting - Kathy Mitchell, Interim Chief Financial Officer

- Requested Individual Project Approval for the John C. Hitt Library expansion and renovation
- Submitted a “Capital Projects Certification Form” for the John C. Hitt Library expansion and renovation – \$85.8 million in Capital Improvement Trust Funds (CITF), \$1.6 million in Plant Operations and Maintenance (PO&M) funds, \$0.3 million in Auxiliary funds, and \$0.3 million in Critical Deferred Maintenance funds

Next Steps

UCF President must approve this Building Program.

5.0 EDUCATIONAL PLANT SURVEY

Chapter 5 confirms that the project was recommended in an educational plant survey in accordance with BOG 14.0025 (1), and describes compatibility with the educational plant survey per BOG 14.0025 (3).

The Current Educational Plant Survey

The title of the current Educational Plant Survey is 2015 Educational Plant Survey (effective July 1, 2016 - 30 June 30, 2021).

Adding the project to the Educational Plant Survey

The Library projects were included on Table 8 Analysis of Space Need by Category (Form B) or shown as “Survey Recommended” in several Educational Plant Surveys.¹⁰ When NASF is listed, it defines an addition to the existing building; whereas, 0 (zero) means there is no additional NASF being added to the building.

2015 John C. Hitt Library Renovation Phase II - Project 5 – Adding 41,000 NASF

| | |
|-------------|--------|
| Study space | 41,000 |
|-------------|--------|

2011 Library (Renovation) - Project 8

| | |
|-----------|---|
| All Space | 0 |
|-----------|---|

2006 Library Expansion - Project 7 – Adding 116,216 NASF

| | |
|-----------------|-------|
| Classroom space | 2,303 |
|-----------------|-------|

| | |
|-------------|--------|
| Study space | 81,886 |
|-------------|--------|

| | |
|--------------|--------|
| Office space | 12,000 |
|--------------|--------|

| | |
|--------------------------|-------|
| Auditorium/Exhibit space | 3,530 |
|--------------------------|-------|

| | |
|----------------------------|--------|
| Instructional//Media space | 16,497 |
|----------------------------|--------|

2001 Library Expansion – Project 8 – Adding 63,600 NASF

| | |
|-----------|-----|
| Classroom | 800 |
|-----------|-----|

| | |
|-------|--------|
| Study | 55,000 |
|-------|--------|

| | |
|--------|-------|
| Office | 2,800 |
|--------|-------|

| | |
|---------------------|-------|
| Instructional Media | 5,000 |
|---------------------|-------|

1981 Library Expansion and Remodeling (no project number) – Adding 76,235 NASF¹¹

| | |
|--------------------------|--------|
| Study (formerly library) | 51,916 |
|--------------------------|--------|

| | |
|-----------------------------------|--------|
| Office (formerly offices and EDP) | 15,924 |
|-----------------------------------|--------|

| | |
|---------------------|-------|
| Instructional Media | 6,771 |
|---------------------|-------|

| | |
|---|-------|
| Student Services (no longer a space category) | 1,624 |
|---|-------|

6.0 STRATEGIC PLAN

Chapter 6 indicates consistency with the university strategic plan in accordance with BOG 14.0025 (2), and

¹⁰ Library projects were not Survey Recommended in the 1987, 1992, or 1996 EPS. SA does not have any documentation of Educational Plant Surveys prior to 1981.

¹¹ August 2020 Revision –4/22/2020 email from Christy Miranda - the area stated in the 1981 EPS was corrected from 90,535 NASF to 76,235 ASF and the Student Services Space Category corrected from 15,924 to 1,624 NASF

compatibility with the approved strategic plan per BOG 14.0025 (3).

The Collective Impact Strategic Plan

The University of Central Florida (UCF) is on an upward trajectory as an emerging preeminent public research university. The Collective Impact Strategic Plan, approved by the UCF Board of Trustees in May 2016, sets the university on a course towards enhanced quality, heightened excellence and greater impact.

Focused on a long-range twenty-year vision with a five-year roadmap, the strategic plan is transforming the way we teach, learn, and engage. As a model for higher education in the 21st century, we are challenging long-held assumptions about the role and scope of higher education. Grounded in the belief that bigger is better, we are harnessing the strength of our size with a constant pursuit of excellence to make positive, lasting impacts on the students, communities, and society we serve. We set big goals in the Collective Impact Strategic Plan and are working together with our partners to achieve our collective impact in five key focus areas.

Our Area of Focus

- Increase Student Access, Success and Prominence - Transforming lives and livelihoods through the power of higher education degree attainment
- Strengthen Our Faculty and Staff - Attracting and cultivating exceptional and diverse faculty, students, and staff whose collective contributions strengthen us
- Grow our Research and Graduate Programs - Deploying our distinctive assets to solve society's greatest challenges and create the next generation of pioneering scholars and practitioners
- Create Community Impact Through Partnerships - Leveraging and developing partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation
- Leading Innovation in Higher Education - Innovating to create academic, operational, and diversified funding models that transform higher education

Consistency and Compatibility with the Strategic Plan

Two of the seven goals of this expansion project, outlined in Section 2.0 Project Overview, support student success metrics outlined in the Collective Impact Strategic Plan. More specifically, underlined below are the components of the two expansion project goals that promote student success:

- Add space to the library to create additional student study space, multipurpose space, and other spaces that support library programs
- Remove existing book stacks, renovating this space to create additional student study areas (thus the creation of the Automatic Retrieval Center to provide book storage capacity)

Local research findings suggest that UCF students (n=25,006, nearly 40% of population) who interacted with one or more of the five library services studied had higher end of semester Grade Point Averages (GPAs) (~3.20) than their non-library-using counterparts (~3.05). There are also published empirical studies that found that college students who use library services have higher GPAs and retention rates than similar non-library users. Libraries provide an array of services for students (i.e., individual and group study) that contribute to student success.

7.0 ACADEMIC MASTER PLAN

Chapter 7 confirms consistency with the academic master plan in accordance with BOG 14.0025 (2).

Academic Program Identification

The proposed Library Renovations will not house any academic programs.

Academic Program Reviews

Pursuant to Florida Statute, UCF conducts in-depth reviews of academic programs at least every seven years. The primary purpose is to examine the quality and productivity of academic programs with a goal to develop recommendations leading to program improvement.

The proposed Library Renovations will not address space deficits identified in any Academic Program Reviews.

8.0 CAMPUS MASTER PLAN

Chapter 8 describes consistency with the facilities master plan in accordance with BOG 14.0025 (2), and compatibility with the approved master plan per BOG 14.0025 (3).

The Campus Master Plan (CMP)¹²

Campus Master Plans that included this project:

2020-2025 Campus Master Plan Update, the 10-Year Schedule of Capital Projects (SCP) included:

- John C. Hitt Library Phase II – Renovation 5 Phases 226,506gsf

2015-25 Campus Master Plan Update, the Capital Improvements List included:

- Library Renovation Phase II – 222,387nasf / 226,506gsf PECO, CITF \$36,500,000

2010-20 Campus Master Plan Update, the Capital Improvements List included:

- Library Renovation - PECO \$14,212,564
- Library Expansion - Private Funds \$113,472, 000

2005-15 Campus Master Plan Update, the Capital Improvements List included:

- Library Expansion - Classroom 800 / Study 54,614 / IM 5,000 / Office 2,800

2000-10 Campus Master Plan Update, the Capital Improvements List included:

- Library Expansion PECO 63,600nasf, 89,900gsf

Consistency with Goals, Objectives or Policies of the Campus Master Plan¹³

The Library expansion and renovations will comply with:

2.0 FUTURE LAND USE & URBAN DESIGN

OBJECTIVE 1.6: Develop energy-efficient campus facilities, as detailed in the UCF Standards.

POLICY 1.6.9: All new UCF buildings shall be LEED-certified (Leadership in Energy and Environmental Design), and each new project shall achieve LEED Gold certification as defined by the U.S. Green Building Council.¹⁴

12.0 FACILITIES MAINTENANCE

OBJECTIVE 1.2: Establish the desired level of performance for building components.

¹² August 2020 revision - Updated to include the 2020-30 Campus Master Plan.

¹³ Ibid.

¹⁴ UCF requires LEED Gold certification (60-79 points) for all new construction with a cooling demand greater than 40 refrigerated tons (RT). Due to the phased nature of this project, the university will not pursue LEED certification until all renovations are completed. However, each phase is being designed with the intent of achieving the required LEED Gold certification.

9.0 SPACE UTILIZATION CRITERIA

Chapter 9 indicates compatibility with space utilization criteria in accordance with BOG 14.0025 (3).

State Space Criteria

State criteria is available to guide space planning in Florida institutions of higher education and at UCF, including: State Requirements for Educational Facilities, 2014 (SREF). The project will be compatible with State Space Criteria.

University Space Criteria

University criteria is available to guide space planning at UCF, including the UCF Space Allocation and Use Policy - August 8, 2018. The project will be compatible with UCF Space Criteria.

Project-specific Space Criteria

Academic Program Statement (APS)

This project has no UCF Academic Program Statement.

Programs by outside Consultants

2003 - Hardy Holzman Pfeiffer Associates was commissioned to program the UCF Library.

2004 - HHPA disbanded, after which Malcolm Holzman, Douglas Moss, and Nestor Bottino started their own firm.

2011 - Holzman Moss Bottino Architecture with ForeSite Facility Planners was commissioned to program, plan, and develop a conceptual design for the “21st Century Library.” Their space program was submitted to UCF on August 26, 2011.

The Libraries continue to work with Holzman Moss Bottino Architecture on space programming for the John C. Hitt Library Phase 2 - Library Renovations Phases 2A-2E (upgrading existing space).

Space to be Released

At the end of 2019, the Center for Distributed Learning (CDL) vacated space on the first floor of the library and relocated to a newly purchased building in the Research Park. The CDL space was returned to the university’s space inventory and reassigned to the Library and UCF IT on March 6, 2020.¹⁵

¹⁵ August 2020 revision – 4/22/2020 email from Christy Miranda – Update to Space to be Released.

10.0 PROJECT BUDGET

Chapter 10 provides the project budget.

Funding of Capital Projects

The Library Expansion project is primarily funded using Capital Improvement Trust Funds (CITF), which are student fee-based funds for use on specified capital projects.

Additional Deferred Maintenance, Auxiliary, and Critical Deferred Maintenance funds were added to the project budget in order to include infrastructure upgrades and a Distributed Antenna System (DAS) to the scope.¹⁶

Due to the size of the project and the limited amount of annual CITF distributions, the project must be executed using a phased approach.

A budget is shown below (see section 2.0 Project Overview for additional information on the project phases).

| HITT LIBRARY ESTIMATE OF PROBABLE COST | | Phase 1 ARC bldg | Phase 1A Connector | Phase 1B Ext/Furniture | Phase 2A.1 Level 3 reno | Phase 2A.2 ARC aisles | Phase 2B Level 2 reno | Phase 2C Level 1 reno | Phase 2D Level 4 reno | Phase 2E Level 5 reno |
|--|---|---------------------|-----------------------|---------------------------|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Design | A/E fees, building envelope consultant, commissioning, planning contingency | \$2,308,000 | \$1,350,000 | \$0 | \$900,000 | \$40,000 | \$900,000 | \$850,000 | \$800,000 | \$400,000 |
| Preconstruction | Contractor design phase efforts | \$345,000 | \$222,000 | \$0 | \$90,000 | \$20,000 | \$120,000 | \$100,000 | \$80,000 | \$60,000 |
| Permitting | Building Code Office, SFM, SJRWMD | \$124,000 | \$115,000 | \$50,000 | \$105,000 | \$30,000 | \$110,000 | \$100,000 | \$100,000 | \$60,000 |
| Contractor Construction | CITF funds | \$15,234,000 | \$17,675,000 | \$2,170,000 | \$13,150,000 | \$3,000,000 | \$13,700,000 | \$12,400,000 | \$12,100,000 | \$6,000,000 |
| | Deferred Maintenance Funds | \$2,160,000 | \$0 | \$0 | \$0 | \$0 | \$800,000 | \$800,000 | \$800,000 | \$500,000 |
| | DAS platform on ARC | \$366,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| UCF Construction | UCF utilities, UCF IT, OIR Audio Visual, Owner Contingency | \$41,000 | \$757,000 | \$410,000 | \$725,000 | \$100,000 | \$775,000 | \$700,000 | \$700,000 | \$400,000 |
| FF&E | Furniture, UCF IT inside plant, computers, library gates, moving costs | \$593,000 | \$1,050,000 | \$2,930,000 | \$3,300,000 | \$30,000 | \$3,300,000 | \$3,300,000 | \$3,300,000 | \$1,500,000 |
| FP&C PMS | FP&C costs to manage project | \$655,000 | \$635,000 | \$230,000 | \$530,000 | \$97,000 | \$640,000 | \$560,000 | \$560,000 | \$300,000 |
| TOTAL BY PHASE | | \$21,826,000 | \$21,804,000 | \$5,790,000 | \$18,800,000 | \$3,317,000 | \$20,345,000 | \$18,810,000 | \$18,440,000 | \$9,220,000 |
| TOTAL PHASES 1, 1A, 1B | | \$49,420,000 | | | | | | | | |
| TOTAL PHASES 2A-E | | | | | \$88,932,000 | | | | | |
| GRAND TOTAL | | \$138,352,000 | | | | | | | | |

Plant Operation and Maintenance (PO&M)

The PO&M formula is a space/facilities operating funding model that was developed in 1993 by the State University System of Florida. It has been used by the Governor and Legislature to provide operating resources for new space/facilities.

The existing 203,458 GSF¹⁷ library receives PO&M. The state has not appropriated PO&M funding for new facilities several years; but the formula is used here to determine the level of funding that will be needed to maintain the added space:

- Phase 1 (ARC): 19,419 GSF X \$ 16.39 /GSF = \$318,277
- Phase 1A (Connector): 47,824 GSF X \$9.68 /GSF = \$462,936

¹⁶ Deferred Maintenance funding will need to be evaluated during each phase of design to determine if it is available to help fund the project - if unavailable, CITF funds will need to fully fund the project

¹⁷ August 2020 Revision -4/22/2020 email from Christy Miranda - GSF revised from 226,506 to 203,458 based on Turner reported in their as-builts; ARC GSF revised from 18,509 GSF to 19,419 GSF and PO&M adjusted from \$303,263 to \$318,277.

11.0 BUILDING CODES

Chapter 11 provides the building codes applicable to the project, as required by BOG 14.0025 (2).

Compliance

This project will comply with all applicable codes, laws, standards, statutes, and regulations.

Building Codes

The codes applicable to this project include, but are not limited to:

- Building Codes - Administered by UCF Building Department
- Fire Codes - Administered by the Florida Division of State Fire Marshal

UCF Standards, Statutes, & Guidelines

The project must meet UCF standards including, but not limited to:

- UCF Design, Construction, and Renovation Standards
Administered by UCF Facilities and Safety
- Telecommunications Design Standards
Administered by UCF Information Technology (UCF IT), an operating unit within the UCF Information Technologies and Resources Division (IT&R)
- Campus Landscape Master Plan and Design Standards (2016)
Administered by UCF Landscape & Natural Resources (LNR), a division of UCF Facilities & Safety
- Office of Instructional Resources Design Standards (2019)
Administered by UCF Office of Instructional Resources (OIR), an operating unit within the UCF Division of Digital Learning

Florida Statutes

F.S. Chapter 255 addresses requirements for public property and publicly owned buildings.

Energy and Sustainability

The Architects and Engineers of Record (A/E EOR) will need to address LEED and sustainability with respect to performance, energy, water conservation / efficiency, and LEED campus credit integration.

Detailed criteria will be included in the Owner's Project Requirements (OPR), and the A/EOR will provide a Basis of Design (BoD) that gives technical guidance for how these requirements will be incorporated into the design.

The project must meet energy standards including, but not limited to:

- Green Building Construction and Renovation Requirements
Administered by UCF Department of Utilities & Energy Services (UES), a division of UCF Facilities & Safety
- State of Florida Model Energy Efficiency Code for Building Construction
Administered by UCF Department of Utilities & Energy Services (UES), a division of UCF Facilities & Safety

UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: Performing Arts Complex Phase II

Information Information for upcoming action Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Approve the use of \$2,750,000 in funding to start the design phase of the Arts Complex Phase II. This funding consists of \$2,000,000 in Capital Improvement Trust Funds (CITF), and \$750,000 of donor funds.

This item relates to goals 2, 3, and 5 of the president’s 2020-21 goals, most directly through goal 2 (“Invest in academic excellence to drive greater student success and research outcomes.”). The Arts Complex Phase II provides the necessary resources for prepare students for 21st century careers in interdisciplinary arts industries, as well as space to expand the graduate programs in the newly-created MFA and MS in Themed Experience.

Background Information:

A building program for the Arts Complex Phase II project has been developed and approved by the President on October 16, 2020, which includes a full project description and indicates a total project cost of \$77,500,000.

BOG regulation 14.0025 “Action Required Prior to Fixed Capital Outlay Budget Request” subsection (4) states:

- “Proposals for fixed capital outlay projects to be funded by Capital Improvement Fees shall be prepared by the university, and submitted to the Board of Governors. Each proposed project shall be approved by the university president after consultation with the student government association. For the purposes of this regulation, “consultation” is defined as an ongoing dialog with the student body president prior to developing the university proposal. An attachment containing any objections and alternatives, and stating that both the university president and the student government association have reviewed the project proposals, shall be included in the proposal.”

UCF evaluates CITF project options through the CITF committee, chaired by a student government leader appointed by both the student government president and the university president. The CITF committee met on May 13, 2019 and approved funding the library project with 100 percent of CITF allocations for the next three years (estimated \$24 million). On November 26, 2019, a follow-up CITF committee meeting was held to make the committee aware of another university priority, the Arts Complex Phase II project, and the committee approved the reallocation of \$2 million of the approved library funds for the Arts Complex Phase II use with the intention that startup funding would position the project to seek external funding. These approvals are noted in the approved Arts Complex Phase II building program.

The “Arts Complex Phase II” project was included in the FY 2020-21 Capital Improvement Plan (CIP), approved by the Board of Trustees on June 18, 2020. It is worth noting that on the FY 2020-21 CIP, the Arts Complex Phase II project is also requesting Public Education Capital Outlay (PECO) funding for FY 2024-25 and FY 2025-26.

Recommended Action:

Staff recommends approval of this item.

Alternatives to Decision:

Alternatives include:

- 1) approving a reduced amount, which will require a reduction in design services, or
- 2) rejecting this item, which will not allow the project to proceed into design.

Fiscal Impact and Source of Funding:

This specific request is for approval of funding for the use of \$2,000,000 of CITF funds and \$750,000 of donor funds for use on design and preconstruction services for the project.

Approval of the use of these funds will allow design to proceed to a “Design Development” level. This effort will allow the university to solidify the building layout, discover unforeseen potential impediments to the project, and confirm our total project cost estimate. It will also include a Concept Design package, which the College of Arts and Humanities will use to help raise additional donor funds for the project.

Authority for Board of Trustees Action:

BOG Regulation 14.0025 “Action Required Prior to Fixed Capital Outlay Budget Request” subsection (3) states:

- The university president shall have the responsibility for building program review and approval to assure compatibility with the institution’s approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Supporting Documentation:

Attachment A: Performing Arts Complex II Building Program

Attachment B: Capital Projects Funding Certification Form

Facilitators/Presenters:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Duane Siemen, Interim Associate Vice President for Facilities and Safety



UNIVERSITY OF CENTRAL FLORIDA

Performing Arts Complex Phase II

Building Program

This program has been prepared in response to
Board of Governors regulation 14.0025
and UCF requirements for Capital Projects

Prepared by UCF FACILITIES PLANNING & CONSTRUCTION • April 2020

TABLE OF CONTENTS

| | |
|--|----|
| BUILDING PROGRAM CONTRIBUTORS | 2 |
| BUILDING PROGRAM REVIEW | 3 |
| PROJECT REQUEST, RECOMMENDATION, & APPROVAL..... | 4 |
| 1.0 BUILDING PROGRAM | 5 |
| 2.0 PROJECT OVERVIEW | 6 |
| 3.0 SITE AND UTILITIES..... | 8 |
| 4.0 HISTORY OF APPROVALS & NEXT STEPS..... | 12 |
| 5.0 EDUCATIONAL PLANT SURVEY | 15 |
| 6.0 STRATEGIC PLAN | 16 |
| 7.0 ACADEMIC MASTER PLAN..... | 17 |
| 8.0 CAMPUS MASTER PLAN | 20 |
| 9.0 SPACE UTILIZATION CRITERIA | 21 |
| 10.0 PROJECT BUDGET | 23 |
| 11.0 BUILDING CODES, STANDARDS, & REQUIREMENTS | 25 |
| APPENDIX..... | 27 |
| Summary of Required Spaces (SRS)..... | 28 |

BUILDING PROGRAM CONTRIBUTORS

Chapter 1.0 Building Program

Susan B. Hutson, *Assistant Director of Planning, (FP&C)*

Chapter 2.0 Project Overview

Paul Lartonoix, *Assistant to the Dean, CAH*

Bill Martin, *Director of Facilities Planning and Construction (FP&C)*

Chapter 3.0 Site and Utilities

Troy Jarvis, *Manager Telecom Engineering, UCF IT*

Chris Kennedy, *Director of Landscape and natural Resources (LNR)*

Kris Singh, *Director of Parking and Transportation*

Curt Wade, *Director of Utilities and Energy Services (UES)*

Chapter 4.0 History of Approvals and Next Steps

Susan B. Hutson, *Assistant Director of Planning, FP&C*

Chapter 5.0 Educational Plant Survey

Christy Miranda, *Director of Space Administration*

Chapter 6.0 Strategic Plan

Susan B. Hutson, *Assistant Director of Planning, FP&C*

Paul Lartonoix, *Assistant to the Dean, CAH*

Chapter 7.0 Academic Master Plan

Susan B. Hutson, *Assistant Director of Planning, FP&C*

Heidi Watt, *Academic Program Quality (APQ)*

Lynne Hepner, *Assoc. Dean, Academic Programs and Strategic Planning, CAH*

Chapter 8.0 Campus Master Plan

Susan B. Hutson, *Assistant Director of Planning, FP&C*

Chapter 9.0 Space Utilization Criteria

Christy Miranda, *Director of Space Administration*

Susan B. Hutson, *Assistant Director of Planning, FP&C*

Chapter 10.0 Project Budget

Bill Martin, *Director of FP&C*

Charles Perry Partners, Inc. (CPPI) for budget consulting

Chapter 11.0 Building Codes

Roy Johnston, *UCF Building Code Official*

Bill Martin, *Director of FP&C*

BUILDING PROGRAM REVIEW

The Building Program for the PERFORMING ARTS COMPLEX PHASE II was submitted to the following reviewers. Their remarks or corrections, if provided, were incorporated into the document.

FIRST LEVEL REVIEW

College of Arts and Humanities

- Dr. Jeffrey M. Moore, *Dean of the College of Arts & Humanities (CAH)*
- Dr. Paul Lartonoix, *Assistant to the Dean, CAH*

Subject Matter Experts

- Troy Jarvis, *Manager Telecom Engineering, UCF IT*
- Roy Johnston, *UCF Building Code Official*
- Chris Kennedy, *Director of Landscape and Natural Resources (LNR)*
- Bill Martin, *Director of Facilities Planning & Construction*
- Christy Miranda Perez, *Director of Space Administration*
- Kris Singh, *Director of Parking and Transportation*
- Curt Wade, *Director of Utilities and Energy Services (UES)*
- Heidi Watt, *Director of Academic Program Quality (APQ)*

SECOND LEVEL REVIEW

- Duane Siemen, *Interim Associate Vice President for Administrative Affairs*
- Misty Shepard, *Interim Vice President and Chief Operating Officer*

THIRD LEVEL REVIEW & SIGNATURES

Request

- Dr. Jeffrey M. Moore, *Dean of the College of Arts & Humanities (CAH)*

Recommendation

- Misty Shepard, *Interim Vice President and Chief Operating Officer*
- Dr. Michael Johnson, *Interim Provost and Vice President*
- Dr. Maribeth Ehasz, *Vice President, Student Development & Enrollment Services*

Approval

- Dr. Alexander Cartwright, *President of the University of Central Florida*

PROJECT REQUEST, RECOMMENDATION, & APPROVAL

REQUEST

The College of Arts and Humanities requests that UCF proceed with the Performing Arts Complex Phase II project; and confirms that the facility described in this building program was developed in conjunction with the space, functional, and operational needs of the end users and occupants of the proposed facility.

4/24/20

Dr. Jeffrey M. Moore, *Dean, College of Arts & Humanities*

Date

RECOMMENDATION

I recommend proceeding with the Performing Arts Complex Phase II project, provided that any outstanding issues identified in the Building Program will be addressed prior to the start of construction of the project, and as required by governing regulations or statutes; including, but not limited to: concurrency issues, permit issues, procedural steps remaining to be taken, funding issues to be resolved, and code issues to be resolved.

4/24/20

Misty Shepherd, *Interim Vice President and Chief Operating Officer*

Date

I confirm that the project proposed will meet a critical academic need at UCF; and recommend that UCF proceed with the Performing Arts Complex Phase II.

Dr. Michael Johnson, *Interim Provost and Vice President*

Date

The University Fee Committee, comprised of more than half students, approved at their meeting of November 26, 2019 the use of \$2M of Capital Improvement Trust Funds for design of the Performing Arts Center Phase II.

Dr. Maribeth Ehasz, *Vice President, Student Development & Enrollment Services* Date

APPROVAL

I have reviewed this Building Program for compatibility with University's approved strategic plan, campus master plan, educational plant survey, and with space utilization criteria as required by Board of Governors regulation 14.0025. I approve the Performing Arts Complex Phase II.

Dr. Alexander Cartwright, *President of the University of Central Florida*

Date

1.0 BUILDING PROGRAM

Chapter 1 describes the need for and general requirements of the building program.

The intent of a building program is to define a project's high-level objectives and campus impacts. Below are requirements of the building program and the project process, as defined by the Board of Governors and UCF requirements.

Board of Governors Requirements

A building program is required by Board of Governors regulation 14.0025 Action Required Prior to Fixed Capital Outlay Budget Request. The current version of BOG 14.0025 was approved on November 21, 2013, and establishes a few specific parameters for building programs:

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

Hyperlink to the [Florida Board of Governors regulation 14.0025](#)

UCF Requirements

In addition to Board of Governors requirements, UCF follows an internal checklist of requirements for Capital Projects. Steps taken or needed are described in other chapters:

| | |
|---|-----------------|
| The project is on the Campus Master Plan | See Chapter 8.0 |
| The project is on the Educational Plant Survey | See Chapter 5.0 |
| The project is on the Capital Improvement Plan (CIP) | See Chapter 4.0 |
| The project has Capital Outlay Budget Approval | See Chapter 4.0 |
| The project has BOT Individual Project Approval | See Chapter 4.0 |
| The project has a completed Certification of Funding Form | See Chapter 4.0 |
| The Project has gone back to the BOT for approval for a Budget increase of 10% or more, if required | See Chapter 4.0 |

2.0 PROJECT OVERVIEW

Chapter 2 provides general information about the project.

Project Description

The Arts Complex Phase I, occupied in 2010, has academic buildings for Theatre (Building 119T) and Music (Building 119M), both of which were intended only as part of a larger Performing Arts Complex.

The 2010-20 and 2015-25 Campus Master Plans each indicated two subsequent phases to complete the Performing Arts Complex. The 2020-30 Campus Master Plan combined the future phases into the PERFORMING ARTS COMPLEX PHASE II, presented in this Building Program.

Proposed Building Area

122,800 gross square feet (GSF)

83,810 assignable square feet (ASF)

Building Occupants

The facility will house UCF's Music Department and Theatre Department.

See Chapter 7.0 ACADEMIC MASTER PLAN for a list of the academic programs that will be served by this facility.

Alternatives Considered

For a university the size and prominence of UCF, there is no viable alternative to this long-awaited "Performance Phase" of the Performing Arts Complex; however, UCF has considered more than one visionary project to meet these needs.

- The original (2008) conceptual design for the UCF Arts Complex II was prepared by HKS, Kirkegaard Associates, Duda|Paine Architects, and Theatre Projects Consultants. This concept included the two existing wings (Buildings 119T and 119M) as a portion (83,670 GSF) of a larger facility that included a lobby and gallery, proscenium theatre, concert hall, black box theatre, lecture/recital hall; as well as rehearsal halls, dance studios, production shops (scenery, welding, paint, costume, props, etc.), and offices.
- A visionary 2019 concept for the Performing Arts Complex II was prepared (pro bono) by Baker Barrios Architects, Inc. and Stages (theatre consultants). This concept included:
 - Front-of-House spaces – Lobbies, art gallery, student collaboration (study) space, box office, concessions, etc. The lobby and façade of the building will mask the utilitarian aspects of a highly functional facility.
 - Performance spaces – A highly flexible "sound stage" will be divisible into as many as four performance venues, to provide learning opportunities for both traditional performance and themed-experiences. UCF will be able to capitalize on a range of unique partnerships that would only be possible in the "*Theme Park Capital of the World.*"
 - Back-of-House spaces – Dressing rooms, Greenroom, backstage storage, run crew supply, offices, etc.
 - Production Support spaces – Outer wings will wrap the existing buildings 119T and

119M, and provide rehearsal halls, dance studios, production shops (scenery, welding, paint, costume, props, etc.), and faculty offices.

Related Projects

Related projects will be required to address concurrency¹ and other issues noted in Chapter 3.0 SITE & UTILITIES or discovered during design. All such issues must be resolved before the project may move into construction.

Current Performance Facilities

Most of UCF's on-campus performance venues are woefully inadequate:

- The 1974 Rehearsal Hall (Building 019) is the only dedicated music performance facility on campus. This 167-seat venue has a stage that is less than 800 square feet, and is unable to serve the scale or quantity of UCF's musical performances.
- The 456-seat auditorium in the Visual Arts Building (Building 051) and the 300-seat auditorium in the Theatre (Building 006, once associated with Chemistry Building 005) were constructed as lecture halls, and are ill-suited to musical performances;
- Even less desirable, but necessary for several ensembles, are the 298-seat lecture hall/auditorium in the Nicholson School of Communication and Media (Building 075) or the Pegasus Grand Ballroom at the Student Union, a 12,000 square foot meeting room.

Performing Arts is often forced to seek performance space off-campus in churches, middle schools, and high schools that have larger and/or more up-to-date facilities than UCF.



Chemistry Building and Science Auditorium (Theater Building) January 1967

Above is a photo of the Theater and Chemistry buildings shortly after completion. The one-story Theater Building was originally the Science Auditorium. In the far left you can see the **tent** that was originally used by the theater department.

Photo courtesy of UCF Libraries "Showcase of Text, Archives, Research, & Scholarship" (STARS)

¹ Concurrency:

- Florida Statute 163.3180 states that the facilities and services subject to concurrency requirements are sanitary sewer, solid waste, drainage, and potable water.
- Orange County extends the concurrency requirement to include Roads and Mass Transit, Utilities, including Water, Wastewater, and Stormwater, Solid Waste, Schools, Parks
- UCF extends the concurrency requirement to include chilled water, primary electric power, natural gas, and stormwater.

3.0 SITE AND UTILITIES

Chapter 3 provides specific information about the project site and utilities.

Proposed Site

The PERFORMING ARTS COMPLEX PHASE II will be built facing Gemini Boulevard and will wrap around the north, west and south faces of the existing wing buildings, 119T and 119M.



Performing Arts Complex Phase II Site

ROADS, PARKING, & TRANSIT ANALYSIS

Roads: The PERFORMING ARTS COMPLEX PHASE II will front prominently on Gemini Blvd. at the Centaurus Blvd. campus entrance. The site is bounded on the north by Aquarius Agora Drive.

Transit: The project is in close proximity to the UCF/Lynx Transit Station (UCF Shuttle Stop 11).

Parking: Parking is available in nearby garages and lots:

- Garage I - south of the proposed facility (1,270 spaces)
- Garage A - south of Garage I (1,647 spaces)
- Lot H2 - east of the proposed facility (136 spaces)

ISSUE! The project will displace an unknown quantity of spaces in adjacent parking lots H3 (existing 148 spaces) and H4 (existing 270 spaces).

While parking is not a state, county, or UCF concurrency issue; the loss of

parking must be resolved before construction begins.

The consulting engineers will be cautioned to minimize displacement in these lots and to maintain ADA and service parking near the facility.

An analysis of former UCF Campus Master Plans (CMP) indicates that enrollment growth, over the decade since PAC I was built, has far exceeded predictions, ultimately eliminating all surplus parking capacity on campus, and making it infeasible to continue the planned growth shown in the 2020-30 CMP.

Solution

Parking & Transportation will proceed with the 2020-30 Campus Master Plan initiative to provide “Intercept” parking to 1) reduce on-campus traffic, 2) improve on-campus safety, 3) address extant enrollment, and 4) offset parking displacement by this and other future projects.

UCF’s second Park & Ride lot will be located near the intersection of Alafaya Trail and Central Florida Blvd. It will be planned, constructed, and operational before this project begins construction, to address temporary displacement during construction and any permanent parking losses.

Funding for parking mitigation will not be allocated from the PAC II. Parking lots and garages are built by Parking & Transportation Services, funded by debt, and paid for by parking income.

UTILITIES ANALYSIS ²

Potable Water:

The University’s consumptive use permit (CUP) through St. John’s River Water Management District sets the maximum annual ground water withdrawals from the Floridan aquifer at 256.5 million gallons per year through 2034.

**CRITICAL
CONCURRENCY
ISSUE!³**

- The University does not have firm CUP capacity available for additional projects with potable water demands at this time; after considering a) historical flows, b) the interlocal agreements⁴ with Central Florida Research Park to provide emergency water services, c) current projects creating new water demands, d) flushing required to maintain FDEP drinking water requirements, and e) the required reserve capacity factor (15%),

Before this project may proceed from design to construction, additional campus-wide, wise-water conservation and efficiencies would have to be deployed to reduce campus potable water demands in order to meet the conditions of the Master Utility Level Disclosure and not violate the terms of the CUP.

References:

- 2020-2030 Campus Master Plan Update – [5.0 GENERAL](#)

² Each university and third-party commodity provided to the project shall be metered with a utility-grade revenue meter approved by the UCF Department of Utilities and Energy Services and the utility provider. Meters, and sub-meters serve several purposes; load profiling and research, cost allocation, calculation and verification of bills, energy auditing, identification of energy use and savings, specification tracking, contracting, measurement, and verification; operation, maintenance and power quality problem identification, and process system optimization. Accurate, properly selected, and properly installed systems are essential to these functions. The project budget must cover all costs associated with utility interconnection to include system development and expansion.

³ Per f.s.163.3180(1) Potable Water is one of the facilities and services subject to concurrency requirements on a statewide basis.

⁴ See THIRD ADDENDUM TO UTILITY SERVICE CONTRACT (October 15, 1991) between Orange County Research Park Development Authority (Central Florida Research Park) and UCF – *Section 1, new paragraph (3) Emergency Use of Connected Water System Pg. 2*

[INFRASTRUCTURE & UTILITIES](#), *Potable Water Sub-Element*, pg. 6.

- [MASTER UTILITY LEVEL DISCLOSURE](#) (Rev 0 – 8/22/2019), Condition of Utility Service Levels, *Item (E)*, pg. 4.
- THIRD ADDENDUM TO UTILITY SERVICE CONTRACT (October 15, 1991), Section 1, paragraph (3) Emergency Use of Connected Water System, Pg. 2

Cooling:

General comfort cooling is typically distributed by the university’s district chilled water loop.

- Chilled water plant capacity is available.
- The facilities between the plant and the proposed site have not been constructed. Currently, PAC I is fed from a 10” pipe.

CONCURRENCY ISSUE!⁵

The PAC II project is required to fund the design and construction of a dedicated chilled water supply and return pipe from the project to the campus’s point of demarcation determined by an hydraulic model, in order to connect PAC II to the campus’s existing 18” chilled water distribution network. The pipe and local tertiary pump assembly shall be sized to handle the peak cooling demands for the project in terms of both velocity (ft/s), and flow (GPM).

Heating:

General comfort heating is typically distributed by the university’s hot water loop.

- Distributed heating hot water capacity is available from DEP IV up to 140°F.
- The facilities between the plant and the proposed site have not been constructed, and may be cost-prohibitive to interconnect.

ISSUE!

While heating is not a state, county, or UCF concurrency issue; it must be resolved before construction begins.

During design, the Engineer-of-Record’s LCCA⁶ should determine the best combination of district and/or stand-alone local condensing boiler options to move forward for re-heat purposes.

Power:

Duke Energy Florida provides primary electrical service.

- Feeder capacity is available.

Natural Gas:

TECO People’s Gas

- Natural gas will not be provided to the facility.

Sanitary Sewer:

Effluent runs to Iron Bridge Water Pollution Control Facility in Seminole County.

- Permit capacity is available.

Irrigation:

The irrigation system is supplied with reclaimed water from the Iron Bridge Water Treatment Facility in Seminole County.

- Capacity is available.

⁵ UCF extends the concurrency requirements to include chilled water.

⁶ Life-cycle cost analysis (LCCA) is a method for assessing the total cost of facility ownership. It is especially useful when project alternatives, that fulfill the same performance requirements, differ with respect to initial costs and operating costs, and must be compared in order to select the one that maximizes net savings.

Stormwater: The PAC II project site drains to the 4-B stormwater basin.

- Capacity is available. As the proposed project will be located on a currently impervious site (parking lots H3 and H4), there should be no increase in the stormwater drainage to Basin 4-B.

Telecom: UCF IT

- UCF IT will provide service to PAC II.
- PAC I, buildings 119T and 119M, are fed from the main distribution frame (MDF) in the southeast corner of Building 119M.

The PAC II project will need to upgrade some network equipment in the existing MDF in 119M.⁷ The new project phase will connect back to that location physically or logically.

Further, three (3) emergency blue light phones (EBLP) are in conflict with the proposed site and will need to be either refed or relocated.

Cable TV: Spectrum/UCF IT

- Spectrum/UCF IT will provide service to PAC II.

Metering:⁸ University and third-party commodities provided to the project shall be metered with a utility-grade revenue meter approved by UES and the utility provider. The project budget must cover all costs associated with utility interconnection, to include system development and expansion.

SERVICES

Police Protection: The UCF Police Department provides 24-hour service, seven days a week.

Fire Protection: The campus police coordinate all fire emergency responses via the 911 network. The Orange County/Seminole County Fire/Rescue Station 65 is less than a mile from the site.

Loading Dock: The project will require a new service yard north of Building 119T – to include a dock that will serve semi-trailers for roadshows, as well as deliveries for the new production shops (scenery, welding, paint, costume, props, etc.)

Trash Removal: Housekeeping and Recycling Services provides trash and recycling services. The facility will utilize dumpsters located in the service yards.

⁷ A Tech Fee project was approved in January of 2019 to complete a major part of this work. More work may be needed, but the Tech Fee project will be completed prior to the commencement of this project.

⁸ Meters and sub-meters serve multiple functions: load profiling and research; cost allocation; billing calculation/verification; energy auditing; specification tracking, contracting, measurement, and verification; operation, maintenance, and power quality problem identification; and process system optimization. Accurate, properly selected and installed systems are essential.

4.0 HISTORY OF APPROVALS & NEXT STEPS

Chapter 4 provides a history of the project, including approvals and the next steps to be taken.

Campus Master Plan Actions

The Project has been included in three (3) Campus Master Plans - 2010-20, 2015-25, and 2020-30. See Chapter 8.0 CAMPUS MASTER PLAN for details.

Educational Plant Survey Actions

The Project has been included in five (5) Educational Plant Surveys – 1996, 2001, 2006, 2011, and 2015. See Chapter 5.0 EDUCATIONAL PLANT SURVEY for details.

Five-year Capital Improvement Plan (CIP) Actions

Seven (7) CIP's included this project or projects. The current CIP (2020) did not include PAC II.⁹

- 2019 CIP, BOT approved July 18, 2018
 - PECO funds - Performing Arts Complex Phase I - \$34,088,322 - Rank 9
 - State Sources - Performing Arts Complex Phase II - \$36,000,000 - Rank 9
- 2018 CIP, BOT approved July 20, 2017
 - PECO funds - Arts Complex Phase I (Performance) - \$33,292,800 - Rank 8
 - State Sources - Arts Complex III - \$15,844,340 - Rank 26
- 2017 CIP, BOT approved July 28, 2016
 - PECO funds - Arts Complex Phase II (Performance) - \$64,727,944 - Rank 7
 - State Sources - Arts Complex III - \$14,310,216 - Rank 25
- 2016 CIP, BOT approved June 29, 2015
 - PECO funds - Arts Complex Phase II (Performance) - \$59,933,282 - Rank 11
 - State Sources - Arts Complex III - \$14,184,135 - Rank 35
- 2015 CIP, BOT approved July 31, 2014
 - PECO funds - Arts Complex Phase II (Performance) - \$51,000,000 - Rank 9
 - State Sources - Arts Complex III - \$9,015,070 - Rank 17
- 2014 CIP, BOT approved July 25, 2013
 - PECO funds - Arts Complex Phase II (Performance) - \$50,000,000 - Rank 7
 - State Sources - Arts Complex III - \$8,838,304 - Rank 17
- 2013 CIP, BOT approved July 26, 2012
 - PECO funds - Arts Complex Phase II (Performance) - \$50,000,000 - Rank 8
 - State Sources - Arts Complex III - \$8,838,304 - Rank 20

Capital Outlay Budget Actions

The project was included on seven Capital Outlay Budgets.¹⁰ The current 2019-20 Capital Outlay Budget did not include the project.

- 2018-19 Capital Outlay Budget, approved May 24, 2018
 - PECO funds - Arts Complex Phase I (Performance) (P, C, E) \$3,060,000
 - Donations and Courtelis - Arts Complex II Enhancement (P, C) \$500,000
- 2017-18 Capital Outlay Budget, approved May 18, 2017

⁹ Performing Arts Phase II was not included on the 2020 CIP, approved July 18, 2019 by the BOT.

¹⁰ Prior BOT records indicate approvals of Capital Outlay Budgets, but do not include the Capital Outlay Budget attachments showing the project data.

- PECO funds - Arts Complex Phase II (Performance) \$6,472,794
- Donations and Courtelis - Arts Complex II Enhancement (P, C) \$500,000
- 2016-17 Capital Outlay Budget, approved May 31, 2016
 - PECO funds - Arts Complex Phase II (Performance) \$5,993,328
 - Donations and Courtelis - Arts Complex II Enhancement \$500,000
- 2015-16 Capital Outlay Budget, approved May 21, 2015
 - PECO funds - Arts Complex Phase II (Performance) \$5,100,000
 - Donations and Courtelis - Arts Complex II Enhancement \$500,000
- 2014-15 Capital Outlay Budget, approved May 22, 2014
 - PECO funds - Arts Complex Phase II (Performance) \$5,000,000
 - Donations and Courtelis - Arts Complex II Enhancement \$500,000
- 2013-14 Capital Outlay Budget, approved May 23, 2013
 - PECO funds - Arts Complex Phase II (Performance) \$5,000,000
 - Donations and Courtelis - Arts Complex II Enhancement \$500,000
- 2012-13 Capital Outlay Budget, approved May 24, 2012
 - Donations and Courtelis funds - Arts Complex II Enhancement \$500,000

Capital Improvement Trust Fund Actions (CITF) Actions

- CITF Meeting - November 26, 2019
 - Dean Jeff Moore and Paul Lartonoix, Assistant to the Dean, petitioned the CITF committee for funds for this project.
 - The committee voted to reallocate \$2M in CITF funds to support design costs associated with Performing Arts, from the CITF funds appropriated to the Hitt Library project in May 2019 (\$24M).
 - Meeting notes indicate that this reallocation is contingent on the resulting funding reduction not slowing down the next phases of the library.

The use of CITF funds must be approved by the legislature – see Next Steps.

Building Name

The name PERFORMING ARTS COMPLEX PHASE II is a working title. In the past the project working title has varied, as shown in the CIP and Capital Outlay Budget data above.

The building has not been formally named by the UCF Board of Trustees.

NEXT STEPS

Building Program - The University President must approve this Building Program.

5-year Capital Improvements Plan (CIP) The project must be added to the 2021 CIP for approval by the Board of Trustees in 2020.

- The use of CITF funds must be included on the CIP.

Capital Outlay Budget

The project will need to be added to the Capital Outlay Budget.

UCF Requirements

The Board of Trustees Charter, approved on June 14, 2017, set the following UCF requirements:

Individual Project Approval - The BOT Finance & Facilities Committee Charter, Item 6.5 states: “Review all proposed new construction and renovation projects exceeding \$2

million in construction costs.”

Capital Projects Funding Certification Form - For any capital project exceeding \$2 million, a Capital Projects Funding Certification Form must be signed by the University President, the Vice President submitting the item, the Chief Financial Officer, and the General Counsel, certifying that the project has been reviewed and the funding source is appropriate for the nature of the project.

Budget Increase Approval (*if needed*) – The BOT Finance & Facilities Committee Charter, Item 6.6 states: “Review all changes to projects that exceed \$2 million in construction costs or that increase project costs by more than 10 percent of the original estimate presented to the committee.”

5.0 EDUCATIONAL PLANT SURVEY

Chapter 5 confirms that the project was recommended in an educational plant survey in accordance with BOG 14.0025 (1), and describes compatibility with the educational plant survey per BOG 14.0025 (3).

The Current Educational Plant Survey

The title of the current Educational Plant Survey is 2015 Educational Plant Survey (effective July 1, 2016 - 30 June 30, 2021)

Hyperlink to the [UCF Educational Plant Survey](#)

Adding the project to the Educational Plant Survey

If a project has not been recommended on an Educational Plant Survey, it must be added by means of a spot survey by the Board of Governors staff.

This project has been recommended in five (5) Educational Plant Surveys.

- 2015 Educational Plant Survey (effective July 1, 2016 - 30 June 30, 2021)
Project 7 ARTS COMPLEX PHASE II PERFORMANCE
Total 106,795sf
 - Classroom 2,000sf
 - Teaching Lab 36,991sf
 - Office 4,000sf
 - Auditorium/Exhibit 63,804sf
- 2011 Educational Plant Survey (February 8-10, 2011)
Project 3 ARTS COMPLEX (PHASE 2)
Total 106,795sf
 - Classroom 25,000sf
 - Teaching Lab 10,000sf
 - Office 4,000sf
 - Auditorium/Exhibit 67,795sf
- 2006 Educational Plant Survey
Project 5 ARTS COMPLEX II - PERFORMANCE
Total 70,226sf
 - Classroom 3,500sf
 - Teaching Lab 29,213sf
 - Office 10,513sf
 - Auditorium/Exhibit 25,000sf
 - Gym 2,000sf
- 2001 Educational Plant Survey
Project 3.4 ARTS COMPLEX 2 / PERFORMANCE
Total 60,157sf
 - Teaching Lab 25,100sf
 - Study 1,000sf
 - Research Lab 3,722sf
 - Office 7,910sf
 - Auditorium/Exhibit 21,405sf
 - Gym 1,020sf
- 1996 Educational Plant Survey
Project 1.7 ARTS COMPLEX #2 - PERFORMING ARTS
Total 50,600sf
 - Classroom 3,500sf
 - Teaching Lab 6,000sf
 - Study 4,100sf
 - Office 10,000sf
 - Auditorium/Exhibit 27,000

6.0 STRATEGIC PLAN

Chapter 6 indicates consistency and compatibility with the university strategic plan in accordance with BOG 14.0025, (2) and (3).

The Collective Impact Strategic Plan

The UCF Collective Impact Strategic Plan, approved by the UCF Board of Trustees in May 2016, sets the university on a course towards enhanced quality, heightened excellence, and greater impact. Focused on a long-range twenty-year vision with a five-year roadmap, the strategic plan is transforming the way we teach, learn, and engage. We set big goals in the Collective Impact Strategic Plan and are working together with our partners to achieve our collective impact in five key focus areas.

Our Area of Focus

- Increase Student Access, Success, and Prominence - Transforming lives and livelihoods through the power of higher education degree attainment.
- Strengthen Our Faculty and Staff - Attracting and cultivating exceptional and diverse faculty, students, and staff whose collective contributions strengthen us.
- Grow our Research and Graduate Programs - Deploying our distinctive assets to solve society's greatest challenges and create the next generation of pioneering scholars and practitioners.
- Create Community Impact Through Partnerships - Leveraging and developing partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation.
- Leading Innovation in Higher Education - Innovating to create academic, operational, and diversified funding models that transform higher education.

Hyperlink to the [UCF Collective Impact Strategic Plan 2016](#)

Consistency and Compatibility with the Strategic Plan

One of the many goals of this project is to support one of the five Focus Areas outlined above: CREATING COMMUNITY IMPACT THROUGH PARTNERSHIP.

The Themed Experience: A Competitive Advantage for UCF¹¹

The College of Arts and Humanities has recently opened a new Themed Experience track in the Theatre Masters of Fine Arts program.

Located in the "Theme Park Capital of the World," UCF is uniquely positioned to meet a growing demand for a skilled workforce, forward-thinking research, and creative ideation in the Themed Experience industry.

Early concepts for the Performing Arts Phase II included only traditional theaters (proscenium, concert hall, black box); but the visionary Soundstage concept described herein will support all of these, as well as Themed Experiences that engage many interdisciplinary areas of the university and build upon UCF's existing strengths.

The facility described in this program will prepare our students to meet the needs of unique industry partners - the visionary creative engines that design and build Themed Experiences in Florida and across the world.

¹¹ Abstracted from UCF Board of Trustees Meeting minutes, November 14, 2019, item Info-2.

7.0 ACADEMIC MASTER PLAN

Chapter 7 confirms consistency with the academic master plan in accordance with BOG 14.0025 (2).

Academic Program Identification

The proposed PERFORMING ARTS COMPLEX PHASE II will provide additional and improved space for the following academic programs:

- Theatre Studies BA
- Theatre MA
- Theatre BFA (Tracks in Design and Technology, Acting, and Stage Management, Musical Theatre)
- Theatre MFA (Tracks in Acting, Themed Experience, Design, Young Audiences, and Musical Theatre)
- Music MA
- Music BA
- Music BM (Tracks in Composition, Performance, Jazz Studies)
- Music Education BME (Teaching Music Education)
- Entertainment Management BS
- Minors in:
 - Dance
 - Music
 - Performing Arts Administration
 - Theatre

Academic Program Reviews¹²

Pursuant to Florida Statute, UCF conducts in-depth reviews of academic programs at least every seven years. These reviews examine the quality and productivity of academic programs with a goal to develop recommendations leading to program improvement.

The reviews include an evaluation of the facilities, equipment, laboratories, meeting space, and other resources that support program quality and productivity. This table lists space deficits that could be corrected by the proposed facility.

All of the programs in the School of Performing Arts were reviewed by external consultants during the 2015–16 academic year. The consultants noted the following deficiencies with respect to space and facilities:

“The major asset for all performing arts is its venue for performance. UCF has had a plan since the mid-2000s for expanded performing arts facilities to meet the needs of its performing arts programs. While the plan is well thought out, multiple factors have undermined its construction. The original estimate of \$80 million could in today’s dollars be closer to \$125 million. Students have had to make do with inadequate teaching facilities. The consultants suggest that a scaled-down version of the facilities plan could be a solution...such a facility would serve arts students at UCF as well as the entire student body who compose potential audience and class members. Also, such a facility would attract community members to campus and allow hosting of cultural events, especially those related to the curriculum, e.g. high school choral showcases and festivals which complement recruiting efforts. Having a theatre venue allows for the proverbial two-way street sending students and faculty to the community, while inviting the community to campus to enjoy its performing arts offerings.”

¹² Academic Program Review information was provided by the UCF Academic Program Quality (APQ) office in the Office of the Provost. Extensive supporting documentation is available on space deficits in the existing music and theatre venues.

2015-16 Academic Program Review Consultant Feedback

| Academic Program | Degree | CIP | Last review (class of) | Space Needs |
|-------------------|--------|---------|------------------------|---|
| Music | MA | 50.0901 | 2015-16 | External program review consultants for the music programs noted inadequate performance space and safety concerns regarding the absence of windows in practice rooms. They concluded that instructional space and overall sufficiency of resources to support strategic planning initiatives and stated goals need improvement. The final recommendations of the review included re-envisioning phase II plans for performing arts facilities in light of the current environment and available resources and exploring options to address immediate space and facilities needs. |
| Music | BA | 50.0903 | 2015-16 | |
| Music Education | BME | 13.1312 | 2015-16 | |
| Music Performance | BM | 50.0903 | 2015-16 | |
| Theatre | BFA | 50.0501 | 2015-16 | External program review consultants for the theatre programs noted inadequate performance space and shop facilities. They concluded that instructional space and overall efficiency of resources to support strategic planning initiatives and stated goals need improvement The final recommendations of the review included re-envisioning phase II plans for performing arts facilities in light of the current environment and available resources and exploring options to address immediate space and facilities needs. |
| Theatre | MFA | 50.0501 | 2015-16 | |
| Theatre | MA | 50.0501 | 2015-16 | |
| Theatre Studies | BA | 50.0501 | 2015-16 | |

In addition to the state-mandated academic program review, programs in the School of Performing Arts undertook specialized accreditation review in 2014-15 by the National Association of Schools of Music (NASM) and the National Association of Schools of Theatre (NAST). While the reviews resulted in successful reaffirmation of accreditation for the music programs and initial accreditation of the theatre programs, the evaluators noted several deficiencies with regard to facilities and space.

2014-15 Feedback from NASM and NAST Accreditation Reviewers

| Academic Program | Degree | CIP | Last review (Class of) | Space Needs |
|-------------------|--------|---------|------------------------|--|
| Music | MA | 50.0901 | 2015-16 | There remains a need for dedicated rehearsal and performance spaces for instrumental and choral ensembles along with seating for a large audience. Specific needs include better sightlines and acoustics. |
| Music | BA | 50.0903 | 2015-16 | |
| Music Education | BME | 13.1312 | 2015-16 | |
| Music Performance | BM | 50.0903 | 2015-16 | |

| | | | | |
|-----------------|-----|---------|---------|--|
| Theatre | BFA | 50.0501 | 2015-16 | There is a need for studio and classroom space as well as a larger mainstage theatre. More specific needs include a backstage entrance, flexible seating, an orchestra pit, better sightlines, a spray booth, and ADA accessibility. |
| Theatre | MFA | 50.0501 | 2015-16 | |
| Theatre | MA | 50.0501 | 2015-16 | |
| Theatre Studies | BA | 50.0501 | 2015-16 | |

NASM will review the music programs next in 2024-25 and NAST will review the theatre programs again in 2020-21. All of the music and theatre programs within the School of Performing Arts are scheduled for their next state-mandated program review in the 2021-22 academic year.

8.0 CAMPUS MASTER PLAN

Chapter 8 describes consistency with the facilities master plan in accordance with BOG 14.0025 (2), and compatibility with the approved master plan per BOG 14.0025 (3).

The Campus Master Plan (CMP)

Three (3) Campus Master Plans have included this project. There were years that the project was envisioned in multiple phases.

- 2020-2030 CAMPUS MASTER PLAN - One combined project was included on the 10-year Schedule of Capital Projects (SCP)¹³ and keyed to the Capital Improvements Map:
 - Key 11. Performing Arts Complex Phase II - 122,800 GSF
- 2015-2025 CAMPUS MASTER PLAN - Two phases were included on the Capital Improvement List and keyed to the Urban Design & Capital Improvements Map:
 - Key 7. Arts Complex Phase II (Performance) - \$50,000,000
 - Key 38. Arts Complex Phase III - \$10,049,161
- 2010-20 CAMPUS MASTER PLAN – Two phases were included on the Capital Improvement List and keyed to the Urban Design & Capital Improvements Map:
 - Key 13. Arts Complex Phase II (Performance) - \$75,000,000
 - Key 38. Arts Complex Phase III - \$10,049,161

Consistency with Goals, Objectives or Policies of the Campus Master Plan

The PERFORMING ARTS COMPLEX PHASE II will comply with Goals, Objectives, and Policies in the *2020-30 Campus Master Plan Update* adopted in November 2019, including, but not limited to:

ELEMENT 2.0 Future Land Use & Urban Design - 2.2 Urban Design,

GOAL 1:

OBJECTIVE 1.6: Develop energy-efficient campus facilities, as detailed in the UCF Standards.¹⁴

POLICY 1.6.9: All new UCF buildings shall be LEED Gold-certified (Leadership in Energy and Environmental Design), and each new project shall achieve LEED Gold certification as defined by the U.S. Green Building Council.

ELEMENT 11.0 Academic & Support Facilities

GOAL 1: Provide modern, well-equipped academic facilities to meet general requirements of state-of-the-art instruction in all programs.

¹³ The 10-Year Schedule of Capital Projects (SCP), introduced in the 2020-30 CMP, includes only stable factors like project name, GSF, ASF, and a brief description. Variable factors like cost, priority rank, and schedule are only shown on the annual 5-year Capital Improvement Plan (CIP).

¹⁴ Standards refers to the UCF Design, Construction, and Renovation Standards.

9.0 SPACE UTILIZATION CRITERIA

Chapter 9 indicates compatibility with space utilization criteria in accordance with BOG 14.0025 (3).

State Space Criteria

State criteria is available to guide space planning in Florida institutions of higher education and at UCF, including the *State Requirements for Educational Facilities, 2014 (SREF)*.

- The project will be compatible with State Space Criteria.

The State University System Space Needs Generation Formula recognizes the following space categories:

| Instructional/Research | Academic Support | Institutional Support |
|--|--|---|
| Classrooms Teaching Laboratories Research Laboratories | Study Facilities Instructional Media Auditorium/Exhibition Teaching Gymnasium | Office/Computer Campus Support Services |

SREF Chapter 1, Section 1.2 Definitions (page 10, item 86) describes the following types of square footage for net/gross calculations in a postsecondary facility:

- Assignable Square Footage (ASF)¹⁵. ... the enclosed and interior floor area assigned to or available to be assigned to an occupant or specific use.
- Non-Assignable Square Footage ...the floor area of a building not available for assignment ... but necessary for the general operation of the building; (e.g.) custodial, circulation, mechanical and toilet areas.
- Net Square Footage (also, Net Usable Square Footage). This includes assignable square footage and useable nonassignable square footage.
- Structural Square Footage. The floor area of a building that cannot be occupied or used because of structural building features...interior and exterior walls, or unusable areas in attics.
- Gross Square Footage (GSF). The sum of all floor areas on all floors of a building included within the outside faces of its exterior walls.

University Space Criteria

University criteria is available to guide space planning at UCF, including the UCF Space Allocation and Use Policy - August 8, 2018.

- The project will be compatible with University Space Criteria.

Project-specific Space Criteria

UCF, or a consulting architect working with the University, will prepare project-specific space planning documents for the project.

Space Program

- UCF prepared a "Summary of Required Spaces" (SRS) dated 10/1/2019 (See Appendix). It was based on a conceptual space program dated 8/14/2019, prepared pro bono by Baker Barrios Architects, Inc. and Stages (theatre consultants). The UCF SRS was issued for the purpose of preliminary estimating.

Space Use Categories

The SRS indicated the following four (4) Space Use Categories in the facility.

200 LABORATORIES, specifically Teaching Laboratories

¹⁵ Assignable Square Feet (ASF) is also known as Net Assignable Square Feet (NASF).

- *A teaching laboratory is a room used primarily for scheduled classes that require special purpose equipment or a specific room configuration for student participation, experimentation, observation, or practice in an academic discipline.*

300 OFFICE

- *Offices and conference rooms specifically assigned to each of the various academic, administrative, and service functions.*

400 STUDY

- *Study facilities include study rooms, stack areas, processing rooms, and study service areas.*

600 GENERAL USE

- *Assembly rooms, exhibition space, food facilities, lounges, merchandising facilities... and other facilities that are intended for general use by students, faculty, staff, and the public.*

Net Assignable Space vs. Allowable Gross Building Area

For each space use category, different net-to-gross conversion factors are prescribed by the State University System (SUS) of Florida. The allowable gross area of the facility is determined by multiplying the net assignable square footage (NASF) in each space category by its allowable grossing factor, and then totaling the gross square footages (GSF).

| Space Category | NASF | Net-to-Gross Factor | GSF |
|-------------------------|---------------|----------------------------|----------------|
| 200 TEACHING LABS | 49,335 | 1.5 | 74,003 |
| 300 OFFICE | 2,485 | 1.5 | 3,728 |
| 400 STUDY | 6,400 | 1.4 | 8,960 |
| 600 GENERAL USE | 30,090 | 1.2 | 36,108 |
| TOTAL ASSIGNABLE | 88,310 | ALLOWABLE GROSS | 122,800 |

Program Statement

An Academic Program Statement (APS) should be prepared by UCF or the consulting Architect. It will include space narratives or room data sheets for every assignable room or space in the facility - to describe the use, basic characteristics, as well as any special services, features, finishes, or dimensional requirements. The APS will be signed by the Requestor and the UCF Administration to confirm that the facility described will meet the needs the requesting college or administrative unit and the University.

- An APS has not been prepared for this facility by the University or consulting architects.

Space to be Released

Space Administration prepares a list of space to be released back to the university when the project is completed.

It is not anticipated that any space assigned to Performing Arts will be released when the project is completed.

Note: Space in Building 16E is being used for Performing Arts storage, but not assigned to Performing Arts. This 11,850 sq.ft. space is comprised of 200 pallet spaces plus aisles, equal to 3,950 sq.ft. of racked storage and 8,000 sq.ft. not racked.

It is the department's intent to move this storage to University-owned storage containers¹⁶ in a secure storage lot being developed in 2020 on Ara Drive. Any space in Building 16E that is not released sooner, will be released to Facilities & Safety when the PAC II project is completed.¹⁷

¹⁶ Conex boxes or Intermodal shipping containers

10.0 PROJECT BUDGET

Chapter 10 includes the project budget, as required by BOG 14.0025(2).

Funding of Capital Projects

Funds being considered or sought for this project include:

- Public Education Capital Outlay (PECO)
- Capital Improvement Trust Funds (CITF)
- Private Donations
- Carry-forward balance, if approved on an annual spending plan

Project Budget

As design has not begun, a *conceptual estimate of probable construction cost* has been provided to establish the budget that UCF anticipates for the project. This is not an assurance that this quantity of funding will become available.

The construction estimate was prepared by Charles Perry Partners, Inc. (CPPI), dated November 27, 2019, based on the following scope documents:

1. Visionary concept drawings and renderings by Baker Barrios Architects, Inc.
2. A space program developed by Stages (theatre design consults) for Baker Barrios.
3. A Summary of Required Spaces (SRS) developed by UCF Facilities Planning & Construction (See Appendix).

Estimate of Probable Construction Cost

| Performing Arts Complex Phase II | |
|---|---------------------|
| Cost Estimate ¹⁸ (Construction Cost of Work, Seating Allowance, General Conditions, Permit, Insurance, 15% Contingency, Escalation, Fee) | \$64,556,497 |
| UCF construction (UCF IT, Office of Instructional Resources, Utilities and Energy Services) | \$1,200,000 |
| UCF Contingency (5%) | \$3,750,000 |
| Assumed Building Value | \$69,506,497 |
| Design Fees ¹⁹ (Architect, Engineers, Specialty Consultants, Preconstruction Services, Design Contingency) | \$5,164,520 |
| FF&E (Office/Study/Circulation/Shops/Rehearsal Hall furniture, misc. equip.) | \$328,983 |
| Related Project - Utility Improvements ²⁰ (chilled water, hot water, and IT infrastructure enhancements) | \$2,500,000 |
| TOTAL COST OF THE PROJECT | \$77,500,000 |

The project may move into design subsequent to Presidential approval of this Building Program. Before construction begins, the project will need to comply with all requirements for a capital project. See 4.0 HISTORY, Next Steps.

Plant Operation and Maintenance (PO&M)

The PO&M formula is a space/facilities operating funding model that was developed in 1993 by the State University System of Florida; and used by the Governor and Legislature to provide operating resources for new space/facilities.

The state has not appropriated PO&M funding for several years; therefore, the formula is used here only to determine the level of funding that will likely be needed to be provided by the

¹⁸ Estimate of probable construction cost, provided by CPPI.

¹⁹ Estimated design fees provided by CPPI.

²⁰ Estimate of probable construction cost, provided by CPPI

university on an annual basis to maintain the PAC II expansion of Building 119:

- 122,800 GSF X \$14.84 per square foot = \$1,822,352.

Reserve for Deferred Maintenance

The Board of Governors' 2021-22 Fixed Capital Outlay Budget Request Guidelines and Instructions state:

As a result of SB 190, and effective with the FY20-21 legislative budget request, this section has been added to help address the requirements now found in section 1001.706(12)(c)1, Florida Statutes, which states, in part, *“A plan is provided to reserve funds in an escrow account, specific to the project, into which shall be deposited each year an amount of funds equal to 1 percent of the total value of the building for future maintenance....”*

This is applicable to new construction, remodeling or renovation that has not received an appropriation in a previous year; excludes maintenance projects.

Building value may be taken from the current insurable value or comparable documented replacement value; do not use the original project cost or depreciated value. Cite the basis/source of the valuation.

The source of funds may include currently available recurring funds; nonrecurring revenues may not be used as a source of the recurring contribution. Future additional state appropriations should not be identified as the funding source.

For new projects, the plan must be ready for implementation in the event an appropriation is provided for the project.

Based on an assumed Building Value of \$69,506,497 for PAC II, the “Deferred Maintenance Plan” would require a yearly contribution of 1% into an escrow account - approximately \$695,000.

11.0 BUILDING CODES, STANDARDS, & REQUIREMENTS

Chapter 11 provides the building codes applicable to the project, as required by BOG 14.0025 (2).

Compliance

This project will comply with all applicable codes, laws, standards, statutes, and regulations.

Building Codes

The codes applicable to this project include, but are not limited to:

- Building Codes - Administered by UCF Building Department
- Fire Codes - Administered by the Florida Division of State Fire Marshal

Space Use Categories vs. Design Occupant Load

The unique nature of the “sound stage” is to provide flexibility; therefore, the sound stage will be capable of being divided into as many as four individual performance venues

SPACE USE CATEGORY – Regarding space use, the sound stage has been categorized as 210 TEACHING LABS,²¹ aka space where UCF students will learn all facets of the design, production, and staging of performances such as plays, musicals, concerts, and themed events (parades, etc.) These learning activities will take place during the typical class week (scheduled 7am to 9pm Monday through Friday); with hands-on learning extending to 11:00pm and on weekends.

DESIGN OCCUPANT LOAD represents “the number of occupants for whom *means of egress* facilities are provided.”²² Performance venues are categorized as Assembly occupancies for the purpose of calculating occupant loads. Life safety, egress, and accessibility must meet the requirements for maximum occupancy when *four* audiences are present.

The Architects and Engineers of Record (A/E EOR) must design layouts for the sound stage as Performance Venues and as Teaching Labs; and work with the UCF Building Department to determine the most stringent occupant loads. The project must provide occupancy placards that reflect both space uses.

UCF Standards & Guidelines

The project must meet UCF standards including, but not limited to:

- *UCF Design, Construction, and Renovation Standards*
Administered by UCF Facilities and Safety
- *Telecommunications Design Standards*
Administered by UCF Information Technology (UCF IT), an operating unit within the UCF Information Technologies and Resources Division (IT&R)
- *Campus Landscape Master Plan and Design Standards (2016)*
Administered by UCF Landscape & Natural Resources (LNR), a division of UCF Facilities & Safety
- *Office of Instructional Resources Design Standards (2019)*
Administered by UCF Office of Instructional Resources (OIR), an operating unit within the UCF Division of Digital Learning

²¹ Per the Postsecondary Education Facilities Inventory and Classification Manual (FICM), 2006 Edition

²² Per the Florida Building Code, Sixth Edition, Section 1004.

Florida Statutes

F.S. Chapter 255 addresses requirements for public property and publicly owned buildings.

Energy and Sustainability

The Architects and Engineers of Record (A/E EOR) will need to address LEED and sustainability with respect to performance, energy, water conservation / efficiency, and LEED campus credit integration.

After design has begun, detailed criteria will be included in the Owner's Project Requirements (OPR), and the A/EOR will be required to provide a Basis of Design (BoD) that gives technical guidance for how these requirements will be incorporated into the design.

The project must meet energy standards including, but not limited to:

- Green Building Construction and Renovation Requirements
Administered by UCF Department of Utilities & Energy Services (UES), a division of UCF Facilities & Safety
- State of Florida Model Energy Efficiency Code for Building Construction
Administered by UCF Department of Utilities & Energy Services (UES), a division of UCF Facilities & Safety

APPENDIX

Includes:

- Summary of Required Spaces 10/01/2019

Summary of Required Spaces (SRS)

| UCF Performing Arts Complex Phase II | | | | | | | | | | | | |
|--|--|--------|-------|-----------------|--------|---|-----------------------|---------|---------------------------|---------|--------|--------|
| SUMMARY OF REQUIRED SPACES (SRS) | | | | October 1, 2019 | | SQUARE FOOTAGE | | ACTUAL | 200 | 300 | 400 | 600 |
| The existing Performing Arts Complex Phase I (2010) includes a Theatre Wing (119T) and a Music Wing (119M). A future Phase II was intended to wrap the facility on three sides and add several performance venues. PAC Phase II will be anchored by a large Flexible Performance Space, aka "the Soundstage," configurable into as many as 4 venues, including a Proscenium Theatre and a Concert Hall. The facility will also include Assembly and Production support, as well as Storage. | | | | | | 88,310 | Assignable Area (ASF) | 88,310 | 49,335 | 2,485 | 6,400 | 30,090 |
| | | | | | | Net-to-Gross Factor per BOG | | ~ | 1.5 | 1.5 | 1.4 | 1.2 |
| | | | | | | 122,800 | Gross Area (GSF) | 122,798 | 74,003 | 3,728 | 8,960 | 36,108 |
| | | | | | | NonASF allowed per BOG | | 34,488 | Some NonASF is programmed | | | |
| Description | Remarks | Occ. | Qty | ASF | Subttl | Room Use Code | Lab | Office | Study | Gen.Use | | |
| FRONT OF HOUSE (FOH) | | | | | | | | 0 | 810 | 6,400 | 6,780 | |
| FOH Public Space | | | | | | | | | | | 6,400 | 5,750 |
| Student Collaboratory | Study and interaction space (locate Vending nearby) | 200 | Allow | 6,400 = | 6,400 | 410 Study | | | | | | |
| Art Gallery | Consider security | | Allow | 5,250 = | 5,250 | 620 Exhibition | | | | | | |
| Box Office Foyer | | | Allow | 500 = | 500 | 615 Assembly Service | | | | | | |
| Lobby Circulation | | | | 0 | | See NonAssignable Space | | | | | | |
| FOH Service Space | | | | | | | | | | | 1,030 | |
| Coatroom | | 1 | @ | 200 = | 200 | 615 Assembly Service | | | | | | |
| Storage | FOH Equipment - stanchions & ropes, etc.? | 1 | @ | 150 = | 150 | 615 Assembly Service | | | | | | |
| Concession Stand | 4 @ Counter / 4 @ Prep | 1 | @ | 400 = | 400 | 660 Merchandising | | | | | | |
| Concessions Storage | Dry goods storage with walk-in (cold storage) | 1 | @ | 190 = | 190 | 665 Merchandising Service | | | | | | |
| Vending Room | Near Student Collab (May be secured when Concessions is open) | 1 | @ | 90 = | 90 | 660 Merchandising | | | | | | |
| FOH Office Space | | | | | | | | | 810 | | | |
| Box Office | 4 Windows | 4 | 1 @ | 200 = | 200 | 310 Office | | | | | | |
| Box Office Phone Sales | Divide into quiet phone stations | 3 | 1 @ | 150 = | 150 | 310 Office | | | | | | |
| Box Office Manager Office | Collocate w/ Box Office | 1 | 1 @ | 100 = | 100 | 310 Office | | | | | | |
| Box Office Workroom - Copy/Supplies | Collocate w/ Box Office | 1 | @ | 200 = | 200 | 315 Office Service | | | | | | |
| Box Office Restroom - All Gender | Private Toilet, collocate w/ Box Office | 1 | @ | 60 = | 60 | 315 Office Service | | | | | | |
| House Manager Office | | 1 | 1 @ | 100 = | 100 | 310 Office | | | | | | |
| PERFORMANCE SPACE | | | | | | | | 26,680 | 0 | 0 | 2,000 | |
| The "Soundstage" | | | | | | | | 25,780 | | | | |
| Flexible Performance Space | Divisible into up to 4 Performance Venues | varies | 1 @ | 21,700 = | 21,700 | 210 Teaching Lab | | | | | | |
| Stage Hydraulic (Main, Wings, Apron) | Lower/raise from Main floor to Stage level (+3') | 50 | 1 @ | 3,360 = | 3,360 | 210 Teaching Lab | | | | | | |
| Orchestra Pit | Lower/raise from Pit (-??) to Stage level (+3' aff) | 40 | 1 @ | 720 = | 720 | 210 Teaching Lab | | | | | | |
| Seating (±1,000) | | | | | | | | | | | 2,000 | |
| Main Level Seating | Seating will be moved in/out of Flex Performance Space from the "Garage" | | | | | | | | | | | |
| Seating Wagons (18 @ 42 Seats) | 7 seats (22" avg) x 6 rows, plus 1 aisle (16" w x 18' d wagons) | 756 | | | | Mobile seating does not add assignable area | | | | | | |
| Ganged chairs | Floor level (incl. Bariatric, ADA, etc.) | 108 | | | | Mobile seating does not add assignable area | | | | | | |
| Balcony Seating | Tiered balcony, theatre seating (incl. bariatric and ADA) | 136 | 1 @ | 2,000 = | 2,000 | 610 Assembly | | | | | | |
| Stage Service Space | | | | | | | | | 900 | | | |
| Control Booths | Lighting Control, Sound, Projection, Followspot | 4 | @ | 150 = | 600 | 215 Teaching Lab Svc | | | | | | |
| Control Rooms | Dimmer & Audio Rack | 2 | @ | 150 = | 300 | 215 Teaching Lab Svc | | | | | | |
| BACK OF HOUSE (BOH) | | | | | | | | 2,705 | 675 | 0 | 21,310 | |
| Performers' Space | | | | | | | | 2,705 | | | 1,200 | |
| Large Dressing Rooms | | 12 | 4 @ | 560 = | 2,240 | 215 Teaching Lab Svc | | | | | | |
| Small Dressing Rooms | Star / Pit Conductor / Conductor | 1 | 3 @ | 155 = | 465 | 215 Teaching Lab Svc | | | | | | |
| Green Room | | 40 | 2 @ | 600 = | 1,200 | 650 Lounge | | | | | | |
| The "Garage" | | | | | | | | | | | 19,610 | |
| Seating Storage | Wagons (18 @ 16' w x 18' d = 5,184sf), plus chair carts | | Allow | 6,200 = | 6,200 | 615 Assembly Service | | | | | | |
| Existing Prop Storage (Bldg 16E) | 200 Pallet Spaces incl. aisles = 3,950sf racked & 8,000sf not racked | | Allow | 12,000 = | 12,000 | 615 Assembly Service | | | | | | |
| Backstage General Storage | Concert Shell, etc | | 1 @ | 500 = | 500 | 615 Assembly Service | | | | | | |
| Secure Storage Rooms | | | | | | | | | | | | |
| Pit Equipment | | 1 | @ | 150 = | 150 | 615 Assembly Service | | | | | | |
| Instruments/Piano | | 1 | @ | 300 = | 300 | 615 Assembly Service | | | | | | |
| Orchestra Equipment | | 1 | @ | 150 = | 150 | 615 Assembly Service | | | | | | |
| Wigs / Makeup | | 1 | @ | 100 = | 100 | 615 Assembly Service | | | | | | |
| Paint / Pyro | | 1 | @ | 50 = | 50 | 615 Assembly Service | | | | | | |
| Run Crew Supply | | 2 | @ | 80 = | 160 | 615 Assembly Service | | | | | | |
| BOH Office Space | | | | | | | | | 600 | | | |
| House Technical Director | | 1 | 1 @ | 100 = | 100 | 310 Office | | | | | | |
| Stage Management | Will there be 2 stage managers? | 1 | 2 @ | 100 = | 200 | 300 Office | | | | | | |
| Bldg Engr, O&M | Larger offices include work area | 1 | 2 @ | 150 = | 300 | 300 Office | | | | | | |
| BOH Other | | | | | | | | | 75 | | 500 | |
| Receiving Room @ Dock | Note: Loading Dock must serve Semi-Trailers for Roadshows | | 1 @ | 300 = | 300 | 615 Assembly Service | | | | | | |
| Stage Door Lobby | Include Vending Machines | | 1 @ | 200 = | 200 | 615 Assembly Service, 660 Merchandising | | | | | | |
| Security Desk | Stage Door and Receiving | | 1 @ | 75 = | 75 | 310 Office | | | | | | |
| Additions to Wings THEATRE (119T) and MUSIC (119M) | | | | | | | | 19,950 | 1,000 | 0 | 0 | |
| Production Space | | | | | | | | 19,950 | | | | |
| Rehearsal Hall - Orchestra | Increased from 8sf/person to 15sf | 250 | 1 @ | 3,750 = | 3,750 | 220 Open Lab | | | | | | |
| Rehearsal Hall - Dance, Large | Sprung floor | 50 | 1 @ | 2,500 = | 2,500 | 220 Open Lab | | | | | | |
| Rehearsal Hall - Dance, Small | Sprung floor | 18 | 1 @ | 900 = | 900 | 220 Open Lab | | | | | | |
| Production Shops | Scenery, Wardrobe, Welding, etc. | | Allow | 12,000 = | 12,000 | 210 Teaching Lab | | | | | | |
| Wardrobe Maintenance Shop | | | 1 @ | 100 = | 100 | 210 Teaching Lab | | | | | | |
| Lighting Shop | | | 1 @ | 400 = | 400 | 210 Teaching Lab | | | | | | |
| A/V Shop | | | 1 @ | 300 = | 300 | 210 Teaching Lab | | | | | | |
| Office Space | | | | | | | | | 1,000 | | | |
| Faculty Offices | | 1 | 10 @ | 100 = | 1,000 | 310 Office | | | | | | |



Capital Projects Funding Certification Form

This form is required as a condition for approval by the Finance and Facilities Committee and the Board of Trustees.

Project name/description: Arts Complex Phase II \$2,750,000

Funding source(s): Capital Improvement Trust funds(\$2m)/Donor funds(\$750k)

This is to certify that the above capital project which exceeds \$2 million has been reviewed and approved and the type of funding for the project is authorized by state law and Board of Governors Regulations.

Alexander Cartwright Digitally signed by Alexander Cartwright
Date: 2021.01.28 17:11:54 -05'00'

President

Date

Digitally signed by Misty Shepherd
Date: 2021.01.20 08:49:15 -05'00'

Vice President

Date

Gerald L. Hector Digitally signed by Gerald L. Hector
Date: 2021.01.25 13:57:23 -05'00'

Chief Financial Officer

Date

Youndy C Cook Digitally signed by Youndy C Cook
Date: 2021.01.28 13:32:58 -05'00'

General Counsel

Date

UCF BOARD OF TRUSTEES
Agenda Item Summary
 Finance and Facilities Committee
 February 10, 2021

Title: Fixed Capital Outlay Update and Unfunded Needs

Information **Information for upcoming action** **Action**

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The purpose of this item is to assist the Board of Trustees with making informed capital funding decisions by providing a comprehensive picture of the university's capital needs. This item provides an update on cost revisions and expenditures for funded projects as approved in the *2020-21 Fixed Capital Outlay Budget*, as well as a list of capital needs for which funding has not yet been secured.

This item supports the 2020-21 Presidential Goal of improving financial planning and reporting tools that will drive stronger enterprise decision-making while also improving business processes across the university.

Background Information:

In accordance with *Board of Trustees Policy for University Operating, Carryforward, and Capital Outlay Budgets*, university staff must provide a mid-year budget to actual update on the Fixed Capital Outlay Budget. In addition, as a result of discussion regarding approval of the *2020-21 Fixed Capital Outlay Budget* at the September 10, 2020 UCF Board of Trustees Finance and Facilities Committee meeting, trustees requested a management report on all capital projects, including those without a current plan for funding. This agenda item provides the requested information.

Recommended Action:

For information only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Specific trustee request.

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Supporting Documentation:

Attachment A: 2020-21 Fixed Capital Outlay Budget Update and Unfunded Capital Needs

Facilitators/Presenters:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Duane Siemen, Interim Associate Vice President for Facilities and Safety

Attachment A
University of Central Florida
2020-21 Fixed Capital Outlay Update
As of December 31, 2020

| CFSP item # | Category | Project Title/Name | Description | Source | Initially Approved Project Cost Amount | Cost Revisions | Revised Project Cost | Expenditures to Date | Projected Expenditures Jan - June | Projected Balance June 30, 2021 | Comments |
|---|----------|--|--|------------------------------------|--|-------------------|-------------------------------|-------------------------|---|------------------------------------|---|
| Education & General (E&G) Operating Projects | | | | | | | | | | | |
| <i>Consolidated line item of all FCO/capitalized projects funded from E&G operating funds, pursuant to Board regulations 14.003(2)(a) and 9.001. No individual project exceeds \$1M. This is a single line item in both Operating and FCO budgets.</i> | | | | E&G Operating | 500,000 | - | 500,000 | - | 500,000 | - | - These are current year funds to be spent in the current year. |
| Minor Carryforward (CF) Projects | | | | | | | | | | | |
| <i>FCO projects with a cost of less than \$2M funded from E&G CF funds, pursuant to Board regulation 14.003(2)(b). Includes replacement of facilities less than 10,000 gross sf.</i> | | | | | | | | | | | |
| 1 | | Millican Hall HVAC | Upgrade HVAC system, clean, coat and seal ductwork | E&G Carryforward Prior Year E&G | 500,000 <u>1,000,000</u> | 500,000 - | 1,000,000 <u>1,000,000</u> | 178,102 | 1,821,898 | - | - Utilizing current year E&G carryforward for deferred maintenance to fund this cost increase. |
| 2 | | CREOL Lab | Exhaust fan replacement | E&G Carryforward | 150,000 | - | 150,000 | - | 150,000 | - | - |
| 3 | | CREOL Building Automation and Control Systems | Replace five different control systems under one native BACnet system | E&G Carryforward | 750,000 | - | 750,000 | - | 750,000 | - | - |
| | | Minor projects funded from E&G in prior years | Projects include: HVAC, building envelope, boiler replacement, fire alarm upgrades, etc. | Prior Year E&G | 14,619,376 | (25,323) | 14,594,053 | 3,621,066 | 9,846,843 | 1,114,145 | These capital projects are in process and were fully-funded as of 6/30/20. New E&G carryforward generated as of 6/30/20 will not be used to fund these projects, therefore they are not reflected in the university's 2020-21 Carryforward Spending Plan. |
| | | Business Administration I - Roof Membrane Replacement | Roof renovation of Business Administration I | E&G Carryforward | - | 750,001 | 750,001 | 3,859 | 746,142 | - | - Utilizing current year E&G carryforward for deferred maintenance to fund this project. |
| | | Public Safety Computer Room HVAC Replacements | Replace existing failure prone computer room A/C units with Liebert units. | E&G Carryforward Prior Year E&G | - <u>300,000</u> | 240,000 - | 240,000 <u>300,000</u> | 32,521 | 507,479 | - | - Utilizing current year E&G carryforward for deferred maintenance to fund this cost increase. |
| | | Campus Storm Water | Campus wide storm water repair and cleaning | Prior Year E&G E&G Carryforward | 1,250,000 <u>-</u> | - 500,000 | 1,250,000 <u>500,000</u> | 612,513 | 388,065 | 749,422 | Utilizing current year E&G carryforward for deferred maintenance to fund this project. |
| | | Business Administration I Replace Fire Alarm System | Replace building fire alarm system | Prior Year E&G PECO | 370,928 <u>-</u> | - 175,761 | 370,928 <u>175,761</u> | 36,136 | 522,553 | - | - PECO funding for RMRR (sum of digits) |
| | | | | | 370,928 | 175,761 | 546,689 | | | | |
| Major Carryforward (CF) Projects | | | | | | | | | | | |
| <i>Any FCO project funded in whole or in part from CF funds, where total individual FCO project cost exceeds \$2M, pursuant to Board regulation 14.003(2)(c).</i> | | | | | | | | | | | |
| 4 | | Bioscience Building Renovation, Repairs, and Maintenance | HVAC and other system repairs and upgrades | E&G Carryforward | 5,000,000 | - | 5,000,000 | - | 5,000,000 | - | - Engineering contract for design awarded November 2020 |
| 5 | | Chemistry Building Renovation, Repairs, and Maintenance | HVAC and other system repairs and upgrades | E&G Carryforward | 5,000,000 | - | 5,000,000 | - | 5,000,000 | - | - Project has open purchase order for evaluating the HVAC to be used in determining the scope the project. Engineering contract for design anticipated February 2021. |
| 6 | | Communication and Media Building Roof Replacement | Roof renovation, exterior masonry, and stucco wall repairs | E&G Carryforward | 4,500,000 | - | 4,500,000 | - | 4,500,000 | - | - Contracts for design awarded December 2020 and January 2021 |
| State Appropriated Projects | | | | | | | | | | | |
| <i>Pursuant to Board Regulation 14.003(12)(d). All FCO projects using funds originally appropriated as FCO funds by the State of Florida, notwithstanding criteria in Board regulation 14.001. Never to be included in the operating budget. Examples, PECO and CITF.</i> | | | | | | | | | | | |
| | | Partnership IV and V | Building purchase and renovation for partnership with the Department of Defense | PECO | 42,000,000 | - | 42,000,000 | 40,798,072 | 1,201,928 | - | - Project-specific PECO allocation |
| | | | | PECO | 20,000,000 | - | 20,000,000 | | | | |
| | | | | Auxiliary | 23,739,745 | 102,243 | 23,841,988 | | | | |
| | | | | Donations | 16,807,317 | - | 16,807,317 | | | | |
| | | UCF Downtown Academic Building | Design and construction for new building | Prior Year E&G | <u>5,832,938</u> | - | <u>5,832,938</u> | 66,212,235 | 270,007 | - | Project-specific PECO allocation E&G carryforward for furniture Cost revision funded from savings in UCF Downtown Site Infrastructure (Non-Appropriated Projects section) |
| | | | | | 66,380,000 | 102,243 | 66,482,243 | | | | |

| Item # | Category | Project Title/Name | Description | Initially Approved Project Cost | | Cost Revisions | Revised Project Cost | Expenditures to Date | Projected Expenditures Jan - June | Projected Balance June 30, 2021 | Comments | | | |
|---|----------|---|---|--|--|--------------------|--|----------------------|-----------------------------------|---------------------------------|---|-------|---|---|
| | | | | Source | Amount | | | | | | | | | |
| | | WUCF TV Replace Pedestals | Replace pedestals | PECO | 195,000 | - | 195,000 | 189,925 | 5,075 | - | - Project-specific PECO allocation | | | |
| | | WUCF TV Replace Studio Lights | Replace studio lights | PECO | 327,895 | - | 327,895 | 312,472 | 15,423 | - | - Project-specific PECO allocation | | | |
| | | Repair, Maintenance, Renovation, Remodel (Sum of Digits) | Minor projects - repair, maintenance, renovation, remodel, site improvements | PECO | 6,734,841 | (1,493,523) | 5,241,318 | 4,233,404 | (1,490,594) | 2,498,508 | PECO funding for RMRR (sum of digits) | | | |
| | | Research Transgenic Animal Facility Renovation and HVAC Upgrade | Accommodate cage washer and autoclave. Replace air handling units in 180 and 181. | PECO C&G Prior Year E&G | 1,504,629 154,736 23,119 | - - - | 1,504,629 154,736 23,119 | 1,469,569 | 212,915 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | Communication and Media Building Replace Roof Section | Re-roof one section of the building, remove three curbs, create crickets and re-flash around AC units | PECO Prior Year E&G | 332,257 57,778 | - - | 332,257 57,778 | 376,305 | 13,730 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | Nicholson School of Communication Roof | Roof recoating | PECO | 1,150,000 | - | 1,150,000 | 617,410 | 532,590 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | College of Science building HVAC Control System Replacement | Replace HVAC control system for College of Science building | PECO Prior Year E&G | 1,061,700 466,395 | - - | 1,061,700 466,395 | 181,469 | 1,346,626 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | CREOL Bus Loop | New bus loop with canopy near garage C | Auxiliary PECO | 772,674 64,306 | - - | 772,674 64,306 | 707,516 | 129,464 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | CREOL Phase II Expansion | Building addition | Auxiliary C&G PECO | 5,817,594 1,000,000 208,966 | - - - | 5,817,594 1,000,000 208,966 | 6,961,986 | 64,574 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | John Hitt Library Renovation Phase I | Expansion- Automated Retrieval Collection (ARC) | CITF | 38,772,476 | - | 38,772,476 | 38,681,783 | 90,693 | - | - Project-specific CITF allocation | | | |
| | | John Hitt Library Renovation Phase II | Renovation of existing library spaces | CITF | 42,978,312 | - | 42,978,312 | 6,682,363 | 3,042,501 | 33,253,448 | Project-specific CITF allocation | | | |
| | | Burnett Bio-Medical Sciences - BSBS Controls Upgrade - Phase 1 | Upgrade BSBS Controls of the Burnett Bio-Medical Sciences Building | PECO | - | 1,035,000 | 1,035,000 | - | 1,035,000 | - | - PECO funding for RMRR (sum of digits) | | | |
| | | Classroom Building 1 - Roof Membrane Replacement | Roof renovation of Classroom Building 1 | PECO | - | 458,523 | 458,523 | - | 458,523 | - | - PECO funding for RMRR (sum of digits) | | | |
| Non-Appropriated Projects | | | | | | | | | | | | | | |
| <p><i>Pursuant to Board Regulation 14.003(12)(e). All FCO projects that have not directly or indirectly used funds appropriated by the State. Examples include private donations, athletic revenues, federal grants, housing/parking revenue bonds, etc.</i></p> <p><i>For the purposes herein, please assume a threshold of \$5M or more for listing projects individually, otherwise consolidate all individual projects under \$5M into one line item.</i></p> | | | | | | | | | | | | | | |
| | | Downtown Parking Garage | Design and construction for new garage | Auxiliary | 15,188,162 | - | 15,188,162 | 14,963,278 | 224,884 | - | - | | | |
| | | Roth Athletic Center-Interior Buildout | Buildout of addition | Donations | 9,528,000 | - | 9,528,000 | 7,628,330 | 1,899,670 | - | - | | | |
| | | UCF Downtown Site Infrastructure | Infrastructure work to support all Downtown buildings | Auxiliary | 9,116,713 | (225,000) | 8,891,713 | 8,119,228 | 772,484 | - | Project revision of (\$225,000) relates to projected savings in which funded increased costs to the below projects: - UCF Downtown Academic Building \$100,000 Center for Emerging Media Renovation \$100,000 Downtown Student Center \$25,000 Cost revision funded from savings in UCF Downtown Site Infrastructure (Non-Appropriated Projects section). | | | |
| | | Center for Emerging Media Renovation | New classrooms, offices, common areas and bathrooms | Auxiliary | 5,864,746 | 100,000 | 5,964,746 | 5,864,570 | 100,175 | - | - | | | |
| | | Student Union Expansion | Food court renovation and expansion | Auxiliary Activity & Svc Fees | 5,686,621 25,853 | - - | 5,686,621 25,853 | 5,472,411 | 240,063 | - | - | | | |
| | | Student Union Third Floor | Renovation and expansion | Auxiliary Activity & Svc Fees | 8,515,417 4,500,000 | - - | 8,515,417 4,500,000 | 12,532,601 | 482,816 | - | - | | | |
| | | Downtown Central Energy Plant | Design and construct new trigeneration facility for Downtown campus | Auxiliary | 13,015,417 | - | 13,015,417 | 12,603,559 | 148,270 | - | - | | | |
| | | Downtown Student Center | UCF Downtown Union West build-out | Auxiliary | 12,751,829 | - | 12,751,829 | 5,400,000 | 25,000 | 5,425,000 | 5,416,292 | 8,708 | - | Cost revision funded from savings in UCF Downtown Site Infrastructure (Non-Appropriated Projects section) |
| | | Individual Projects under \$5M | | Auxiliary Donations Prior Year E&G Contracts & Grant Activity & Svc Fees | 8,005,348 2,191,093 1,810,895 - | (61,369) - - | 7,943,979 2,191,093 1,810,895 200,000 | 10,000,792 | 3,533,977 | 111,199 | Prior year E&G is for biology growth chamber and specimen storage renovation. Project also partially funded from auxiliary. \$1.5m new project is Student Union roof and building envelope repairs. | | | |
| | | | | | 12,007,336 | 1,638,631 | 13,645,967 | | | | | | | |
| Total Funded Fixed Capital Outlay | | | | | \$ 332,527,659 | \$ 3,781,313 | \$ 336,308,972 | \$ 254,509,767 | \$ 44,072,483 | \$ 37,726,722 | | | | |
| Unfunded Capital Needs | | | | | | | 510,358,582 | | | | | | | |
| Grand Total All Projects | | | | | | | \$ 846,667,554 | | | | | | | |

University of Central Florida
Unfunded Capital Needs
As of December 31, 2020

| Category | Project Title/Name | Description | Potential Funding Source | Project Cost | Comments |
|--------------------------------------|--|---|----------------------------------|-----------------------|---|
| New Facilities and Expansion: | | | | | |
| | College of Nursing | Classrooms, teaching labs, research labs, study and conference space | Debt or Public Private Pshp (P3) | 108,834,736 | |
| | McNamara Cove | Outdoor resort-style pool facility | Donations | 2,600,000 | |
| | Wayne Densch Sports Center Entry Atrium | Expansion to create new formal entry | Donations | 1,000,000 | |
| | Spectrum Stadium | Spectrum Stadium Expansion - 10,000 new seats | Donations | 41,700,000 | |
| | Spectrum Stadium | Spectrum Stadium Expansion - Tower | Donations | 48,400,000 | |
| | Arts Complex Phase II | | PECO / CITF | 77,500,000 | FY 2022 CITF request for \$2M |
| | Research II Laboratory | New Research II building | PECO | 73,537,555 | FY 2023 CIP request for \$5.2M |
| | Learning Laboratory | | PECO | 56,416,055 | FY 2022 CIP request for \$3.5M |
| | Total New Facilities and Expansion | | | 409,988,346 | |
| Renovations and Remodels: | | | | | |
| | Wayne Densch Sports Center | Renovation and finish upgrades to interior space | Donations | 750,000 | |
| | Champions Way Pedestrian Path | Pathway from Wayne Densch Center to Addition Arena | Donations | 2,500,000 | |
| | UCF Basketball Excellence Center | Renovation to create functional and efficient space | Donations | 15,000,000 | |
| | Stadium Video Boards | New displays for baseball and softball stadiums | Donations | 1,000,000 | |
| | Tennis Training Facility | Tennis courts and team clubhouse | Donations | 1,500,000 | |
| | Video Boards | Display for volleyball and soccer track | Donations | 700,000 | |
| | Chemistry Renovation | | PECO | 10,000,000 | FY 2023 CIP request for \$1M |
| | Howard Phillips Hall Renovation | | PECO | 12,400,000 | FY 2025 CIP request for \$12.4M |
| | Physical Science Lab Renovation | IRIS labs research center | Unknown | 1,800,000 | |
| | Chemical Warehouse | | Unknown | 2,000,000 | |
| | Total Renovations and Remodels | | | 47,650,000 | |
| Maintenance and Repairs: | | | | | |
| | Bioscience HVAC Renovation Phase II | HVAC renovation phase II | Unknown | 5,000,000 | Phase I currently in process |
| | Chemistry HVAC Renovation Phase II | HVAC renovation phase II | Unknown | 5,000,000 | Phase I currently in process |
| | Communication and Media Building Roof Phase II | Roof replacement phase II | Unknown | 1,000,000 | Phase I currently in process |
| | Spectrum Stadium Repairs | | Athletics | 7,900,000 | |
| | Housing | Replacement of windows, HVAC chill water units, and fire alarms | Auxiliary | 1,690,000 | |
| | Reflection Pond | Repair the pumps from getting clogged | Unknown | 100,000 | |
| | FSEC Roof Coating | Roof coating to prolong the roof | Unknown | 450,000 | |
| | Lake Nona Cancer Center | Repair and replacement of boilers, HVAC, cleaning and disinfecting duct work, install DAS and new signage | Auxiliary | 935,000 | Foundation funds these projects, but the funds flow through the university auxiliary. |
| | College of Medicine | Install exterior signage, connecting walkway, door hardware | Unknown | 495,000 | |
| | Deferred Maintenance | | Unknown | 17,457,286 | |
| | Utilities Infrastructure | | Unknown | 3,901,950 | |
| | Deferred Maintenance - IT Infrastructure | | Unknown | 8,791,000 | |
| | Total Maintenance and Repairs | | | 52,720,236 | |
| Total Unfunded Capital Needs | | | | \$ 510,358,582 | |