



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Finance and Facilities Committee Meeting
June 19, 2019
8:30 a.m.
President's Boardroom, Millican Hall, 3rd floor
Conference call in phone number 800-442-5794, passcode 463796**

REVISED AGENDA

- | | |
|--|---|
| I. CALL TO ORDER | Alex Martins
<i>Chair, Finance and Facilities Committee</i> |
| II. ROLL CALL | Tracy D. Slavik
<i>Coordinator for Administration and Finance Division</i> |
| III. MEETING MINUTES | |
| <ul style="list-style-type: none">• Approval of the May 16, 2019
Finance and Facilities Committee meeting minutes | Chair Martins |
| IV. NEW BUSINESS | Chair Martins |
| <ul style="list-style-type: none">• Center for Emerging Media Name Change (FFC-1) | Misty Shepherd
<i>Interim Vice President for Administrative Affairs and Operations</i>
Mike Kilbride
<i>Assistant Vice President, UCF Downtown</i> |
| <ul style="list-style-type: none">• Increase Budget Authority for Auxiliary Enterprises (FFC-2) | Dennis Crudele
<i>Interim Chief Financial Officer</i>
Donna Dubuc
<i>Director, Budget, Planning, and Administration</i> |
| <ul style="list-style-type: none">• Direct Support Organizations' 2018-19 Third-Quarter Financial Reports (INFO-1)<ul style="list-style-type: none">– UCF Athletic Association and | Dennis Crudele
Bert Francis
<i>Assistant Controller</i> |

- UCF Stadium Corporation
 - UCF Convocation Corporation
 - UCF Finance Corporation
 - UCF Foundation
 - UCF Limbitless Solutions
 - UCF Research Foundation
 - Central Florida Clinical Practice Organization
- 2019-20 Direct Support Organizations’ Budgets ([FFC-3](#))
 - UCF Athletics Association
 - Dennis Crudele
 - Bert Francis
 - UCF Academic Health
 - Danny White
 - Vice President and Director of Athletics*
 - UCF Convocation Corporation
 - Deborah German
 - Vice President for Medical Affairs and Dean of the UCF College of Medicine*
 - UCF Finance Corporation
 - Misty Shepherd
 - UCF Foundation
 - Deborah German
 - UCF Limbitless Solutions
 - Michael J. Morsberger
 - Vice President for Alumni Relations and Development and CEO for UCF Foundation*
 - UCF Research Foundation
 - Deborah German
 - UCF Stadium Corporation
 - Elizabeth Klonoff
 - Vice President for Research and Dean of the College of Graduate Studies*
 - UCF Stadium Corporation
 - Misty Shepherd
 - Central Florida Clinical Practice Organization
 - Deborah German
 - Release of Unrestricted UCF Stadium Corporation Revenues ([FFC-4](#))
 - Dennis Crudele
 - Danny White
 - Brad Stricklin
 - Senior Associate Athletics Director and Chief Financial Officer*

- 2019-20 University Operating Budget ([FFC-5](#))
Dennis Crudele
Donna Dubuc
- Subway at Knights Plaza Lease Amendment ([FFC-6](#))
Misty Shepherd
Ronnie Lamkin
Manager, UCF Convocation Corporation
- UCF Investments Quarterly Report Ended March 31, 2019 ([INFO-2](#))
Dennis Crudele
Brad Hodum
Interim Controller
- Repeat Course Fee for 2019-20 ([INFO-3](#))
Dennis Crudele
Donna Dubuc
- 2018 Capital Projects Summary ([INFO-4](#))
Misty Shepherd
Bill Martin
Director, Facilities Planning

V. OTHER BUSINESS

Chair Martins

VI. CLOSING COMMENTS

Chair Martins



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Finance and Facilities Committee Meeting
FAIRWINDS Alumni Center
May 16, 2019

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 10:33 a.m. Committee members Robert Garvy, Kyler Gray, David Walsh, and Bill Yeargin were present. Trustees Ken Bradley, Danny Gaekwad, Beverly Seay, and Bill Self were present.

Chair Martins opened the meeting by introducing Dennis Crudele, the new Interim Chief Financial Officer.

MEETING MINUTES

The minutes of the March 13, 2019, and March 21, 2019 Finance and Facilities Committee meetings were approved as submitted.

NEW BUSINESS

U.S. Army Cooperative Agreement Modification 33 (FFC-1)

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations, Elizabeth Klonoff, Vice President for Research and Dean of the College of Graduate Studies, and Sandra Sovinski, Deputy General Counsel for Research, presented for approval the U.S. Army Cooperative Agreement Modification 33.

Shepherd stated FFC-1, FFC-2, and FFC-3 are all related to research agreements where UCF is the receiver of research funding from external entities. These will not place an additional financial burden on the university.

Klonoff said these research contracts are all related to INFO-1 “Clarification of Board of Trustees Contract Approval Requirements” on this meeting’s committee agenda, which is to inform the trustees of the need to make clear what contracts must receive board approval.

Research contracts should have been exempt from needing Board of Trustees approval per the latest Delegation of Authority to the President in January 2019. However, research contract approval is still required per the UCF Board of Trustees Guidelines for Materiality.

UCF and the US Army Research Laboratory Simulation Training Technology Center entered into a Cooperative Agreement effective June 3, 2015, titled “Soldier Perception Laboratory for

Force 2025 Army Training and Education Modernization”. The initial term was five years and was estimated to result in \$4,175,627 in funding, with four potential options resulting in a total estimated funding amount of \$22,235,059, if all options are exercised.

To date, \$4,860,302.79 has been funded within the initial base term. There have been 32 prior modifications, including administrative modifications and incremental funding modifications. Depending upon their character, some modifications require execution by UCF and others are unilateral, with UCF legally accepting the terms upon the drawing down of the funds.

Modification 33 is a unilateral modification issued by the Army in order to increase the funding for the initial base term by \$1,412,176, which will increase total UCF funding to \$6,272,478.79.

Martins asked if there are any material changes to the agreement. Klonoff said new task orders were given, but that this is true for any kind of grant.

Trustee Walsh asked if any cost exposure could arise that could exceed intake. Klonoff said that the cost exposure does not differ from any other grant. Most grants are on a cost reimbursement basis.

Martins added this will be true for all the research contracts up for approval today, which will lead into the discussion on INFO-1.

The committee unanimously approved the U.S. Army Cooperative Agreement Modification 33 as presented.

Lockheed College Work Experience Program Contract Amendments (FFC-2)

Shepherd, Klonoff, and Sovinski presented for approval the Lockheed College Work Experience Program Contract Amendments.

UCF and Lockheed executed the current College Work Program Blanket Contract (CWEP Contract) January 1, 2017, with a term ending December 31, 2021. Under the CWEP Contract, Lockheed provided \$5,000,000 in funding to UCF in 2017, and \$5,000,000 in 2018.

An amendment to Lockheed Purchase Order #4102886387 was issued on February 11, 2019, to provide an additional \$8,500,000, for a total funded value of \$18,500,000, and with a total anticipated value for the CWEP Contract of \$28,500,000. Another amendment was issued on February 12, 2019, to update certain text, and another amendment was issued March 1, 2019, to remove certain text.

1. CWEP

- CWEP provides an opportunity for undergraduate and graduate students to gain real-world work experience relevant to their academic and career goals while maintaining full-time enrollment at UCF.
- Funding provides UCF students with a year-round paid opportunity with training experience on the cutting edge of technology.
- CWEP Facts:
 - Established by Martin Marietta in 1981
 - Over 3,000 students have participated since 2003

- Over 700 students participated in 2018
- Over \$93 million funded since 1988
- UCF Stakeholders:
 - SDES and Career Services
 - College of Engineering and Computer Science
 - Office of Research
 - Finance and Accounting
- CWEP Impact:
 - Lockheed Martin hires more graduates from UCF than any other university.
 - UCF First Destination Survey data says:
 - Lockheed Martin is the #1 employer for UCF College of Engineering and Computer Science and College of Business graduates.
 - Lockheed Martin is the #4 employer for all UCF majors.

2. CWEP Contract

- CWEP student participants (“Students”) are UCF employees, with attendant employer-employee risks, including Workers’ Compensation and General Liability risks.
- Lockheed Martin owns all Students’ intellectual property with no UCF license.
- Students are assigned to work at Lockheed Martin Missiles and Fire Control facilities, with all or some directly charging work time to a U.S. Government contract.
- UCF CWEP Contract obligations include Students’ compliance matters, such as:
 - Prohibiting Students from bringing any software to Lockheed Martin facilities
 - Performing drug screening and background checks
 - Obtaining required security clearances
 - Complying with Lockheed Martin Supplier Code of Conduct
 - Complying with export control laws and regulations
 - Complying with Lockheed Martin premises rules and restrictions
 - Complying with confidentiality obligations
- CWEP Contract may be terminated for convenience

Trustee Walsh asked if all interns to Lockheed flow through this agreement. Klonoff said 700 students interned with Lockheed in 2018, so the majority of them would.

The committee unanimously approved the Lockheed College Work Experience Program Contract Amendments as presented.

Schlumberger Global Master Services Agreement Amendment (FFC-3)

Shepherd, Klonoff, and Sovinski presented for approval the Schlumberger Global Master Services Agreement Amendment.

UCF and Schlumberger Technology Corporation executed the Global Master Services Agreement (Master Agreement) on September 29, 2014, with an initial term ending on September 29, 2016. By a first amendment that was executed by UCF in May 2017, and made effective on September 29, 2016, the Master Agreement was extended until September 29, 2018.

A second amendment that is pending execution and would be effective on January 1, 2019, extends the term until December 31, 2023, thereby extending the entire term of the contract to nine years.

Klonoff said this amendment is going before the board because the time of the contract is now above the five-year threshold.

The committee unanimously approved the Schlumberger Global Master Services Agreement Amendment as presented.

First Amendment to the Florida Advanced Manufacturing Research Center Lease (FFC-4)
Shepherd, Klonoff, and Sovinski presented for approval the First Amendment to the Florida Advanced Manufacturing Research Center Lease.

Klonoff summarized that UCF is leasing the facility for \$1 per year. UCF operates the facility, and at the end of 40 years the facility comes into the possession of UCF. However, difficulties have been encountered with gearing up the facility. BRIDG is requesting that \$8.5 million worth of sophisticated tools (which were paid for by Osceola County) be used as collateral for a loan with an outside company. At the end of 40 years, the tools will become the property of UCF.

On August 26, 2016, UCF authorized Osceola County's expenditure of certain Development Agreement funds: \$8.5 million for acquisition of certain tools ("Intersil Tools") and \$1,210,670 for a portion of the installation costs of the Intersil Tools. The Intersil Tools, which are owned by Osceola County, will become part of the R&D Center leased by UCF.

BRIDG requested that Osceola County assign ownership of the Intersil Tools to BRIDG to enable BRIDG's pledge of the Intersil Tools as collateral for a third-party line of credit. A First Amendment to the Lease and Tool Conveyance Agreement is proposed to facilitate this transfer, which revises UCF's obligations to continue operation of the R&D Center in the event of a foreclosure of the security interest in the Intersil Tools. A related second amendment to the Master Services Agreement (MSA) allows for such an encumbrance.

On May 15, 2019, UCF received a request from Osceola County and BRIDG to revise the pending First Amendment by: (a) inserting terms required by the EDA, and (b) removing a requirement to the BRIDG line of credit that is secured by the Intersil Tools. These revisions are highlighted in updated Attachment A, at 4.05(C) (page 7 of 18) and at Section 3(D)(3) (page 9 of 18).

As background, in August 2014, UCF entered into a Development Agreement with Osceola County for an R&D Center to be built by Osceola County and leased by UCF (approved by the Board of Trustees on September 25, 2014). The Development Agreement included an agreed upon lease.

The board approved an Amended and Restated Development Agreement and Lease on May 18, 2017, which updated certain aspects of the development progress, including a commitment by Osceola County of additional funds, and reflected terms of related agreements for utility infrastructure delivery.

Prior to the execution of the Amended and Restated Development Agreement, the board approved a new version on July 20, 2017, which included new terms required by the United States Department of Commerce Economic Development Administration for a \$2,222,412 financial assistance award to enhance the clean room and install tools at the R&D Center.

The Amended and Restated Development Agreement was executed by UCF on October 6, 2017, and the lease was executed on February 15, 2018. Relatedly, UCF entered into a Master Services Agreement with ICAMR, Inc. (aka BRIDG) on October 24, 2017, with a first amendment adding performance milestones executed on April 20, 2018.

Martins asked for confirmation that Osceola County owns the tools and is giving them to BRIDG per this agreement, but that the UCF Board of Trustees needs to approve. Klonoff said giving the tools to BRIDG changes the lease, which has to be approved by the board. Martins asked for and received confirmation that UCF receives the tools after 40 years.

Trustee Bradley asked what will happen if BRIDG defaults. Klonoff said that the tools become collateralized as part of the mechanism to pay back the loan.

Bradley suggested, and Martins agreed, the board should receive a presentation updating them on BRIDG.

President Thad Seymour concurred but added that this lease amendment approval is a timely request that needs to be presented now. A more strategic discussion on BRIDG can occur at the next board meeting.

Chairman Garvy stated that BRIDG needs this approval to move forward.

Walsh asked for clarification that UCF is not a party to the loan, and Klonoff confirmed. He also asked for and received confirmation the tools are owned by Osceola County and not UCF.

Sovinski added that the amendment changes UCF's obligations to the building. In the original lease agreement, UCF was obligated to continue to use the building for 40 years for its current use. Under this new amendment, the building potentially can be used for other purposes or sold.

The committee unanimously approved the First Amendment to the Florida Advanced Manufacturing Research Center.

Clarification of Board of Trustees Contract Approval Requirements (INFO-1)

Shepherd, Klonoff, and Sovinski presented as an information item the clarification of Board of Trustees contract approval requirements.

This item went to the Nominating and Governance Committee for approval, but the Finance and Facilities Committee is being informed of the request because the Finance and Facilities Committee approves most of the university's long-term and high-dollar-value contracts.

UCF employees currently have several UCF documents available for guidance in determining whether a contract is required to be presented to and/or approved by the Board of Trustees. These documents include the following:

- UCF Board of Trustees Guidelines for Materiality (“Materiality Guidelines”)
- Board of Trustees Delegation of Authority to the President (“Delegation of Authority”)
- UCF Regulation 4.034 Direct Support Organizations (“Regulation 4.034”)

However, these documents are not consistent as to dollar and/or term thresholds that require contract approval by the board. The more recent Delegation of Authority renders the Materiality Guidelines unnecessary, and inconsistencies between the two cause uncertainties as to the requirements, which can be rectified by eliminating the Materiality Guidelines and updating the Delegation of Authority.

UCF Regulation 4.034, which sets forth requirements for board approval of certain DSO contracts, identifies certain exceptions, including sponsored research and expenditures funded by third parties.

Historically, and to date, research contracts have not been referred to or approved by the board. However, neither the Delegation of Authority nor the Materiality Guidelines specifically refer to research contracts or to any exceptions. Updating the Delegation of Authority to include an exception for research contracts would confirm current practice.

Research contracts are defined as “all grants, contracts, and other agreements with terms and conditions for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance including but not limited to agreements that obligate university project funds.” (UCF Policy 2-107.5)

Inconsistencies (boldface):

Delegation of Authority	Materiality Guidelines	Regulation 4.034
Requires BOT Approval	Requires BOT to be promptly informed ; Should be referred to BOT	Requires BOT Approval
Financial commitment, obligation, or contingent risk of five million dollars or .5% percent of the University budget, whichever amount is smaller	An annual financial commitment, obligation, or contingent risk of five million dollars or .5% of the university budget, whichever amount is smaller	An annual financial commitment, obligation, or contingent risk of five million dollars or .5% of the university budgets, whichever amount is smaller
Contractual obligation of either more than five (5) years’ duration or an aggregate net value of five million or more dollars	A contractual obligation of more than five (5) years’ duration, having an aggregate net value of	A contractual obligation of either more than five (5) years’ duration or an aggregate net

	five million or more dollars	value of five million or more dollars
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Trustee Yeargin, Chair of the Nominating and Governance Committee, said this item was unanimously approved by the Nominating and Governance committee on May 1 and is on the consent agenda for the full board this afternoon.

Martins said he supports this change, but he is bothered by the board distancing itself from the grant process and these partnerships without some level of authority or oversight. At minimum some sort of reporting should be made to the board on these significant grants.

Klonoff said she can report twice a year to the board and provide an update on large grants. Martins clarified he is not looking to approve the grants and contracts, but rather letting the board see what grants the university is receiving.

2018 Capital Projects Summary (INFO-2)

Shepherd and Bill Martin, Director of Facilities Planning, presented a summary of projects completed in 2018, including information on budgeted versus actual costs, projected timeline versus actual completion timeline, the final square footage at completion, and any programmatic changes after board approval for the following buildings and projects:

- Research I
- John C. Hitt Library, Phase 1
- District Energy Plant IV
- Trevor Colbourn Hall
- Student Union, Phase 2
- Baseball Stadium Expansion

Because of the extent of the Global UCF project, it was included in this presentation, although it was completed in 2016.

Martins asked for an explanation of the “came under budget without project manager services” in the “Actual Cost” line on the library and energy plant sections. He also asked why that was different from the other projects presented, and whether the project management services were internal or external.

Martin explained the project management services to which he was referring are provided by UCF Facilities Planning. They charge three percent as a “project management fee” on all projects to cover staff costs. Facilities Planning is 50 percent funded by E&G funds, and the remaining funding comes from project management service fees.

For those two projects, costs were getting close to budget, and Facilities Planning did not want to ask for additional university funds. As such, Facilities Planning reduced what they charged for the project management fee on the library and energy plant so that those projects would remain on budget.

A robust discussion with input and questions from all trustees followed. Martins requested that consistent calculations be determined for all the projects, and this presentation be brought back to the board.

Seymour said staff would agree, and it should be reported to the board the same way it was budgeted. He added that the university is in the process of reviewing internal accounting procedures.

Walsh requested that the budgetary savings for Trevor Colbourn Hall be removed from the report. Martins said when the report comes back with the budget versus actual approach, Walsh can consider how Trevor Colbourn Hall is presented.

L3 Building Lease Documents (INFO-3)

At the March 21, 2019, Finance and Facilities Committee meeting, Trustee Walsh asked that the lease between the UCF Foundation and the University of Central Florida for the L3 Building in Research Park be brought to the committee for approval. This lease was approved by the committee and the full board at their respective November 15, 2018 meetings. The item and minutes from the November 15, 2018 Finance and Facilities Committee and full Board of Trustees meetings were presented.

Walsh said that he was satisfied and confirmed that the original prepayment requirement was not included in the final lease.

Critical Deferred Maintenance Update (INFO-4)

Shepherd and Duane Siemen, Interim Associate Vice President for Facilities, presented an update on critical deferred maintenance.

At the March 13, 2019 Finance and Facilities Committee meeting, trustees requested further information on critical deferred maintenance needs and funding, including any critical deferred maintenance needs that are not being met. To address this request, they are providing to the committee excerpts from the most recent Intelligent Systems & Engineering Services Corporation (ISES) report, which was issued in September 2018. Included in this report are specific issues identified as critical deferred maintenance.

Facilities can confidently respond that all maintenance needs identified as critical have been addressed and that the university does not have any items to report as critical deferred maintenance at this time.

The report identifies three main categories for campus needs:

Nonrecurring	\$ 14,857,108
Recurring (Deferred)	\$ 75,934,762
<u>Recurring (Projected)</u>	<u>\$174,440,632</u>
Total 10-year Facility Needs	\$265,232,502

At this time, the report only includes buildings identified as Education & General (E&G), and does not include student housing, auxiliary space, or recreational and sports facilities. The total identified gross square feet is over 4 million, and the current replacement value (CRV) is \$1.8 billion.

ISES recommends that the annual funding target for renewal needs should be three percent of CRV, or roughly \$50 million. UCF Facilities engineers consider this to be an overly aggressive target, and believe that 1.5 percent of CRV, or roughly \$27 million, is sufficient. However, the average actual annual spending is closer to \$6 million. For the past several years, UCF has requested between \$12 and \$14 million in PECO funds, in accordance with BOG guidelines, to provide the necessary resources for deferred maintenance. These requests have not been funded, causing a large gap between target expenditures and available funding.

To mitigate this funding shortfall, UCF Facilities has instituted various methods of preventative and predictive maintenance to encourage longer life cycles for major building systems and equipment, including a model and practice known as Reliability Centered Maintenance. As the report reflects, since the implementation of this model Facilities has seen strong progress toward effectively accomplishing more with less.

Shepherd stated other facilities, even some outside of higher education, are seeking advice from UCF on building maintenance and upkeep. Also, UCF received the Uptime Reliability Award for work execution management. UCF competed with more than 2,000 entries from 79 countries, beating out Honda, Pepsi Co, and Caterpillar, and is the first higher education institution to win this award.

Bradley asked if the university budget includes the costs needed for maintenance. Shepherd said \$6 million has been budgeted per year. Bradley added that means a \$14 million gap exists, and Shepherd confirmed.

Siemen said they look at renovations of systems when possible versus complete replacements. Larger, energy-efficient projects are often replaced, whereas small projects are renovated. If a large item, such as a generator or plumbing system, is properly cared for, it can last a longer amount of time, extending the life cycle and saving money in the long term.

Trustee Self asked for confirmation that Plant Operation and Maintenance (PO&M) determination by the state at the time a building is built does not increase over time. He further asked where the money comes from in the budget for PO&M on buildings.

Shepherd said it is all in the state-approved base budget, and a project is now underway to determine exactly how much is for PO&M.

Trustee Seay asked if the new Facilities methodology has reduced critical deferred maintenance costs, and Siemen confirmed. Seay requested that Facilities give an updated presentation in the future, and that these numbers could be used when budgeting to reduce the scare factor.

Siemen clarified that, within PO&M, there is an operational cost and a deferred maintenance cost (the \$6 million referenced). There are 22 buildings built before 1982, including the high energy-use Biology building and the Library, which still receive 1982 dollar amounts for operating funds.

Trustee Gaekwad asked if Facilities receives the necessary dollars to complete critical repairs. Siemen said yes, but interior finishes such as paint and carpet will require deferred maintenance funds. He can do very little with his methodology because those are replacement costs. Gaekwad

said those are capital expenses, not maintenance, and should come from a different bucket of funds. However, he commended Siemen for Facilities' accomplishments.

Shepherd said the \$6 million UCF had received annually for maintenance has been cut effective with this session. Janet Owen, Vice President for Government Relations, will present more information in her update to the full board.

Gaekwad asked if Facilities is using students to help complete any of these projects, and Siemen confirmed.

Capital Improvement Plan Process Explanation (INFO-5)

Shepherd presented as an information item the schedule and approval process for submission of the annual Five-year Capital Improvement Plan and Capital Outlay Budget. Those will be presented to the board in June.

Direct Support Organizations' 2018-19 Second-Quarter Financial Reports (INFO-6)

Dennis Crudele, Interim Chief Financial Officer, and Bert Francis, Assistant Controller, presented as an information item the 2018-19 Second-Quarter Financial Reports for the Central Florida Clinical Practice Organization and the university DSOs: UCF Athletic Association and Stadium Corporation, UCF Convocation Corporation, UCF Finance Corporation, UCF Foundation, UCF Limbitless Solutions, and the UCF Research Foundation.

Martins asked if any general abnormalities were present for any of the DSOs. Francis said notes for each DSO were provided on the cover page to explain any changes, but overall none adversely affect the operating results.

Walsh asked for explanation of the "15-month accounting period" specified on the CFCPO report. Steve Omli, Assistant Dean of Medical School Finances, said it was a way to calculate revenue for the second quarter. Revenues and expenses were equivalent for the two quarters of 2018-19. He also emphasized the CFCPO is not the same entity as the full Faculty Practice Plan.

Walsh requested an update on the implementation of the recommendations following the consultant review of the health clinics. Martins said this can be presented at a future committee meeting.

University and Direct Support Organization Debt Report (INFO-7)

Crudele and Francis presented as an information item the University and Direct Support Organization Debt Report.

Martins asked if any abnormalities were present, and Francis said two new debt issuances and one refunding occurred:

- In July, the UCF Convocation Corporation refunded the housing and retail Certificates of Participation with revenue bonds to a bank with maturity dates extending through October 2035 at a fixed rate of 3.52 percent. As a result, the Corporation transferred \$78.3 million of capital assets to the university.
- The UCF Foundation purchased the L3 Building. The \$6 million note is included with the BB&T balance.

- The UCF Foundation purchased the Sanford Burnham Research Annex, funded by a \$50 million interest-free mortgage from the seller (Orange County).

Martins confirmed that all three had come before the committee for approval.

University Final Audited Financial Report 2017-18 (INFO-8)

Crudele and Brad Hodum, Interim Controller, presented as an information item the University Final Audited Financial Report 2017-18. The draft of this report was presented to the committee at the December 12, 2018 Finance and Facilities Committee meeting. The Auditor General has completed its review and released the final report.

There were no material changes in the financial statements from the draft presented on December 12, 2018. The Auditor General issued an unqualified or “clean” audit opinion for the financial statements. The auditor’s supplemental report on internal controls over financial reporting and compliance includes a material weakness in internal controls related to the misuse of Education and General appropriation carryforward funds to construct Trevor Colbourn Hall and other capital projects as a result of their findings included in their operational audit report issued January 2019.

Quarterly Operating Budget Report Ended March 31, 2019 (INFO-9)

Crudele and Hodum presented as an information item the quarterly operating budget report for the quarter that ended March 31, 2019. The reports include year-to-date revenues and expenditures for the nine months ending on March 31, 2019 and 2018 in comparison to the operating budget, along with narrative discussion of significant changes in year-over-year financial results. Overall, revenues and expenditures as a percent of the operating budget are 76.7 percent and 70.2 percent, respectively, compared to 73.8 percent and 68.7 percent in the prior year.

Martins adjourned the Finance and Facilities Committee meeting at 12:06 p.m.

Reviewed by:

Alex Martins	Date
Chair, Finance and Facilities Committee	

Respectfully submitted :

Grant J. Heston	Date
Associate Corporate Secretary	

ITEM: FFC-1

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019**

Title: Center for Emerging Media Name Change

Background:

In August 2019, UCF will open a new campus in the heart of downtown Orlando in partnership with Valencia College. UCF Downtown will be home to select academic programs from the College of Community Innovation and Education, Nicholson School of Communication and Media, and A.A. and A.S. programs offered by Valencia College.

The campus will include the new Dr. Phillips Academic Commons, a renovated Center for Emerging Media, UnionWest (a privately developed mixed-use student housing building managed by UCF Housing and Residence Life), a new UCF parking garage, a new central energy plant, and use of the Centroplex Parking Garage and adjacent support space.

Currently, the Florida Interactive Entertainment Academy (F.I.E.A.) and the Center for Research and Education in Arts, Technology, and Entertainment (C.R.E.A.T.E.) are the only programs located in the Center for Emerging Media.

When the renovations to the Center for Emerging Media are complete, the building will be home to the following departments and units:

- Center for Research and Education in Arts, Technology, and Entertainment
- Department of Games and Interactive Media
- Department of Communication
- Florida Interactive Entertainment Academy
- Nicholson School of Communication and Media Administration

In addition, the newly renovated building will include general purpose classrooms, computer labs, dedicated space for the new doctoral program in Strategic Communication, and research space.

A name change is requested to better identify the new mix of programs and units located in the building.

Issues to be Considered:

Renaming of the Center for Emerging Media, the existing building on the UCF Downtown campus, to **Communication and Media Building**.

Alternatives to Decision:

1. Reject the renaming and request staff to submit a different name for the building.
2. Reject the renaming and keep the current building name.

Fiscal Impact and Source of Funding:

Replacing the external signage on the existing building will cost \$22,560. The signage will be funded from existing dollars within the renovation project. Those funds were certified on Oct. 4, 2018 as auxiliary revenues that are not for student services or debt service.

Recommended Action:

Approve the Center for Emerging Media to be renamed **Communication and Media Building**.

Authority for Board of Trustees Action:

Delegation of Authority to the President, Items requiring specific authority of the Board, 18. Naming of Buildings

Committee Chair of Chairman of the Board Approved:

Approved by Chair Alex Martins.

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations

Supporting Documentation:

Attachment A: Image of new building signage

Facilitators/Presenters:

Mike Kilbride, Assistant Vice President, UCF Downtown

ATTACHMENT A
Image of New Building Signage



ITEM: FEC-2

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019

Title: 2018-19 Increase Budget Authority for Auxiliary Enterprises

Background:

During 2018-19, \$84.7 million was transferred from capital projects to Education and General carryforward to correct projects that were improperly funded (\$38.2 million for Trevor Colbourn Hall and \$46.5 million for other projects). In addition, \$52.2 million of auxiliary funds were transferred to the projects to fund Trevor Colbourn Hall (\$38.2 million) and other project cash deficits as of June 30, 2018 (\$13.7 million). We are currently working with the Board of Governors to reverse up to \$13.3 million that was overcorrected last fall.

Auxiliary funds totaling approximately \$35 million will be used to fund a portion of remaining cash deficits for the other projects as of June 30, 2019. Approximately \$33.7 million will need to be funded in future fiscal years.

The Board of Trustees approved the 2018-19 University Operating Budget on May 24, 2018 including the budget for Auxiliary Enterprises of \$294 million. An increase in Auxiliary Enterprises spending authority of \$48.3 million is requested for funding the other projects.

The first six projects shown on Attachment A (CREOL Expansion, Downtown Academic Building, Center for Emerging Media, Downtown Energy Plant, Downtown Infrastructure, and Downtown Student Center) are still under construction. The Board of Trustees has previously approved Capital Project Certification forms for these projects (Attachment B).

Issues to be Considered:

The entire amount of unfunded contractual commitments would ideally be funded; however, this amount is in excess of unrestricted auxiliary cash balances and other funding currently available. Therefore, existing cash deficits within projects at June 30, 2019 only will be funded.

Alternatives to Decision:

The university would be unable to make required payments to contractors if spending authority is not granted and the projects are not funded.

Fiscal Impact and Source of Funding:

The use of \$48.3 million existing auxiliary cash.

Recommended Action:

Approve increase in 2018-19 Auxiliary Enterprise operating budget authority of \$48.3 million.

Authority for Board of Trustees Action:

University of Central Florida Board of Trustees Delegation of Authority to the President states specific approval of the Board is required for operating and capital budget amendments for “any line items of two

million dollars or greater that exceeds 10% of the value of such line item.” The 2018-19 operating budget for Auxiliary Enterprises totaled \$294 million, therefore, amendments in excess of \$29.4 million must be approved by the Board of Trustees.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A- Capital Projects To Be Funded

Attachment B – Prior Capital Projects Certification Forms

Facilitators/Presenters:

Dennis Crudele, Interim Chief Financial Officer

Attachment A

Capital Projects to be Funded

1. CREOL Expansion
2. Downtown Academic Building
3. Center for Emerging Media
4. Downtown Energy Plant
5. Downtown Infrastructure
6. Downtown Student Center
7. UCF Global Building
8. Research I Building - Phase I
9. Research I Building - Phase II
10. Research I Building - Buildout
11. Band Building
12. Band Building Site Utilities
13. Surplus Showroom and Postal Hub Building
14. Venue HVAC Replacement
15. District IV Energy Plant
16. Baseball Stadium Expansion
17. Nicholson Fieldhouse Chilled Water/HVAC Modifications

ITEM: FF-7

**University of Central Florida
Board of Trustees**

SUBJECT: CREOL Expansion

DATE: November 15, 2018

PROPOSED BOARD ACTION

Approve the funding sources for the renovation and expansion of the Center for Research and Education in Optics and Lasers (CREOL) building. Funding sources include \$5.8 million in auxiliary funds, \$1 million in research overhead funds, \$.2 million in Utilities Infrastructure and Minor Projects (UIMP) funds, and \$17,000 in E&G funds, for a total project cost of \$7 million.

BACKGROUND INFORMATION

Out of an abundance of transparency, the university is requesting individual approval for capital projects exceeding \$2 million that began prior to October 26, 2017. In addition, written certification of the source and appropriateness of funds is being provided for each project.

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.

According to the Delegation of Authority to the President, which was passed by the board on October 26, 2017, use of university funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate require specific approval of the board.

CREOL is undergoing a three-story expansion on the east side of the existing building. The expansion involves building a first-floor auditorium and mechanical space; the upper two floors will have laboratories and offices for laser research and education.

Supporting documentation: Attachment A: Certification of Funds
Attachment B: Project Photographs

Prepared by: Kathy Mitchell, Interim Chief Financial Officer

Submitted by: Kathy Mitchell, Interim Chief Financial Officer

Attachment A



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: CREOL Expansion

Funding source(s): \$5.8 million in Auxiliary funds in central reserve
\$1 million in Research Overhead funds
\$0.2 million in Utilities, Infrastructure, and Minor Project Funds
\$17,000 in E&G funds

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.

Dale W. Whitaker
President

10/31/18
Date

Misty Shepherd
Vice President

10/31/18
Date

Kathryn Mitchell
Chief Financial Officer

10/31/18
Date

N. Scott Cole
General Counsel

10/31/18
Date

ITEM: INFO-1

**University of Central Florida
Board of Trustees**

SUBJECT: UCF Downtown Project Overview

DATE: October 5, 2018

PROPOSED COMMITTEE ACTION

For information only.

BACKGROUND INFORMATION

Out of an abundance of transparency, the university is requesting individual approval for capital projects exceeding two million dollars that began prior to October 26, 2017. In addition, written certification of the source and appropriateness of funds is being provided for each project.

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

A complete list of the capital projects exceeding two million dollars for the UCF Downtown campus is attached. Two projects have already been individually approved by the Board and are noted accordingly. The signed documents certifying the source and appropriateness of funds for the previously approved projects are attached.

Supporting documentation: Attachment A: UCF Downtown Project Overview
Attachment B: Certification of Funds – Central Energy Plant
Attachment C: Certification of Funds – Student Services

Prepared by: Mike Kilbride, Assistant Vice President, UCF Downtown

Submitted by: Thad Seymour, Vice President for Partnerships and Chief Innovation Officer
Misty Shepherd, Interim Vice President for Administration and Finance
Kathy Mitchell, Interim Chief Financial Officer

Attachment A

UCF Downtown Project Overview

The UCF Downtown campus plan includes **five** capital projects exceeding \$2 million that have previously been reviewed or approved by the Board of Trustees.

1. Dr. Phillips Academic Commons
Included on Capital Improvement List and Capital Outlay Budget
2. Center for Emerging Media Renovation
Included on Capital Improvement List
3. Parking Garage with Campus Store, University Services, and Operations
Included on Capital Improvement List and Capital Outlay Budget
4. **Central Energy Plant (Individually Approved)**
The transition from a Tri-Generation Energy Plant to a Central Energy Plant was ***individually approved*** with a budget of \$12.3 million by the Finance and Facilities Committee on December 13, 2017 and by the Board of Trustees on January 18, 2018.
5. **Buildout of Student Services Space in Private Housing Building (Individually Approved)**
The lease of approximately 48,000 square feet was ***individually approved*** with a budget of \$5.3 million for buildout by the Finance and Facilities Committee on September 26, 2017 and by the Board of Trustees on September 27, 2017.

In addition, the UCF Downtown campus plan includes one additional capital project that exceeds \$2 million that was not reviewed or approved by the Board of Trustees.

1. UCF Downtown Campus Infrastructure

Prior to October 26, 2017, capital improvement projects were submitted to the Board for review and approval annually through the 5 Year Fixed Capital Improvement Plan and the Capital Outlay Budget.

On October 26, 2017, the Board of Trustees adopted the Delegation of Authority to the University President. The policy requires specific approval by the Board for the use of University funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate.

Out of an abundance of transparency, the University is requesting individual project approval for each project included on the UCF Downtown campus plan.

The ***action items submitted for approval include the current estimate of the project's total cost*** which includes realized and estimated escalation associated with construction, furniture, fixtures, and equipment.

The documents certifying the type and appropriateness of funds for the two projects that have already been individually approved are provided with this summary.



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: Central Energy Plant at UCF Downtown

Funding source(s): Auxiliary revenues that are not for student services or debt service

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.

Dale Whittier
President

10.4.18
Date

Misty Shepherd
Vice President

10/2/18
Date

Kathryn Mitchell
Chief Financial Officer

10/2/18
Date

A. Scott Cox
General Counsel

10/2/18
Date



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: Buildout of Student Services Space in Private Housing Building at UCF Downtown

Funding source(s): Auxiliary revenues that are not for student services or debt service

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.

Dale Whittaker
President

10.4.18
Date

Misty Shepherd
Vice President

10/2/18
Date

Kathryn Mitchell
Chief Financial Officer

10/2/18
Date

Al McCoy Cole
General Counsel

10/2/18
Date

ITEM: FF-1

**University of Central Florida
Board of Trustees**

SUBJECT: Dr. Phillips Academic Commons at UCF Downtown

DATE: October 5, 2018

PROPOSED BOARD ACTION

Approve \$66.38 million toward the design, construction, and furnishing of the 148,000-square-foot Dr. Phillips Academic Commons at UCF Downtown.

BACKGROUND INFORMATION

Out of an abundance of transparency, the university is requesting individual approval for capital projects exceeding two million dollars that began prior to October 26, 2017. In addition, written certification of the source and appropriateness of funds is being provided for each project.

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

According to the Delegation of Authority to the President, which was passed by the Board on October 26, 2017, use of university funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate require specific approval of the Board.

A detailed timeline of Board interactions and milestones associated with this individual project is included as Attachment A.

Supporting documentation: Attachment A: Detailed Timeline
Attachment B: Certification of Funds

Prepared by: Mike Kilbride, Assistant Vice President, UCF Downtown

Submitted by: Thad Seymour, Vice President for Partnerships and Chief Innovation Officer
Misty Shepherd, Interim Vice President, Administration and Finance
Kathy Mitchell, Interim Chief Financial Officer

Attachment A

Detailed Timeline

UCF Downtown Campus Academic Building

Dr. Phillips Academic Commons

September 24, 2015: The Board approved updates to the Proposal to Establish a Type I Campus. The plan focused on relocating strategic and community-facing programs, creating a vibrant student experience, and maximizing enrollment and synergies between academic programs. The plan committed to an enrollment of more than 7,000 UCF and Valencia students on a full-service campus. ***The plan was anchored by a new \$60 million academic building*** that would be funded by \$20 million from the state, \$20 million from University auxiliary contributions, and \$20 million from community support.

January 7, 2016: The Board approved a memorandum of understanding between the University and Governor Rick Scott that documented UCF's commitment to conditions necessary for the Governor to consider supporting the \$20 million in state funds required for the project.

January 28, 2016: The Board approved revisions to the 5 Year Capital Improvement Plan. The plan included the UCF Downtown Campus Academic Building as a \$60 million project.

March 2, 2016: The Board of Governors approved the University's Proposal to Establish a Type I Campus in downtown Orlando. ***The plan was anchored by a new \$60 million academic building.***

May 31, 2016: The Board approved the 2016-17 capital outlay budget that included the UCF Downtown Campus Academic Building as a \$60 million project.

August 25, 2016: The University announced the team was selected to design and build the campus and the decision to delay the opening from Fall 2018 to Fall 2019.

March 16, 2017: The Board approved the name of the UCF Downtown Academic Building to be Dr. Phillips Academic Commons in honor of Dr. Phillips and the contribution by Dr. Phillips Charities.

January 18, 2018: The Board approved the change of the UCF Downtown Tri-Generation Plant to the UCF Downtown Central Energy Plant. As a result of the plant not self-generating power and hydronic hot water, changes were required to the Dr. Phillips Academic Commons, including adding boilers, emergency power generation, emergency circuits, and an external equipment yard. Due to the design and construction costs for these changes, the board approved increasing the budget for the Dr. Phillips Academic Commons by \$1.3 million, for a total of \$61.3 million.

Spring 2018: Construction escalation associated with concrete and steel required UCF to allocate the majority of the owner's contingency to the project and allocate our projected sales tax savings through direct owner purchase option to sign the GMP and keep the project on schedule and on budget.

Fall 2018: Additional construction escalation, the inability to realize the projected sales tax savings, escalation associated with network electronics and the need for additional network infrastructure that was not originally planned in the building is now causing the total project cost of the building to increase to \$66.38 million.

October 5, 2018: Out of an abundance of transparency, since this project was not individually voted upon by the Board of Trustees, the University is requesting approval for \$66.38 million to be used toward design, construction and furnishing of the Dr. Phillips Academic Commons. The action item includes the **current estimate of the project's total cost** which includes realized and estimated escalation associated with construction, furniture, fixtures, and equipment. The projected total project cost by category is listed below.

Projected Total Project Cost	
Planning	\$ 4,592,243
Construction	\$ 52,670,000
Furniture, Fixtures and Equipment	\$ 7,920,000
Project Management Services	\$ 1,200,000
Total	\$ 66,382,243

Attachment B



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: Dr. Phillips Academic Commons at UCF Downtown

Funding source(s): Auxiliary revenues that are not for student services or debt service

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.

Dale W. Stettin
President

10.4.18
Date

Misty Shepherd
Vice President

10/2/18
Date

Kathryn Mitchell
Chief Financial Officer

10/2/18
Date

Ph. Aaron Cole
General Counsel

10/12/18
Date

ITEM: FF-2

**University of Central Florida
Board of Trustees**

SUBJECT: Center for Emerging Media Renovation at UCF Downtown

DATE: October 5, 2018

PROPOSED BOARD ACTION

Approve \$5.75 million toward the design, renovation, and furnishing of the Center for Emerging Media at UCF Downtown.

BACKGROUND INFORMATION

Out of an abundance of transparency, the university is requesting individual approval for capital projects exceeding two million dollars that began prior to October 26, 2017. In addition, written certification of the source and appropriateness of funds is being provided for each project.

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

According to the Delegation of Authority to the President, which was passed by the Board on October 26, 2017, use of university funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate require specific approval of the Board.

A detailed timeline of Board interactions and milestones associated with this individual project is included as Attachment A.

Supporting documentation: Attachment A: Detailed Timeline
Attachment B: Certification of Funds

Prepared by: Mike Kilbride, Assistant Vice President, UCF Downtown

Submitted by: Thad Seymour, Vice President for Partnerships and Chief Innovation Officer
Misty Shepherd, Interim Vice President, Administration and Finance
Kathy Mitchell, Interim Chief Financial Officer

Attachment A

Detailed Timeline*Center for Emerging Media Renovation*

September 24, 2015: The Board approved updates to the Proposal to Establish a Type I Campus. The plan focused on relocating strategic and community-facing programs, creating a vibrant student experience, and maximizing enrollment and synergies between academic programs. The plan committed to an enrollment of more than 7,000 UCF and Valencia students on a full-service campus. *The plan included a proposed \$5,000,000 renovation of the Center for Emerging Media.*

January 28, 2016: The Board approved revisions to the 5 Year Capital Improvement Plan. The plan continued to include buildout of the Center for Emerging Media with a figure of \$6,747,048.

March 2, 2016: The Board of Governors approved the University's Proposal to Establish a Type I Campus in downtown Orlando. *The plan included a \$5,000,000 renovation of the Center for Emerging Media.*

August 25, 2016: The University announced the team was selected to design and build the campus, including the renovation of CEM, and the decision to delay the opening from Fall 2018 to Fall 2019.

Fall 2018: The University finalized design for the renovation of the Center for Emerging Media. Based on cost escalation associated with network electronics and the need for additional classroom infrastructure to support digital media programs, the total project cost of the building will increase to \$5.75 million.

October 5, 2018: The University is requesting approval for \$5.75 million to be used toward design, renovation and furnishing of the Center for Emerging Media. The action item references the **current estimate of the project's total cost** which includes realized and estimated escalation associated with construction, furniture, fixtures, and equipment. The projected total project cost by category is listed below.

Projected Total Project Cost	
Planning	\$ 476,795
Construction	\$ 3,500,000
Furniture, Fixtures and Equipment	\$ 1,675,000
Project Management Services	\$ 100,000
Total	\$ 5,751,795



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: Center for Emerging Media Renovation at UCF Downtown

Funding source(s): Auxiliary revenues that are not for student services or debt service

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.

Dale Whittecher
President

10.4.18
Date

Misty Shepherd
Vice President

10/2/18
Date

Kathryn Mitchell
Chief Financial Officer

10/2/18
Date

Al Icaro
General Counsel

10/2/18
Date

ITEM: FF-3

**University of Central Florida
Board of Trustees**

SUBJECT: Parking Garage at UCF Downtown

DATE: October 5, 2018

PROPOSED BOARD ACTION

Approve \$14.62 million toward the design and construction of a 580-space parking garage at UCF Downtown, which will include 25,000 square feet of ground floor “white-box” space to support the university store, campus services, and facilities operations.

BACKGROUND INFORMATION

Out of an abundance of transparency, the university is requesting individual approval for capital projects exceeding two million dollars that began prior to October 26, 2017. In addition, written certification of the source and appropriateness of funds is being provided for each project.

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

According to the Delegation of Authority to the President, which was passed by the Board on October 26, 2017, use of university funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate require specific approval of the Board.

A detailed timeline of Board interactions and milestones associated with this individual project is included as Attachment A.

Supporting documentation: Attachment A: Detailed Timeline
Attachment B: Certification of Funds

Prepared by: Mike Kilbride, Assistant Vice President, UCF Downtown

Submitted by: Thad Seymour, Vice President for Partnerships and Chief Innovation Officer
Misty Shepherd, Interim Vice President, Administration and Finance
Kathy Mitchell, Interim Chief Financial Officer

Attachment A

Detailed Timeline

UCF Downtown Parking Garage

September 24, 2015: The Board approved updates to the Proposal to Establish a Type I Campus. The plan focused on relocating strategic and community-facing programs, creating a vibrant student experience, and maximizing enrollment and synergies between academic programs. The plan committed to an enrollment of more than 7,000 UCF and Valencia students on a full-service campus. *The plan included a new 600-space parking garage* that would be built and managed by UCF Parking and Transportation Services.

January 28, 2016: The Board approved revisions to the 5 Year Capital Improvement Plan. The plan continued to include the UCF Downtown Campus Garage I as a \$15.3 million project.

March 2, 2016: The Board of Governors approved the University's Proposal to Establish a Type I Campus in downtown Orlando. *The plan included a new 600-space parking garage* that would be built and managed by UCF Parking and Transportation Services.

May 31, 2016: The Board approved the 2016-17 capital outlay budget that included the UCF Downtown Campus Parking Garage I as a \$15.3 million project.

Summer 2016: The University engaged in conversations with the Division of Bond Finance to begin the process of issuing revenue bonds to finance the new garage. At their recommendation, it was decided that UCF would proceed with building the garage without issuing bonds and pay cash for the project.

October 19, 2016: The University selected a team to design and build the Parking Garage. The garage was planned so that it would open at the same time as the campus in the Fall of 2019.

April 19, 2017: An update was provided to the Finance and Facilities Committee stating the original plan and scope for the parking garage was no longer viable due to additional programmatic needs. The University requested to withdraw the current RFP and go back out to bid with a package that better defined the scope of the project. Chairman Marchena requested additional information at the next FFC meeting before any action was taken.

May 16, 2017: An update was provided to the Finance and Facilities Committee detailing how the planning of the parking garage evolved since the September 24, 2015 presentation. The University proposed to increase the total project cost for the garage to \$13.5 million, using the team that had already been selected through the initial RFP. The additional budget would provide approximately 25,000 square feet of "white-box" space for the university store, campus services, and facilities operations. University departments would be responsible for building out the "white-box" space once the garage was designed. This proposal was presented as an information item, so no vote was taken. The committee was supportive of the approach.

September 2018: The University received a GMP that included escalation associated with concrete and steel causing the overall project cost to increase to \$14.62 million.

October 5, 2018: Out of an abundance of transparency, the University is requesting approval for \$14.62 million to be used toward the design and construction of a 580-space parking garage with 25,000 square feet of “white-box” space at UCF Downtown. The action item references the ***current estimate of the project’s total cost*** which includes realized and estimated escalation associated with construction, furniture, fixtures, and equipment. The projected total project cost by category is listed below.

Projected Total Project Cost	
Planning	\$ 972,826
Construction	\$ 13,330,000
Furniture, Fixtures and Equipment	\$ 315,000
Project Management Services	\$ -
Total	\$ 14,617,826

Attachment B



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: Parking Garage at UCF Downtown

Funding source(s): Parking and Transportation Services auxiliary cash

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.

Dale Whittaker
President

10.4.18
Date

Misty Shepherd
Vice President

10/2/18
Date

Kathryn Mitchell
Chief Financial Officer

10/2/18
Date

W. Scott Cole
General Counsel

10/2/18
Date

ITEM: FF-4

**University of Central Florida
Board of Trustees**

SUBJECT: Infrastructure for UCF Downtown

DATE: October 5, 2018

PROPOSED BOARD ACTION

Approve \$9.8 million toward the design and construction of the campus infrastructure to support the UCF Downtown campus. Infrastructure includes civil, utilities, hardscape, and landscape of the new campus.

BACKGROUND INFORMATION

In August 2016, the university executed a contract with the team selected to design and construct the Dr. Phillips Academic Commons, renovate the Center for Emerging Media, and complete the campus infrastructure required to support the downtown campus. A total of \$5 million was allocated for the design and construction of campus infrastructure.

A line item for infrastructure was never included on the Five-year Capital Improvement Plan or the Capital Outlay Budget.

The work that is associated with this project includes constructing and connecting the exterior utilities, which include potable water, fire main, sanitary sewer, storm water attenuation, and water quality, electrical, data/fiber/communications, chilled water distribution, and return. In addition, it includes exterior signage, hardscape, and landscape serving this initial phase of the campus.

The components of this project are critical to the campus and are required for a successful opening in Fall 2019.

Supporting documentation: Attachment A: Certification of Funds

Prepared by: Mike Kilbride, Assistant Vice President, UCF Downtown

Submitted by: Thad Seymour, Vice President for Partnerships and Chief Innovation Officer
Misty Shepherd, Interim Vice President, Administration and Finance
Kathy Mitchell, Interim Chief Financial Officer



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: Infrastructure at UCF Downtown

Funding source(s): Auxiliary revenues that are not for student services or debt service

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.


President

10.4.18
Date


Vice President

10/2/18
Date


Chief Financial Officer

10/2/18
Date


General Counsel

10/2/18
Date

ITEM: INFO-1

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019**

Title: Direct Support Organizations' 2018-19 Third-Quarter Financial Reports

Background:

This item is provided to the trustees quarterly for information purposes only. The third-quarter financial statements for the university direct support organizations and the Central Florida Clinical Practice Organization are attached.

Issues to be Considered:

UCF Athletic Association and Stadium Corporation:

1. Athletic events are higher than last year by 17.8 percent due to increased season ticket sales in football.
2. Increased contributions from football season ticket sales is the main factor in the 36 percent increase.
3. Sport operations are higher due to higher transportation and lodging expense from playing a post-season bowl game in Arizona versus Georgia.
4. Variances in capital and restricted activity are a result to timing of scheduled pledge payments and project timelines.

UCF Convocation Corporation:

Housing expenses include Cost of Issuance fees of \$230,439 related to the debt refunding of the Housing Series 2014AB Certificates of Participation that occurred July 2018.

UCF Finance Corporation:

Interest expense for the period is within budget for the current year but is higher than the prior year. With the Corporation's debt refunding in fiscal year 2018, the Corporation will realize an increase in interest expense but a similar decrease in other financing fees due to the elimination of certain costs relating to the previous interest rate SWAP.

UCF Foundation:

The UCF Foundation was slightly under budget in gift, fee, and investment earning revenues due to lower investment earnings of 1.8 percent during the third quarter of fiscal year 2019. University and other related support is over budget due to allocation of funding for across-the-board salary increases and an increase in license plate revenue. Academic and University support expenses were over budget primarily due to additional support that was provided to UCF Athletics for the Peach Bowl. Development, alumni relations, and operating expenses were under budget for the quarter primarily due to timing.

UCF Limbitless Corporation:

Operating expenses were lower than expected due to regulatory delays for clinical trials. The new anticipated start date is Summer 2019.

UCF Research Foundation:

Total revenues trended slightly lower than prior year primarily due to the timing of monies received for Contract and Grant awards.

Central Florida Clinical Practice Organization:

The CFCPO was created to serve as a support entity for the UCF College of Medicine clinical mission, providing administrative and financial services such as billing, accounts receivable and purchasing. It serves these function for UCF Health (the faculty practice plan), as well other COM programs. Most operating expenses are paid directly from the CFCPO, with additional funds being transferred to the College of Medicine to pay for personnel and facility lease expenses.

For Q3, there is an unfavorable variance in revenue due to scheduled clinical time for the providers (annual leave, departure, maternity leave). There is also expected unfavorable variances for medical supplies, information technology and professional fees related to higher pharmaceutical use, training related to the electronic health record conversion and the outsourcing of revenue cycle operations, respectively. The favorable variance in salaries is related to the number of unfilled positions in the clinic. The favorable variance in facilities is a timing issue and the annual expense is still expected to be close to budget.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

For information only.

Authority for Board of Trustees Action:

Specific trustee request.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A: UCF Athletic Association and Stadium Corporation
Attachment B: UCF Convocation Corporation
Attachment C: UCF Finance Corporation
Attachment D: UCF Foundation
Attachment E: UCF Limbitless Solutions
Attachment F: UCF Research Foundation
Attachment G: Central Florida Clinical Practice Organization

Facilitators/Presenters:

Dennis Crudele, Interim Chief Financial Officer
Bert Francis, Assistant Controller

Finance and Facilities Committee Meeting - New Business

Attachment A

UCF Athletic Association and The UCF Stadium Corporation Consolidated Statement of Operations For the quarter ended March 31, 2019

	UCF Athletic Association	UCF Stadium Corporation	Combined	UCF Athletic Association	UCF Stadium Corporation	Combined	Variance to Budget		UCF Athletic Association	UCF Stadium Corporation	Combined	Variance to Prior Year	
	Actual	Actual	Actual	Budget	Budget	Budget	Favorable (Unfavorable)		Actual	Actual	Actual	Favorable (Unfavorable)	
	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019	2018-2019			2017-2018	2017-2018	2017-2018		
Operating revenues													
Athletic events, including premium seating	\$ 7,496,265	\$ 2,233,942	\$ 9,730,207	\$ 7,417,505	\$ 2,305,231	\$ 9,722,736	\$ 7,471	0.08 %	\$ 6,226,496	\$ 2,029,200	\$ 8,255,696	\$ 1,474,511	17.86 %
University allocations	24,656,944	-	24,656,944	24,631,919	-	24,631,919	25,025	0.10 %	24,402,194	-	24,402,194	254,750	1.04 %
Sponsorship	1,882,480	750,000	2,632,480	1,857,406	800,000	2,657,406	(24,926)	(0.94)%	1,623,724	800,000	2,423,724	208,756	8.61 %
Contributions	3,180,531	26,320	3,206,851	3,196,664	45,000	3,241,664	(34,813)	(1.07)%	2,330,401	23,518	2,353,919	852,932	36.23 %
Other	350,120	448,238	798,358	348,942	275,000	623,942	174,416	27.95 %	3,581,246	195,760	3,777,006	(2,978,648)	(78.86)%
Total operating revenues	37,566,340	3,458,500	41,024,840	37,452,436	3,425,231	40,877,667	147,173	0.36 %	38,164,061	3,048,478	41,212,538	(187,699)	(0.46)%
Operating expenses													
Scholarships	7,908,367	-	7,908,367	7,914,605	-	7,914,605	6,238	0.08 %	7,604,393	-	7,604,393	(303,974)	(4.00)%
Employee compensation	14,643,287	-	14,643,287	14,665,954	-	14,665,954	22,667	0.15 %	14,984,773	-	14,984,773	341,486	2.28 %
Sport operations	9,005,129	-	9,005,129	8,960,673	-	8,960,673	(44,456)	(0.50)%	7,863,885	-	7,863,885	(1,141,244)	(14.51)%
Support operations	8,093,531	-	8,093,531	8,041,784	-	8,041,784	(51,747)	(0.64)%	7,431,812	-	7,431,812	(661,719)	(8.90)%
Other	1,818,544	30,898	1,849,442	1,144,683	50,000	1,194,683	(654,759)	(54.81)%	2,485,167	462,403	2,947,570	1,098,128	37.26 %
Total operating expenses	41,468,858	30,898	41,499,756	40,727,698	50,000	40,777,698	(722,057)	(1.77)%	40,370,030	462,403	40,832,433	(667,323)	(1.63)%
Net operating income	(3,902,518)	3,427,603	(474,915)	(3,275,262)	3,375,231	99,969	(574,884)	(575.06)%	(2,205,969)	2,586,075	380,105	(855,021)	(224.94)%
Nonoperating revenues (expenses)													
Net transfers (to Stadium Corp) / from UCFAA	(1,440,742)	1,440,742	-	(462,147)	462,147	-	-	-	(221,185)	221,185	-	-	-
Interest income	-	66,269	66,269	-	37,500	37,500	28,769	76.72 %	-	50,145	50,145	16,124	32.15 %
Interest (expense)	(219,117)	(1,840,587)	(2,059,704)	(148,500)	(1,843,638)	(1,992,138)	(67,566)	(3.39)%	(172,455)	(1,913,712)	(2,086,167)	26,463	1.27 %
Capital project donations - Athletics	744,025	-	744,025	723,276	-	723,276	20,749	2.87 %	2,456,416	-	2,456,416	(1,712,391)	(69.71)%
Restricted accounts revenue	1,275,562	-	1,275,562	647,864	-	647,864	627,698	96.89 %	1,050,979	-	1,050,979	224,583	21.37 %
Restricted accounts outlay	(1,031,842)	-	(1,031,842)	(478,899)	-	(478,899)	(552,943)	(115.46)%	(403,422)	-	(403,422)	(628,420)	(155.77)%
Capital projects outlay	(723,786)	-	(723,786)	(653,044)	-	(653,044)	(70,742)	(10.83)%	(5,216,803)	-	(5,216,803)	4,493,017	86.13 %
Total nonoperating revenues (expenses)	(1,395,900)	(333,576)	(1,729,477)	(371,450)	(1,343,991)	(1,715,441)	(14,036)	(0.82)%	(2,506,471)	(1,642,382)	(4,148,852)	2,419,375	(58.31)%
Net increase (decrease) from operations	\$ (5,298,418)	\$ 3,094,026	\$ (2,204,392)	\$ (3,646,712)	\$ 2,031,240	\$ (1,615,472)	\$ (588,920)		\$ (4,712,440)	\$ 943,693	\$ (3,768,747)	\$ 1,564,354	
Debt service:													
Principal ¹	\$ -	\$ 2,031,000	\$ 2,031,000	\$ -	\$ 1,786,000	\$ 1,786,000	\$ (245,000)	(100.00)%	\$ 20,480	\$ 1,715,000	\$ 1,735,480	\$ (295,520)	(100.00)%
Interest	219,117	1,840,587	2,059,704	148,500	1,843,638	1,992,138	(67,566)	(3.39)%	172,456	1,913,712	2,086,168	26,464	1.27 %
Total Debt Service	\$ 219,117	\$ 3,871,587	\$ 4,090,704	\$ 148,500	\$ 3,629,638	\$ 3,778,138	\$ (312,566)	(103.39)%	\$ 192,937	\$ 3,628,712	\$ 3,821,648	\$ (269,056)	(98.73)%

¹ There was an optional prepayment of \$245k on the Series 2015C revenue bonds in September 2018. This was not a budgeted expenditure.

Attachment B

UCF Convocation Corporation
Statement of Operations
For the quarter ended March 31, 2019

	2018-2019				2017-2018			
	Actual	Budget	Variance Favorable (Unfavorable)		Actual	Budget	Variance Favorable (Unfavorable)	
Housing Operations								
Revenues								
Apartment rentals	\$ 15,892,441	\$ 15,737,500	\$ 154,941	1.0 %	\$ 15,925,222	\$ 15,737,500	\$ 187,722	1.2 %
Parking	777,291	777,291	-	0.0 %	777,291	777,291	-	0.0 %
Other	113,215	56,250	56,965	101.3 %	73,831	56,250	17,581	31.3 %
Total revenues	<u>16,782,947</u>	<u>16,571,041</u>	<u>211,906</u>	1.3 %	<u>16,776,344</u>	<u>16,571,041</u>	<u>205,303</u>	1.2 %
Total expenses	<u>5,395,844</u>	<u>5,384,702</u>	<u>(11,141)</u>	(0.2)%	<u>5,309,611</u>	<u>5,466,887</u>	<u>157,276</u>	2.9 %
Net increase from housing operations	<u>11,387,104</u>	<u>11,186,339</u>	<u>200,765</u>	1.8 %	<u>11,466,733</u>	<u>11,104,154</u>	<u>362,579</u>	3.3 %
Retail Operations								
Total revenues	1,410,981	1,448,784	(37,803)	(2.6)%	1,397,628	1,408,501	(10,873)	(0.8)%
Total expenses	<u>423,458</u>	<u>457,023</u>	<u>33,565</u>	7.3 %	<u>385,995</u>	<u>496,049</u>	<u>110,054</u>	22.2 %
Net increase from retail operations	<u>987,523</u>	<u>991,761</u>	<u>(4,238)</u>	(0.4)%	<u>1,011,633</u>	<u>912,452</u>	<u>99,181</u>	10.9 %
Arena Operations								
Revenues								
Event related	5,497,871	5,249,773	248,098	4.7 %	5,772,726	5,063,081	709,645	14.0 %
Premium seating and sponsorship	1,051,423	1,129,700	(78,277)	(6.9)%	1,046,696	1,109,305	(62,609)	(5.6)%
Rental Income	2,601,250	2,601,250	-	0.0 %	2,601,250	2,601,250	-	0.0 %
Other	119,936	108,487	11,449	10.6 %	164,158	142,158	22,000	15.5 %
Total revenues	<u>9,270,480</u>	<u>9,089,210</u>	<u>181,270</u>	2.0 %	<u>9,584,830</u>	<u>8,915,794</u>	<u>669,036</u>	7.5 %
Expenses								
Direct event	4,286,958	4,119,843	(167,115)	(4.1)%	4,497,876	4,003,333	(494,543)	(12.4)%
Operating and indirect event	2,895,377	3,099,864	204,487	6.6 %	3,014,575	3,056,725	42,150	1.4 %
Direct premium seating	222,739	274,092	51,353	18.7 %	256,523	261,367	4,844	1.9 %
Total expenses	<u>7,405,074</u>	<u>7,493,799</u>	<u>88,725</u>	1.2 %	<u>7,768,974</u>	<u>7,321,425</u>	<u>(447,549)</u>	(6.1)%
Net increase (decrease) from arena operations	<u>1,865,406</u>	<u>1,595,411</u>	<u>269,995</u>	16.9 %	<u>1,815,856</u>	<u>1,594,369</u>	<u>221,487</u>	13.9 %
Net increase from total operations	<u>\$ 14,240,032</u>	<u>\$ 13,773,510</u>	<u>\$ 466,522</u>	3.4 %	<u>\$ 14,294,222</u>	<u>\$ 13,610,975</u>	<u>\$ 683,247</u>	5.0 %
Debt Service								
Principal	\$ 7,471,000				\$ 7,245,000			
Interest	3,474,168				3,511,117			
Total Debt Service	<u>\$ 10,945,168</u>				<u>\$ 10,756,117</u>			

Attachment C

UCF Finance Corporation
Statement of Operations
For the quarter ended March 31, 2019

	2018-2019				2017-2018			
	Actual	Budget	Variance Favorable (Unfavorable)		Actual	Budget	Variance Favorable (Unfavorable)	
Revenues								
University transfers	\$ 1,477,523	\$ 1,541,899	\$ (64,376)	(4.2)%	\$ 1,479,496	\$ 2,444,006	\$ (964,510)	(39.5)%
Foundation transfers ¹	-	-	-	0.0 %	65,084	-	65,084	100.0 %
Interest	30,260	26,250	4,010	15.3 %	29,275	4,875	24,400	500.5 %
Total revenues	<u>1,507,783</u>	<u>1,568,149</u>	<u>(60,366)</u>	<u>(3.8)%</u>	<u>1,573,855</u>	<u>2,448,881</u>	<u>(875,026)</u>	<u>(35.7)%</u>
Expenses								
Operating	17,143	21,740	4,597	21.1 %	18,984	20,640	1,656	8.0 %
Interest	1,490,640	1,546,409	55,769	3.6 %	831,988	1,718,187	886,199	51.6 %
Debt related ²	-	-	-	0.0 %	722,883	710,054	(12,829)	(1.8)%
Total expenses	<u>1,507,783</u>	<u>1,568,149</u>	<u>60,366</u>	<u>3.8 %</u>	<u>1,573,855</u>	<u>2,448,881</u>	<u>875,026</u>	<u>35.7 %</u>
Net change from operations	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
Debt Service								
Principal	\$ 2,498,000				\$ 1,490,000			
Interest	<u>1,490,640</u>				<u>831,988</u>			
Total Debt Service	<u>\$ 3,988,640</u>				<u>\$ 2,321,988</u>			

¹ UCF Foundation transfers of Downtown pledges to pay cost of issuance expenses \$65k associated with the new line of credit FY18.

² Debt related expenses previously consisted of Letter of Credit fees and remarketing fees associated with the old debt. After the debt refunding in September 2017, Finance Corp will no longer incur these expenses.

Attachment D
UCF Foundation
Unrestricted Operations
For the quarter ended March 31, 2019

	2018 - 19				2017 - 18			
	Actual	Budget	Variance Favorable (Unfavorable)		Actual	Budget	Variance Favorable (Unfavorable)	
Unrestricted revenues								
University and other related support	\$ 11,957,823	\$ 11,596,940	\$ 360,883	3.1 %	\$ 11,178,946	\$ 11,117,530	\$ 61,416	0.6%
Gifts, fees, and investment earnings	4,455,987	4,754,063	(298,076)	(6.3)%	3,822,110	3,930,250	(108,140)	(2.8)%
Real estate operations	1,477,017	1,477,017	-	-	2,208,750	2,208,750	-	-
Total unrestricted revenue	<u>17,890,827</u>	<u>17,828,020</u>	<u>62,807</u>	0.4 %	<u>17,209,806</u>	<u>17,256,530</u>	<u>(46,724)</u>	(0.3)%
Unrestricted expenses								
Academic and university support	1,859,031	921,092	(937,939)	(101.8)%	1,879,752	2,066,089	186,337	9.0%
Development, alumni relations, and operations	13,531,879	14,118,485	586,606	4.2 %	12,660,011	13,912,458	1,252,447	9.0%
Total unrestricted expenses	<u>15,390,910</u>	<u>15,039,577</u>	<u>(351,333)</u>	(2.3)%	<u>14,539,763</u>	<u>15,978,547</u>	<u>1,438,784</u>	9.0%
Net increase (decrease) from unrestricted operations	<u>\$ 2,499,917</u>	<u>\$ 2,788,443</u>	<u>\$ (288,526)</u>	10.3 %	<u>\$ 2,670,043</u>	<u>\$ 1,277,983</u>	<u>\$ 1,392,060</u>	(108.9)%
Debt Service								
Principal	\$ 1,300,000				\$ 1,230,000			
Interest	360,092				404,338			
Total Debt Service	<u>\$ 1,660,092</u>				<u>\$ 1,634,338</u>			

The information provided above is a reflection of the foundation's unrestricted activity only and does not include income distribution from endowment or revenue for current operations with donor designations and restrictions.

For the period ending March 31, 2019, the foundation dispersed **\$17 million** on behalf of the university in support of programs, scholarships, and other university priorities. Resources for these expenditures comes in the form of spendable distributions from endowed funds as well as restricted and unrestricted gifts for current operations, provided as follows:

Unrestricted	\$ 1,859,031
Restricted (included endowment)	15,116,293
Total Dispersed	<u>\$ 16,975,324</u>

Attachment E

Limbitless Solutions Inc.
Statement of Operations
For the quarter ended March 31, 2019

	2018-19				2017-18			
	Actual	Budget	Variance Favorable (Unfavorable)		Actual	Budget	Variance Favorable (Unfavorable)	
Revenues								
Donations	\$ 230,045	\$ 562,500	\$ (332,455)	(59.1)%	\$ 189,968	\$ 56,250	\$ 133,718	237.7 %
Sponsorships	135,800	-	135,800	100.0 %	-	56,250	(56,250)	(100.0)%
Other	14,617	70,100	(55,483)	(79.1)%	9,117	-	9,117	100.0 %
Total revenues	<u>380,462</u>	<u>632,600</u>	<u>(252,138)</u>	<u>(39.9)%</u>	<u>199,085</u>	<u>112,500</u>	<u>86,585</u>	<u>77.0 %</u>
Expenses								
Operating expenses ¹	<u>65,738</u>	<u>198,289</u>	<u>132,551</u>	<u>66.8 %</u>	<u>58,585</u>	<u>98,100</u>	<u>39,515</u>	<u>40.3 %</u>
Total expenses	<u>65,738</u>	<u>198,289</u>	<u>132,551</u>	<u>66.8 %</u>	<u>58,585</u>	<u>98,100</u>	<u>39,515</u>	<u>40.3 %</u>
Net change from operations	<u>\$ 314,724</u>	<u>\$ 434,311</u>	<u>\$ (119,587)</u>	<u>(27.5)%</u>	<u>\$ 140,500</u>	<u>\$ 14,400</u>	<u>\$ 126,100</u>	<u>875.7 %</u>

¹ Operating expenses were lower than expected due to regulatory delays for clinical trials. The new anticipated start date is Summer 2019.

Attachment F

**UCF Research Foundation
Statement of Operations
For the quarter ended March 31, 2019**

	2018-19				2017-18			
	Actual	Budget	Variance Favorable (Unfavorable)		Actual	Budget	Variance Favorable (Unfavorable)	
Revenues								
Operating revenue ¹	\$ 8,362,607	\$ 8,057,500	\$ 305,107	3.6 %	\$ 8,650,732	\$ 7,275,000	\$ 1,375,732	15.9 %
Management fees and other	583,071	482,917	100,154	17.2 %	480,471	436,250	44,221	9.2 %
Total revenues	<u>8,945,678</u>	<u>8,540,417</u>	<u>405,261</u>	4.5 %	<u>9,131,203</u>	<u>7,711,250</u>	<u>1,419,953</u>	15.6 %
Expenses								
Total operating expenses	<u>8,660,474</u>	<u>8,246,750</u>	<u>(413,724)</u>	(4.8)%	<u>8,765,327</u>	<u>7,420,250</u>	<u>(1,345,077)</u>	(15.3)%
Net increase from operations	<u>\$ 285,204</u>	<u>\$ 293,667</u>	<u>\$ (8,463)</u>	(3.0)%	<u>\$ 365,876</u>	<u>\$ 291,000</u>	<u>\$ 74,876</u>	20.5 %

¹ Operating revenue includes contracts, grants, royalties, contributions, rents, conferences, unit residuals, and consortiums

Attachment G

Central Florida Clinical Practice Organization

Statement of Operations

For the quarter ended March 31, 2019

	2018-19				2017-18			
	Actual	Budget	Variance Favorable (Unfavorable)		Actual	Budget	Variance Favorable (Unfavorable)	
Revenues								
Patient Care	4,565,174	4,804,681	(239,508)	(5.0)%	3,574,759	4,770,509	(1,195,750)	(25.1)%
Other	704,212	832,262	(128,050)	(15.4)%	749,587	1,503,195	(753,608)	(50.1)%
Total revenues	5,269,386	5,636,943	(367,557)	(6.5)%	4,324,346	6,273,704	(1,949,358)	(31.1)%
Expenses								
Faculty Salaries and Benefits	1,596,190	1,776,510	180,320	10.2 %	474,325	426,163	(48,162)	(11.3)%
Staff Salaries and Benefits	3,332,655	3,811,308	478,653	12.6 %	-	3,172,111	3,172,111	100.0 %
Medical Supplies	729,022	600,676	(128,346)	(21.4)%	595,026	750,596	155,570	20.7 %
Information Technology	587,605	442,563	(145,043)	(32.8)%	197,936	410,231	212,295	51.8 %
Professional Fees	531,327	381,588	(149,739)	(39.2)%	438,759	481,021	42,263	8.8 %
Facility	799,172	1,080,206	281,034	26.0 %	201,568	1,059,451	857,884	81.0 %
Supplies and Repairs	60,902	89,559	28,657	32.0 %	64,748	102,984	38,237	37.1 %
Marketing	64,953	121,500	56,547	46.5 %	91,657	143,416	51,759	36.1 %
Other	33,997	65,753	31,756	48.3 %	29,606	65,219	35,612	54.6 %
Total expenses	7,735,825	8,369,663	633,838	7.6 %	2,093,624	6,611,192	4,517,568	68.3 %
Net increase (decrease)	(2,466,439)	(2,732,720)	266,281	9.7 %	2,230,722	(337,488)	2,568,210	761.0 %
Cash Balance								
Beginning Balance for Fiscal Year Reported	\$ 6,565,885				\$ 5,086,527			
Change in Cash YTD	(614,478)				2,714,379			
Ending Cash Balance for March 31, 2019	\$ 5,951,407				\$ 7,800,906			

ITEM: **FEC-3**

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019**

Title: 2019-20 Direct Support Organizations' Budgets

Background:

The 2019-20 budgets for the UCF Direct Support Organizations and the Central Florida Clinical Practice Organization are attached. The budgets have been approved by the DSO boards and now need approval by the university Board of Trustees.

Issues to be Considered:

UCF Athletics Association:

The increase in University sources is related to a small projected increase in credit hours and additional scholarship support.

Increases in compensation expenses are related to contractual obligations and budgeting higher performance bonus payments due to increased success of our sports.

Debt service is projected to increase in 2019-20 due to new loans being considered for the Roth Athletic Center and other sport venue improvements.

UCF Academic Health:

UCF Academic Health, Inc. was established in June 2016 as a direct support organization of UCF. To date, UCFAH has not collected any revenue or paid any expenses, but it is anticipated that during FY 2020 UCFAH will receive rental revenues in connection with its sub-rental of space in the UCF Lake Nona Cancer Center.

UCF Convocation Corporation:

Expenses include \$1.75 million in estimated Renewal and Replacement Reserve expenses that come from reserve funding (Housing and Garages- \$613,070, Arena- \$1,129,902).

There is no budget to replenish Arena R&R funds in 2019-20, and the funds will be depleted during 2019-20 based on projected uses.

UCF Finance Corporation:

The transfers projected from the UCF Foundation are based on the current pledges scheduled to be received throughout 2019-20.

The interest expense budget includes \$1,429,956 of scheduled interest expense on the Burnett Bonds, and \$302,727 of projected interest expense on the UCF Downtown construction note.

The Transfer to UCF estimate is based on the expected transfers needed from the UCF Finance Corporation to cover the philanthropic portion of the cost for UCF Downtown. The Finance Corporation will begin

transferring funds in 2019-20 after all pledges currently on hand at the UCF Foundation have been provided towards the project.

The principal budget includes \$3 million of anticipated repayments on the UCF Downtown Construction note from pledges expected to be received during 2019-20.

UCF Foundation:

UCF Foundation's FY2020 budget increased by 3% primarily due to across the board salary increases and changes to compensation instituted by UCF compensation and classification project.

UCF Limbitless Corporation:

Operating expenses were lower than expected due to regulatory delays for clinical trials. The new anticipated start date is Summer 2019.

UCF Research Foundation:

Operating revenues and expenses are proposed to trend higher than prior year due to increases in contribution funding and other agreement proceeds along with an increase in incubator costs that are being paid with excluded prerecorded residual income.

UCF Stadium Corporation:

Naming rights revenue includes the full amount of naming rights from Spectrum, Carl Black, and Jasper Roofing (new field naming sponsor).

Athletic transfers are projected to increase primarily due to increased football ticket sales.

Central Florida Clinical Practice Organization:

The CFCPO was created to serve as a support entity for the UCF College of Medicine clinical mission, providing administrative and financial services such as billing, accounts receivable and purchasing. It serves these function for UCF Health (the faculty practice plan), as well other COM programs. Most operating expenses are paid directly from the CFCPO, with additional funds being transferred to the College of Medicine to pay for personnel and facility lease expenses.

The budgeted patient care revenues are expected to increase by 7.5% in FY20 due to a 5% increase in productivity and 1.4 additional clinical FTE. Other revenues are projected to be flat at this time. Expenses are expected to be flat overall, with a slight decrease in information technology and increase in other expenses which include marketing and medical equipment.

Alternatives to Decision:

Not approve the 2019-20 Direct Support Organizations' budgets or recommend changes to the 2019-20 Direct Support Organization's budgets.

Fiscal Impact and Source of Funding:

Source of funding varies across all Direct Support Organizations.

Recommended Action:

Approve the 2019-20 Direct Support Organizations' budgets.

Authority for Board of Trustees Action:

Delegation of Authority to the President, Items requiring specific approval of the Board, 15. Annual operating and capital budgets for the University and Affiliated Entities and amendments to any line item of two million dollars or greater that exceeds 10% of the value of such line item.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A: UCF Athletics Association

Attachment B: UCF Academic Health

Attachment C: UCF Convocation Corporation

Attachment D: UCF Finance Corporation

Attachment E: UCF Foundation

Attachment F: UCF Limbitless Solutions

Attachment G: UCF Research Foundation

Attachment H: UCF Stadium Corporation

Attachment I: Central Florida Clinical Practice Organization

Facilitators/Presenters:

Dennis Crudele, Interim Chief Financial Officer

Bert Francis, Assistant Controller

Finance and Facilities Committee Meeting - New Business

Attachment A

UCF Athletics Association
Annual Budget
2019-20

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance		2018-19 Projected Actual	2018-19 Approved Budget	Variance	
Revenues								
Athletic events (including per-seat contributions)	\$ 23,136,459	\$ 20,600,849	\$ 2,535,610	12.3 %	\$ 24,828,836	\$ 20,600,849	\$ 4,227,987	20.5 %
Other donations used for operations	2,420,057	1,155,909	1,264,148	109.4 %	542,831	1,155,909	(613,078)	(53.0)%
University sources ¹	33,742,691	29,428,293	4,314,398	14.7 %	31,802,451	29,428,293	2,374,158	8.1 %
Other	898,818	478,003	420,815	88.0 %	468,828	478,003	(9,175)	(1.9)%
Total revenues	60,198,024	51,663,054	8,534,971	16.5 %	57,642,946	51,663,054	5,979,892	11.6 %
Expenses								
Scholarships	9,522,149	9,422,149	(100,000)	(1.1)%	9,704,043	9,422,149	(281,894)	(3.0)%
Employee compensation ²	25,797,158	21,567,579	(4,229,579)	(19.6)%	22,430,207	21,567,579	(862,628)	(4.0)%
Sport operations	9,199,437	9,237,807	38,370	0.4 %	13,798,027	9,237,807	(4,560,220)	(49.4)%
Support operations	12,344,420	10,443,874	(1,900,545)	(18.2)%	11,507,251	10,443,874	(1,063,377)	(10.2)%
Other	1,097,937	1,144,683	46,746	4.1 %	1,399,267	1,144,683	(254,584)	(22.2)%
Total operating expenses	57,961,101	51,816,092	(6,145,009)	(11.9)%	58,838,795	51,816,092	(7,022,703)	(13.6)%
Net Increase (decrease) from total operations	2,236,923	(153,038)	2,389,962	(1561.7)%	(1,195,849)	(153,038)	(1,042,811)	681.4 %
Nonoperating revenues (expenses)								
Net transfers - Stadium Corp	1,608,368	1,155,368	453,000	39.2 %	795,368	1,155,368	(360,000)	(31.2)%
Interest income	-	-	-	-	-	-	-	-
Interest expense	(1,355,803)	(306,512)	(1,049,291)	342.3 %	(306,512)	(306,512)	-	0.0 %
Capital Project Donations - Athletics	1,247,952	1,808,189	(560,237)	(31.0)%	800,000	1,808,189	(1,008,189)	(55.8)%
Restricted Accounts Revenue	500,000	771,266	(271,266)	(35.2)%	1,250,000	771,266	478,734	62.1 %
Restricted Accounts Outlay	(500,000)	(478,899)	(21,101)	4.4 %	(550,000)	(478,899)	(71,101)	14.8 %
Capital Projects Outlay	(500,000)	(2,332,303)	1,832,303	(78.6)%	(970,221)	(2,332,303)	1,362,082	(58.4)%
Total nonoperating (expense) revenue	1,000,518	617,109	383,409	62.1 %	1,018,635	617,109	401,526	(65.1)%
Increase (decrease) in net position	\$ 3,237,441	\$ 464,071	\$ 2,773,370	597.6 %	\$ (177,214)	\$ 464,071	\$ (641,285)	138.2 %
Debt Service								
Principal ³	\$ 2,489,489	\$ 683,488	\$ (1,806,001)	(264.2)%	\$ 683,488	\$ 683,488	\$ -	-
Interest ³	1,355,803	306,512	(1,049,291)	(342.3)%	306,512	306,512	-	-
Total Debt Service	\$ 3,845,292	\$ 990,000	\$ (2,855,292)	(288.4)%	\$ 990,000	\$ 990,000	\$ -	-
Operations Budget Surplus (Shortfall)	\$ 0	\$ 12,330	\$ (12,330)	(100.0)%	\$ (1,390,481)	\$ 12,330	\$ (1,402,811)	(11377.4)%
Operations + Net stadium transfers less debt service								

¹ The increase in University sources is related to a small projected increase in credit hours and additional scholarship support.

² Increases in compensation expenses are related to contractual obligations and budgeting higher performance bonus payments due to increased success of our sports.

³ Debt service is projected to increase in Fiscal year 2020 due to new loans being considered for the Roth Athletic Center and other sport venue improvements.

Attachment B

University of Central Florida Academic Health, Inc

Annual Budget ¹

2019-20

	2019-20
	Proposed Budget
Revenues	
Real Estate	\$ 221,120
Total revenues	<u>221,120</u>
Expenses	
Professional Services	15,000
Facility Expense	54,669
Information Technology	7,000
Operating Expense	23,200
Total expense	<u>99,869</u>
Net increase from operations	<u><u>\$ 121,251</u></u>

¹ Academic Health operations will begin in fiscal year 2020.

Finance and Facilities Committee Meeting - New Business

Attachment C

**UCF Convocation Corporation
Annual Budget
2019-20**

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance Favorable (Unfavorable)		2018-19 Projected Actuals	2018-19 Approved Budget	Variance Favorable (Unfavorable)	
Housing Operations								
Revenues								
Apartment rentals	\$ 17,986,410	\$ 17,986,410	\$ -	-	\$ 17,986,410	\$ 17,986,410	\$ -	-
Parking	1,036,388	1,036,388	-	-	1,036,388	1,036,388	-	-
Other	151,000	75,000	76,000	101.3 %	143,215	75,000	68,215	91.0 %
Total revenues	19,173,798	19,097,798	76,000	0.4 %	19,166,013	19,097,798	68,215	0.4 %
Total expenses	7,152,904	6,979,516	(173,388)	(2.5)%	6,620,510	6,979,516	359,006	5.1 %
Net increase from housing operations	12,020,894	12,118,282	(97,388)	(0.8)%	12,545,503	12,118,282	427,221	3.5 %
Retail Operations								
Total revenues	1,946,203	1,934,755	11,447	0.6 %	1,872,582	1,934,755	(62,173)	(3.2)%
Total expenses	525,098	596,316	71,218	11.9 %	573,636	596,316	22,680	3.8 %
Net increase from retail operations	1,421,105	1,338,439	82,665	6.2 %	1,298,946	1,338,439	(39,493)	(3.0)%
Arena Operations								
Revenues								
Event related	5,874,989	6,636,961	(761,972)	(11.5)%	7,272,004	6,636,961	635,043	9.6 %
Premium seating and sponsorship	1,216,500	1,388,500	(172,000)	(12.4)%	1,192,192	1,388,500	(196,308)	(14.1)%
Rental Income	2,735,000	2,735,000	-	-	2,735,000	2,735,000	-	0.0 %
Other	150,596	143,552	7,044	4.9 %	153,343	143,552	9,791	6.8 %
Total revenues	9,977,085	10,904,013	(926,928)	(8.5)%	11,352,539	10,904,013	448,526	4.1 %
Expenses								
Direct Event	4,492,059	5,112,142	620,083	12.1 %	5,588,333	5,112,142	(476,191)	(9.3)%
Operating and indirect event	5,020,232	5,050,838	30,606	0.6 %	4,447,552	5,050,838	603,286	11.9 %
Direct premium seating	325,360	312,860	(12,500)	(4.0)%	251,508	312,860	61,352	19.6 %
Other ¹	500,000	500,000	-	-	500,000	500,000	-	-
Total expenses	10,337,651	10,975,840	638,189	5.8 %	10,787,393	10,975,840	188,447	1.7 %
Net decrease from arena operations	(360,566)	(71,827)	(288,739)	(402.0)%	565,146	(71,827)	636,973	886.8 %
Net increase from total operations	\$ 13,081,433	\$ 13,384,895	\$ (303,462)	(2.3)%	\$ 14,409,595	\$ 13,384,895	\$ 1,024,700	7.7 %
Debt Service								
Principal payments	\$ 7,755,000				\$ 7,471,000			
Interest payments	6,296,846				6,683,555			
Total Debt Service	\$ 14,051,846				\$ 14,154,555			

¹ Other expenses include transfers to UCF of \$500,000 for the Addition Financial Scoreboard Project.

Attachment D

**UCF Finance Corporation
Annual Budget
2019-20**

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance Favorable (Unfavorable)		2018-19 Projected Actual	2018-19 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Transfers from University	\$ 1,715,183	\$ 1,477,880	\$ 237,303	16.1 %	\$ 1,467,822	\$ 1,477,880	\$ (10,058)	(0.7)%
Transfers from Foundation - Downtown Pledges ¹	3,983,269	8,671,005	(4,687,736)	(54.1)%	-	8,671,005	(8,671,005)	(100.0)%
Interest	35,000	35,000	-	-	40,347	35,000	5,347	15.3 %
Total revenues	5,733,452	10,183,885	(4,450,433)	(43.7)%	1,508,169	10,183,885	(8,675,716)	(85.2)%
Expenses								
Interest ²	1,732,683	1,546,409	(186,274)	(12.0)%	1,490,640	1,546,409	55,769	3.6 %
Operating	17,500	22,240	4,740	21.3 %	17,529	22,240	4,711	21.2 %
Transfers to University - Downtown Construction ³	11,132,136	8,615,236	(2,516,900)	(29.2)%	-	8,615,236	8,615,236	100.0 %
Total expenses	12,882,320	10,183,885	(2,698,435)	(26.5)%	1,508,169	10,183,885	8,675,716	85.2 %
Net increase (decrease) from operations	\$ (7,148,867)	\$ -	\$ (7,148,867)	(100.0)%	\$ -	\$ -	\$ -	-
Debt Service								
Principal ⁴	\$ 5,559,000				\$ 2,498,000			
Interest	1,732,683				1,490,640			
Total Debt Service	\$ 7,291,683				\$ 3,988,640			

¹ The transfers projected from the UCF Foundation are based on the current pledges scheduled to be received throughout fiscal year 2020.

² The interest expense budget includes \$1,429,956 of scheduled interest expense on the Burnett Bonds, and \$302,727 of projected interest expense on the UCF Downtown construction note.

³ The Transfer to UCF estimate is based on the expected transfers needed from the UCF Finance Corporation to cover the philanthropic portion of the cost for UCF Downtown. The Finance Corporation will begin transferring funds in FY 20 after all pledges currently on hand at the UCF Foundation have been provided towards the project.

⁴ The principal budget includes \$3M of anticipated repayments on the UCF Downtown Construction note from pledges expected to be received during fiscal year 2020.

Attachment E
UCF Foundation
Annual Budget
2019-20

	2019-20	2018-19			2018-19	2018-19		
	Proposed	Approved	Variance		Projected	Approved	Variance	
	Budget	Budget	Favorable (Unfavorable)		Actual	Budget	Favorable (Unfavorable)	
Revenues								
Unrestricted gifts, fees, and investment earnings	\$ 5,943,250	\$ 6,338,750	\$ (395,500)	(6.2)%	\$ 6,338,750	\$ 6,338,750	\$ -	-
Real estate	1,969,356	1,969,356	-	-	1,969,356	1,969,356	-	-
University and other related support	12,745,553	11,735,854	1,009,699	8.6 %	13,288,854	11,735,854	1,553,000	13.2 %
Total revenue	20,658,159	20,043,960	614,199	3.1 %	21,596,960	20,043,960	1,553,000	7.7 %
Expenses								
Academic and university support	1,739,189	1,797,932	58,743	3.3 %	2,822,932	1,797,932	(1,025,000)	(57.0)%
Development, alumni relations, and operations	18,918,970	18,246,028	(672,942)	(3.7)%	18,774,028	18,246,028	(528,000)	(2.9)%
Total expenses	20,658,159	20,043,960	(614,199)	(3.1)%	21,596,960	20,043,960	(1,553,000)	(7.7)%
Net increase (decrease) from total operations	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Debt Service								
Principal payments	\$ 2,009,100				\$ 1,750,000			
Interest payments	1,063,101				882,060			
Total Debt Service	\$ 3,072,201				\$ 2,632,060			

Attachment F

Limbitless Solutions Inc.
Annual Budget
2019-20

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance Favorable (Unfavorable)		2018-19 Projected Actual	2018-19 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Philanthropic	\$ 350,000	\$ 750,000	\$ (400,000)	(53.3)%	\$ 290,000	\$ 750,000	\$ (460,000)	(61.3)%
Sponsorships	150,000	50,000	100,000	200.0 %	135,800	50,000	85,800	171.6 %
Other	95,000	96,300	(1,300)	(1.3)%	15,500	96,300	(80,800)	(83.9)%
Total revenues	<u>595,000</u>	<u>896,300</u>	<u>(301,300)</u>	<u>(33.6)%</u>	<u>441,300</u>	<u>896,300</u>	<u>(455,000)</u>	<u>(50.8)%</u>
Expenses								
Operating expenses ¹	<u>284,831</u>	<u>293,728</u>	<u>(8,897)</u>	<u>(3.0)%</u>	<u>113,073</u>	<u>293,728</u>	<u>(180,655)</u>	<u>(61.5)%</u>
Total expenses	<u>284,831</u>	<u>293,728</u>	<u>(8,897)</u>	<u>(3.0)%</u>	<u>113,073</u>	<u>293,728</u>	<u>(180,655)</u>	<u>(61.5)%</u>
Net increase from operations	<u>\$ 310,169</u>	<u>\$ 602,572</u>	<u>\$ (292,403)</u>	<u>(48.5)%</u>	<u>\$ 328,227</u>	<u>\$ 602,572</u>	<u>\$ (274,345)</u>	<u>(45.5)%</u>

¹ Operating expenses were lower than expected due to regulatory delays for clinical trials. The new anticipated start date is Summer 2019.

Attachment G

**UCF Research Foundation
Annual Budget
2019-20**

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance Favorable (Unfavorable)		2018-19 Projected Actual	2018-19 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Operating revenue ¹	\$ 12,730,000	\$ 12,090,000	\$ 640,000	5.0 %	\$ 11,650,143	\$ 12,090,000	\$ (439,857)	(3.8)%
Management fees and other	800,000	655,000	145,000	18.1 %	777,428	655,000	122,428	15.7 %
Total revenues	<u>13,530,000</u>	<u>12,745,000</u>	<u>785,000</u>	5.8 %	<u>12,427,571</u>	<u>12,745,000</u>	<u>(317,429)</u>	(2.6)%
Expenses								
Total operating expenses¹	<u>13,280,000</u>	<u>12,291,000</u>	<u>(989,000)</u>	(7.4)%	<u>12,128,454</u>	<u>12,291,000</u>	<u>162,546</u>	1.3 %
Net increase from operations	<u>\$ 250,000</u>	<u>\$ 454,000</u>	<u>\$ (204,000)</u>	(81.6)%	<u>\$ 299,117</u>	<u>\$ 454,000</u>	<u>\$ (154,883)</u>	(51.8)%

¹ Operating revenue and expenses includes contracts, grants, royalties, contributions, rents, conferences, unit residuals, and consortiums

Attachment H

**UCF Stadium Corporation
Annual Budget
2019-20**

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance Favorable (Unfavorable)		2018-19 Projected Actual	2018-19 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Premium seating	\$ 2,443,231	\$ 2,305,231	\$ 138,000	6.0 %	\$ 2,233,942	\$ 2,305,231	\$ (71,289)	(3.1)%
Naming rights ¹	1,550,000	800,000	750,000	93.8 %	800,000	800,000	-	0.0 %
Athletic transfers ²	7,006,446	6,560,747	445,699	6.8 %	6,483,319	6,560,747	(77,428)	(1.2)%
Other	1,414,000	1,509,000	(95,000)	(6.3)%	1,610,597	1,509,000	101,597	6.7 %
Total revenues	12,413,677	11,174,978	1,238,699	11.1 %	11,127,858	11,174,978	(47,120)	(0.4)%
Expenses								
Total expenses	50,000	129,756	79,756	61.5 %	114,756	129,756	15,000	11.6 %
Net Increase from total operations	\$ 12,363,677	\$ 11,045,222	\$ 1,318,455	11.9 %	\$ 11,013,102	\$ 11,045,222	\$ (32,120)	(0.3)%
Debt Service								
Principal	\$ 1,863,000				\$ 1,786,000			
Interest	1,769,000				1,843,637			
Total Debt Service	\$ 3,632,000				\$ 3,629,637			

¹ Naming rights revenue includes the full amount of naming rights from Spectrum, Carl Black, and Jasper Roofing (new field naming sponsor).

² Athletic transfers are projected to increase primarily due to increased football ticket sales.

Finance and Facilities Committee Meeting - New Business

Attachment I

Central Florida Clinical Practice Organization
Annual Budget
2019-20

	2019-20 Proposed Budget	2018-19 Approved Budget	Variance Favorable (Unfavorable)		2018-19 Projected Actual	2018-19 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Patient Care	\$ 7,530,349	\$ 7,043,989	\$ 486,360	6.9 %	\$ 6,577,850	\$ 7,043,989	\$ (466,139)	(6.6)%
Other	865,798	1,137,739	(271,941)	(23.9)%	1,003,720	1,137,739	(134,019)	(11.8)%
Total revenues	8,396,147	8,181,728	214,419	2.6 %	7,581,570	8,181,728	(600,158)	(7.3)%
Operating Expenses								
Professional Services	405,381	495,312	89,931	18.2 %	918,565	495,312	(423,253)	(85.5)%
Supplies and Repairs	1,352,640	858,505	(494,135)	(57.6)%	993,330	858,505	(134,825)	(15.7)%
Facility Expense	192,305	137,706	(54,599)	(39.6)%	177,736	137,706	(40,030)	(29.1)%
Information Technology	636,174	594,734	(41,440)	(7.0)%	803,065	594,734	(208,331)	(35.0)%
Other Expense	283,989	414,332	130,343	31.5 %	350,428	414,332	63,904	15.4 %
Total operating expenses	2,870,489	2,500,589	(369,900)	(14.8)%	3,243,124	2,500,589	(742,535)	(29.7)%
Non-Operating Expenses								
Transfers Out:								
Faculty Salaries and Benefits	936,540	2,336,624	1,400,084	59.9 %	2,111,811	2,336,624	224,813	9.6 %
Staff Salaries and Benefits	4,820,858	4,766,165	(54,693)	(1.1)%	4,382,122	4,766,165	384,043	8.1 %
Facility Rent	1,242,602	1,217,017	(25,585)	(2.1)%	1,180,751	1,217,017	36,266	3.0 %
Total non-operating expenses	7,000,000	8,319,806	1,319,806	15.9 %	7,674,684	8,319,806	645,122	7.8 %
Total expenses	9,870,489	10,820,395	949,906	8.8 %	10,917,808	10,820,395	(97,413)	(0.9)%
Net increase (decrease)	\$ (1,474,342)	\$ (2,638,667)	\$ 1,164,325	44.1 %	\$ (3,336,238)	\$ (2,638,667)	\$ (697,571)	(26.4)%
Cash Balance								
Beginning Balance for Fiscal Year Reported	\$ 3,263,762				\$ 6,600,000			
Change in Cash YTD	(1,474,342)				(3,336,238)			
Ending Cash Balance	\$ 1,789,420				\$ 3,263,762			

ITEM: FFC-4

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019

Title: Release of Unrestricted UCF Stadium Corporation Revenues

Background:

The attached 2019-20 budget, approved by the UCF Stadium Corporation's board, reflects projected unrestricted excess revenues of \$6,510,667 to be available for transfer to the UCFAA.

Issues to be Considered:

The UCF Athletics Association budget is dependent on receiving the unrestricted excess revenues.

Alternatives to Decision:

The board could elect not to approve the release of unrestricted excess revenues.

Fiscal Impact and Source of Funding:

The Stadium Corporation's primary source of funding is derived from operating revenues of Spectrum Stadium.

Recommended Action:

Approve the release of revenues above budgeted obligations from the UCF Stadium Corporation to the UCF Athletics Association for 2019-20.

Authority for Board of Trustees Action:

Delegation of Authority to the President, Items requiring specific approval of the board, 32. Transfer of university funds to, from, or among Affiliated Entities.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A: UCF Stadium Corporation 2019-20 Budget

Facilitators/Presenters:

Danny White, Vice President and Director of Athletics

Brad Stricklin, Senior Associate Athletics Director and Chief Financial Officer

Finance and Facilities Committee Meeting - New Business

Attachment A

UCF Stadium Corporation Football Stadium Pro Forma	Budgeted 2018-19	Projected Actuals 2018-19	Budget 2019-20
Operating Revenues			
Ticket Sales	\$ 4,064,747	\$ 4,362,319	\$ 4,885,446
Sponsorships	239,000	239,000	244,000
Concessions & Catering ¹	275,000	448,238	300,000
Revenues from Beverage Agreement	180,000	180,000	180,000
Merchandise Sales	250,000	250,000	250,000
Other Revenues	50,000	88,359	60,000
Premium Seating - West Side	2,039,231	2,000,431	2,177,231
Premium Seating - Field Cabanas	266,000	233,511	266,000
Naming Rights ²	800,000	800,000	1,550,000
Total Operating Revenues	8,163,978	8,601,858	9,912,677
Non-Operating Revenue			
Additional Funds Pledged from UCFAA Revenues			
UCFAA Rent	2,121,000	2,121,000	2,121,000
Legendary Field Exhibitions Rent	375,000	-	-
Total Additional Funds Pledged from UCFAA Revenues	2,496,000	2,121,000	2,121,000
Additional Funds to be Used to Pay Debt			
Fundraising	125,000	125,000	125,000
Signed Pledges for Leadership Center ³	390,000	280,000	255,000
Total Additional Funds to be Used to Pay Debt	515,000	405,000	380,000
Total Non-Operating Revenue	3,011,000	2,526,000	2,501,000
Total Sources of Funds	11,174,978	11,127,858	12,413,677
Debt Service			
Tax-Exempt Bond Interest	1,350,419	1,350,419	1,292,169
Tax-Exempt Bond Principal	1,165,000	1,165,000	1,225,000
Taxable Bond Interest	418,444	418,444	408,554
Taxable Bond Principal	360,000	360,000	370,000
Leadership Center Interest	74,775	71,724	68,277
Leadership Center Principal	261,000	261,000	268,000
Additional Principal Payment on Leadership Center	-	245,000	-
Total Debt Service	3,629,638	3,871,587	3,632,000
Net Income Available for Operations & Maintenance	7,545,340	7,256,271	8,781,677
Less: Operating Expenses			
Other	50,000	35,000	50,000
Total Operating Expenses	50,000	35,000	50,000
Net Operating Surplus	7,495,340	7,221,271	8,731,677
Less: Deposit to Reserve Accounts ⁴	(100,000)	(100,000)	(100,000)
Less: Return of UCFAA Rent Revenue	(2,496,000)	(2,121,000)	(2,121,000)
Unrestricted Net Cash Flow Available to Transfer to UCFAA	\$ 4,899,340	\$ 5,000,271	\$ 6,510,677
R&R Expenditures			
Non-Recurring Maintenance	79,756	79,756	-
Rust Remediation	-	-	-
Total R&R Expenditures	79,756	79,756	-

¹ For FY19, the projected actuals includes concessions revenue from three Orlando Apollos football games. The league has declared bankruptcy and has ceased operations; therefore, only UCF football games are budgeted for FY20.

² Naming rights revenue includes the full amount of naming rights from Spectrum, Carl Black, and Jasper Roofing (new field naming sponsor).

³ Leadership Center pledges are based on the current pledge schedules from the UCF Foundation.

⁴ The projected cash in the Stadium R&R account as of 06/30/2019 is \$480,770.

ITEM: FFC-5

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019

Title: 2019-20 University Operating Budget

Background:

BOG Regulation 9.007, *State University Operating Budgets*, requires the university to prepare an operating budget for approval by the university board of trustees, in accordance with instructions, guidelines, and standard formats provided by the Board of Governors. The university board of trustees-ratified operating budget is presented to the Board of Governors for approval.

Issues to be Considered:

The university operating budget for 2019-20 totals \$1,962,934,570. The Educational & General (E&G) and Medical School budgets reflect the amounts proposed by the Florida Legislature and are subject to approval by the governor.

All other budgets were compiled using requests from 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. Performance-based funding is subject to final approval by the Board of Governors in July. Universities are required to maintain an unencumbered balance in the E&G fund of at least 7 percent of the approved operating budget.

Alternatives to Decision:

Approving lower budgets would require subsequent approval by the President or Board of Trustees to spend legally available funding. Approving higher budgets could allow overspending by the university.

Fiscal Impact and Source of Funding:

The university operating budget for 2019-20 totals \$1,962,934,570.

Recommended Action:

Approval of the proposed 2019-20 Proposed Operating Budget to the Board of Trustees (Attachment A).

Authority for Board of Trustees Action:

Section 1001.40(2), Florida Statutes, provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.” The University has prepared the 2019-20 Proposed University Operating Budget in accordance with requirements set forth in Florida Board of Governors Regulation 9.007.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A – 2019-20 Proposed Operating Budget- All Budget Entities

Additional supporting documentation:

- Attachment B – Presentation
- Attachment C – Education and General Revenue
- Attachment D – Auxiliary Enterprises
- Attachment E – Contracts and Grants
- Attachment F – Student Financial Aid
- Attachment G – Student Activities
- Attachment H – Technology Fee
- Attachment I – Concessions
- Attachment J – Intercollegiate Athletics
- Attachment K – Faculty Practice Plan
- Attachment L – Self-Insurance Plan
- Attachment M – Glossary

Facilitators/Presenters:

Dennis Crudele, Interim Chief Financial Officer

Attachment A

University of Central Florida
2019-20 Proposed Operating Budget
All Budget Entities

	2018-19 Projection	2019-20 Proposed Budget
Education and General (Main) ¹		
State Appropriations	\$ 353,248,216	\$ 347,069,387
Student Tuition and Fees ²	307,283,435	304,589,516
Other Revenue ²	5,967,688	3,121,000
Total	666,499,339	654,779,903
Education and General (Medical School) ¹		
State Appropriations	29,995,921	30,773,894
Student Tuition and Fees ²	15,560,403	15,708,657
Other Revenue ²	300,000	300,000
Total	45,856,324	46,782,551
Other Budget Entities		
Auxiliary Enterprises	304,939,603	302,385,900
Contracts and Grants	185,059,562	188,528,000
Student Financial Aid	579,692,392	659,877,204
Student Activities	19,865,103	24,760,828
Technology Fee	8,928,575	10,028,400
Concessions	461,000	800,000
Intercollegiate Athletics	62,659,535	64,811,544
Faculty Practice Plan	9,577,094	9,603,362
Self-Insurance Plan	540,961	576,878
Total	\$ 1,884,079,488	1,962,934,570

¹ As per Draft BOG Regulation 9.0007(3)(a) *State University Operating Budgets*, Education and General (E&G) carryforward funds are excluded "but shall be reported in the Carryforward Fund Balance Composition Report." This report is due to the Board of Governors on September 23, 2019 and will be presented to the Board of Trustees at a later date.

² Student Tuition and Fees and Other Revenue amounts represent estimated collections based on internally-developed projections. Actual spending authority is set by the Florida Board of Governors (\$302m for 2019-20). Other revenue primarily consists of E&G interest earnings (2018-19 \$3.9m, 2019-20 \$3m) and federal funds received to offset tuition waivers for displaced students from major hurricanes (2018-19 \$1.8m). These funds are held in reserve for future university needs.

University of Central Florida

2019-20

Operating Budget



UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Ten Budgetary Components

1. Educational and General
2. Auxiliary Enterprises
3. Contracts and Grants
4. Student Financial Aid
5. Student Activities
6. Technology Fee
7. Concessions
8. Intercollegiate Athletics
9. Faculty Practice Plan
10. Self-Insurance Plan

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Budget Development Process

- First, methods and techniques are carefully integrated:
 - To ensure effective best practices
 - To validate that decisions are directly tied to the university's strategic goals and objectives in a value-maximizing framework
- Next, all proposed expenditures are reviewed and evaluated at multiple levels:
 - From departmental units
 - To the Office of Budget, Planning, & Administration Staff
 - To the interim Chief Financial Officer
 - To the interim President's senior staff
 - To the Board of Trustees' Finance & Facilities committee and the Board of Trustees
- Finally, the operating budget is formally approved and adopted by the Board of Trustees.
- The Board of Governors now requires certification of the operating, capital outlay, and carryforward budgets by the BOT Chairman, University President, and CFO.



UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Budget for units across campus will be tied to:

- UCF's Strategic Plan
- Preeminent Research University Funding Metrics
- President Seymour's Goals

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

President Seymour's Goals:

- 1. Strengthening Our Operations:** This includes the selection of key interim leadership positions, such as the chief financial, chief operating, and chief accountability officers. These leaders will accompany improved budget controls, processes and other organizational changes.
- 2. Rebuilding Trust:** We must rebuild trust with the Legislature and Board of Governors, as well as with our Board of Trustees, students, faculty, staff, alumni, and regional leaders. For decades, UCF has been a valued and trusted institution. Together, we will regain our trust, reputation, and momentum.
- 3. Expanding Our Resources:** I am committed to strengthening our budget, successfully completing our IGNITE fundraising campaign, pursuing more local support, and exploring opportunities for new revenue. Our team will do so in partnership with faculty, staff, students, and our external stakeholders.
- 4. Investing in Excellence:** In addition to achieving key state performance metrics, we need to hire more faculty, focus on the excellence component of our strategic plan, and increase salaries for employees affected by the recent Human Resources project.

Successfully tackling all of these will ensure that our next president and CFO can hit the ground running when she or he arrives.



UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

UCF's 2019-20 Operating Budget totals

\$1,962,934,570

an increase of 4 percent over the projected prior year expenditures.

To accurately reflect total revenue and expenditures within each budgetary component, the 2019-20 budget reflects transfers between units.

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Educational and General (E&G) Budget

Supports academic mission of the university:

- Instruction & Research
- Institutes & Research Centers
- Radio/TV
- Library
- Administration & Support
- Physical Plant
- Student Services

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

E&G Revenue Budget*

\$654,779,903

College of Medicine E&G Revenue Budget

\$46,782,551

* Includes Florida Center for Students with Unique Abilities

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Other Key Components

- State Health Insurance Premium increases of \$1,519,163 funded by the state of Florida
- Base funding *reduction* of (\$5,322,540)
- Performance base funding *reduction* of (\$762,348)
- Technical transfers

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Auxiliary Enterprises: The Auxiliary Enterprises Budget is comprised of business and enterprise operations that are self-supporting through user fees, payments, and charges. The range of operations include food service, traffic and parking, and housing. Also included in this budget are the expenditures and revenues of the distance learning fee and BOT/BOG approved market rate programs. The Auxiliary Enterprises Budget totals \$302,385,900 in projected expenditures, a decrease of 1 percent compared to the prior year.

Contracts and Grants: The Contracts and Grants Budget is comprised of funding from many sources, including federal, state, and local governmental agencies and private organizations. The Contracts and Grants budget totals \$188,528,000 in projected expenditures, an increase of 2 percent over the prior year.

Student Financial Aid: The Student Financial Aid Budget is comprised of funding from student financial aid fees, support from federal and state financial aid awards, institutional programs, and numerous private scholarships. The Student Financial Aid Budget totals \$659,877,204 in projected expenditures, an increase of 14 percent over the prior year.

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Student Activities: The Student Activities Budget is comprised of funding from the activity and service fee paid by students, as well as other types of club and program income. The Student Activities Budget totals \$24,760,828, an increase of 25 percent over the prior year projected expenditures.

Technology Fee: The Technology Fee Budget is comprised of funding from the technology fee paid by students of up to 5% of tuition per credit hour. The Technology Fee Budget totals \$10,028,400 in projected expenditures, an increase of 12 percent over the prior year.

Concessions: The Concessions Budget is comprised of funding derived from concessions operations, such as soft drink and snack vending machines. The Concessions Budget totals \$800,000 in projected expenditures, an increase of 74 percent over the prior year.

Intercollegiate Athletics: The Intercollegiate Athletics Budget is comprised of funding from student athletic fees, ticket sales to athletic events, game guarantees, corporate sponsorships, National Collegiate Athletic Association distributions, and private support and gifts. The Intercollegiate Athletics Budget totals \$64,811,544 in projected expenditures, an increase of 3 percent over the prior year.

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

Faculty Practice Plan: The College of Medicine's Faculty Practice Plan, UCF Health, opened in November 2011. The College of Medicine Faculty Practice Plan is an essential component to the clinical and education missions of the medical school. Clinical faculty must have a practice to remain current in the field of medicine, while simultaneously teaching medical students in clinical and non-clinical settings. The Faculty Practice Plan Budget totals \$9,603,362 in projected expenditures, roughly equivalent to the prior year.

Self-Insurance Plan: The UCF College of Medicine Self-Insurance Program was established in 2009 to provide comprehensive professional and general liability protection in connection with delivery of health care services. This protection was initially provided for the College of Medicine's faculty, students, and residents. In 2010, health care providers from the College of Nursing, the College of Health and Public Affairs (now the College of Health Professions and Sciences), and UCF Student Health Services were included. Subsequent years have seen the addition of other UCF health care-related services and the rapid expansion of the UCF Graduate Medical Education program. The Self-Insurance Plan Budget totals \$576,878 in projected expenditures, an increase of 7 percent over the prior year.



UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

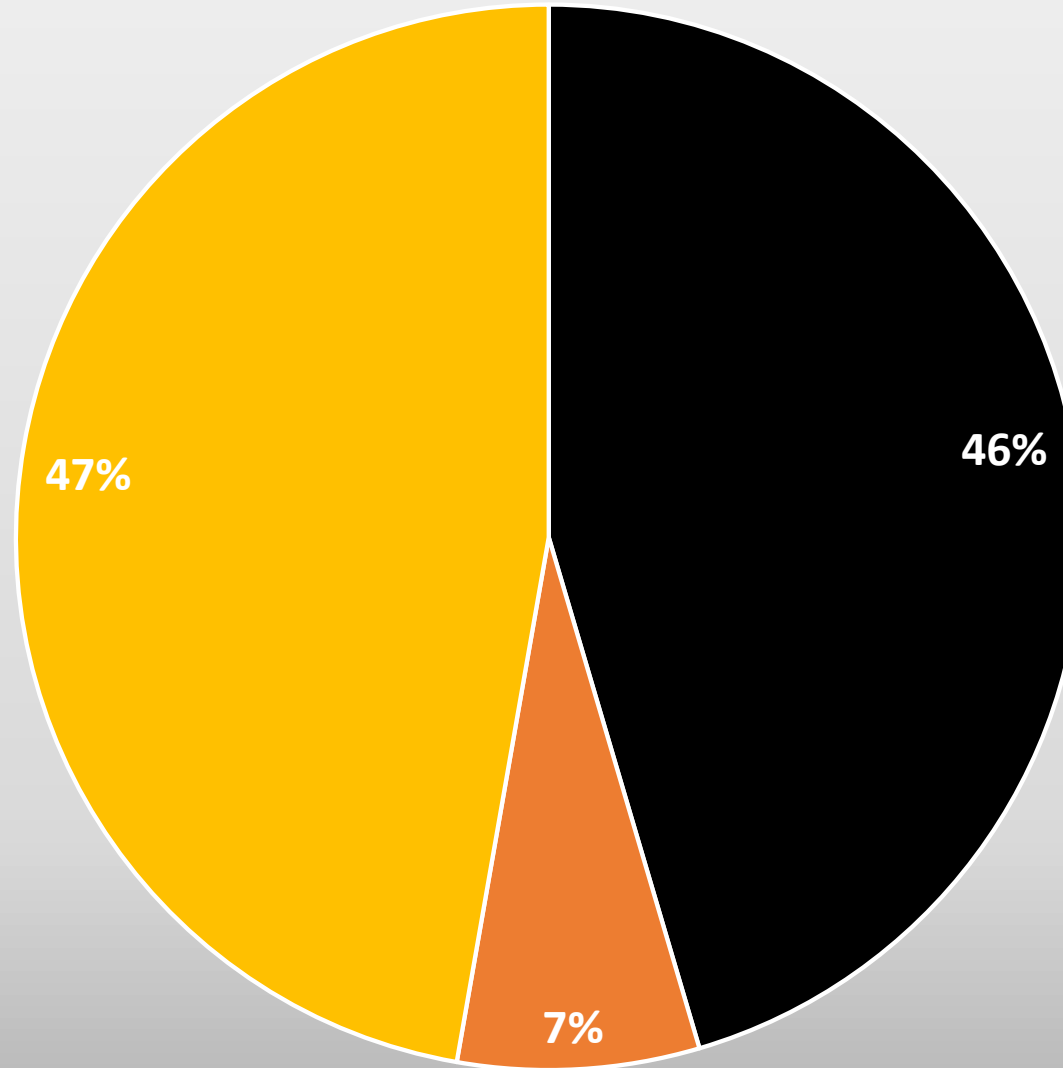
	2018-19 Projection	2019-20 Proposed Budget	Percentage Change
Education and General (Main)			
State Appropriations	\$ 353,248,216	\$ 347,069,387	-2%
Student Tuition and Fees	307,283,435	304,589,516	-1%
Other Revenue	5,967,688	3,121,000	-48%
Total Education and General (Main)	666,499,339	654,779,903	-2%
Education and General (Medical School)			
State Appropriations	29,995,921	30,773,894	3%
Student Tuition and Fees	15,560,403	15,708,657	1%
Other Revenue	300,000	300,000	0%
Total Medical School	45,856,324	46,782,551	2%
Total E&G Operating Budget	\$ 712,355,663	\$ 701,562,454	-2%

UNIVERSITY OF CENTRAL FLORIDA

2019-20 OPERATING BUDGET EXECUTIVE SUMMARY

	2018-19 Projection	2019-20 Proposed Budget	Percentage Change
Auxiliary Enterprises	\$ 304,939,603	\$ 302,385,900	-1%
Contracts and Grants	185,059,562	188,528,000	2%
Student Financial Aid	579,692,392	659,877,204	14%
Student Activities	19,865,103	24,760,828	25%
Technology Fee	8,928,575	10,028,400	12%
Concessions	461,000	800,000	74%
Intercollegiate Athletics	62,659,535	64,811,544	3%
Faculty Practice Plan	9,577,094	9,603,362	0%
Self-Insurance Plan	540,961	576,878	7%
Total Non-E&G Operating Budget	\$ 1,171,723,825	\$ 1,261,372,116	8%
TOTAL ALL FUNDS	\$ 1,884,079,488	\$ 1,962,934,570	4%

Composition of 2019-20 Education and General Budget

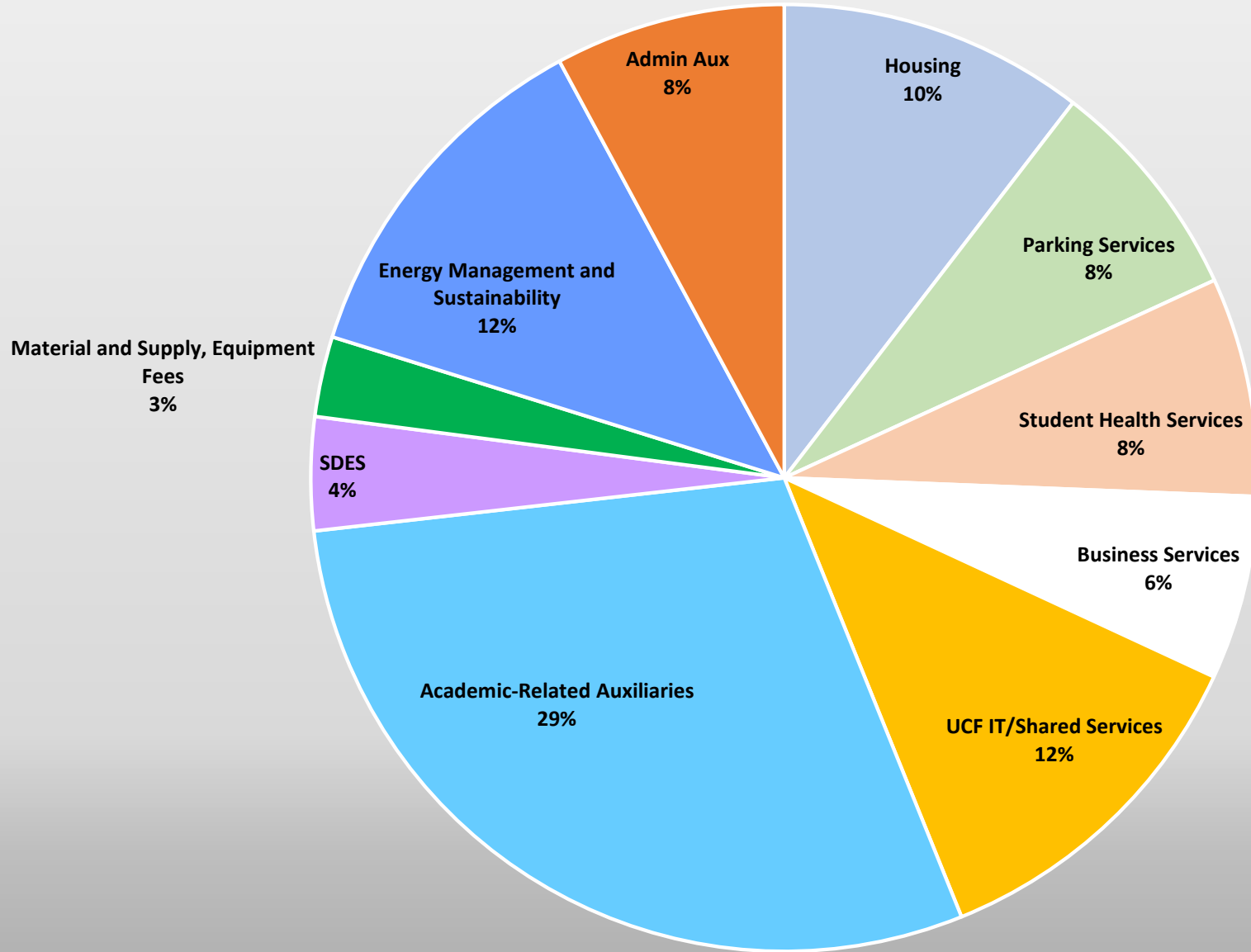


■ General Revenue

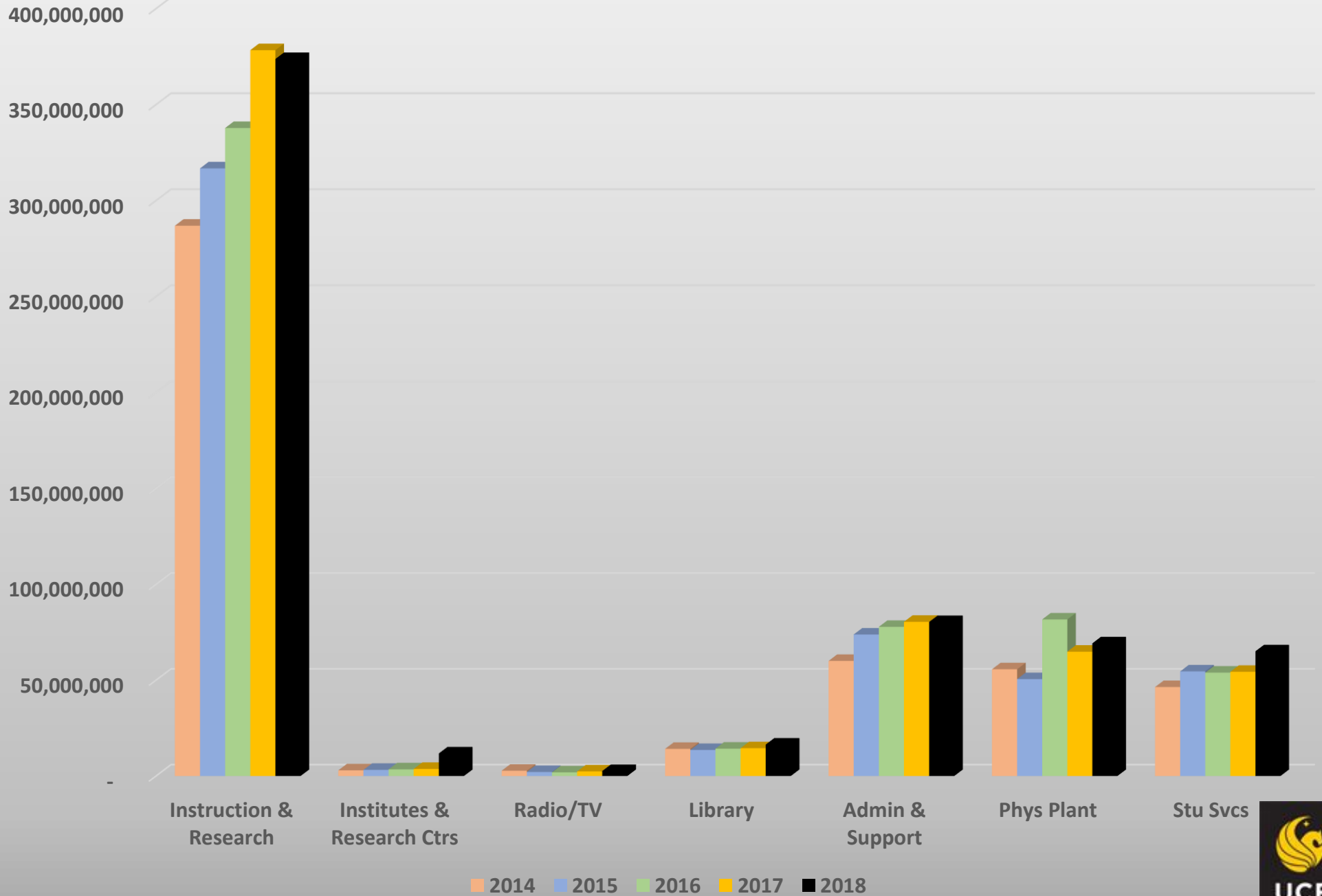
■ Lottery

■ Student Tuition and Fees (incl. Other Rev)

Composition of 2019-20 Auxiliary Budget

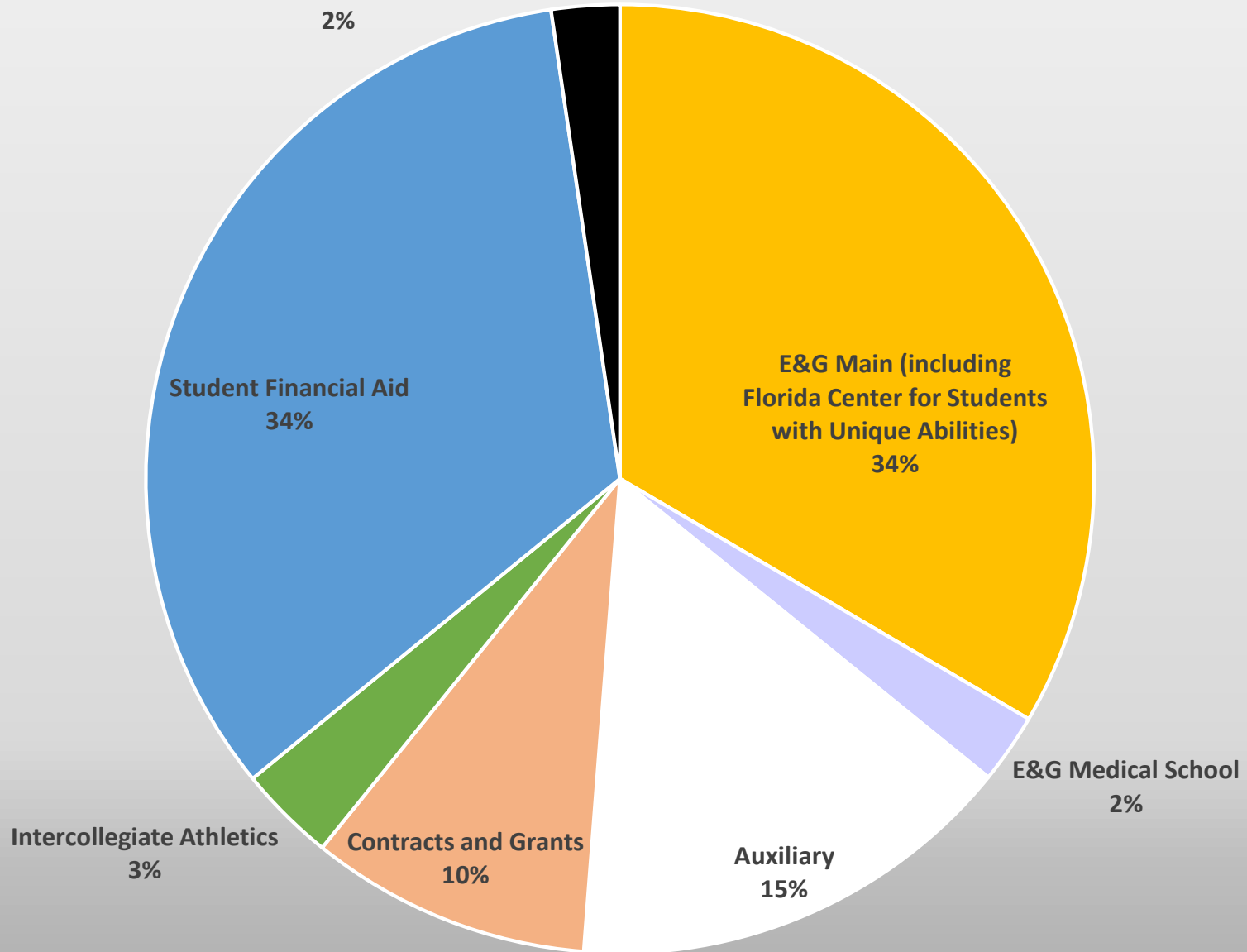


E&G Expense by Function



Composition of 2019-20 Proposed Operating Budget

Student Activities, Tech Fee, Concessions, Faculty Practice Plan, and Self-Insurance Plan
2%



THANK YOU



Attachment C

University of Central Florida
2019-20 Proposed Operating Budget
Education and General Revenue

	General Revenue	Educational Enhancement (Lottery)	State Appropriations TOTAL	Student Tuition and Other Fees	Other Revenue ¹	2019-20 Proposed Budget
MAIN UNIVERSITY						
2018-19 Beginning Total Budget	\$ 312,212,669	\$ 38,581,028	\$ 350,793,697	\$ 292,701,834	\$ 4,110,000	\$ 647,605,531
Add: mid-year state amendments						
State health insurance premium adjustment	2,126,829		2,126,829			2,126,829
Basic life insurance contract savings	(47,920)		(47,920)			(47,920)
Risk management insurance adjustment	375,610		375,610			375,610
Less: non-recurring allocations						
Center for Students with Unique Abilities	(15,435)		(15,435)			(15,435)
Advanced Manufacturing Sensor Project	(500,000)		(500,000)			(500,000)
PTSD Clinic for Florida Veterans and First Responders	(400,000)		(400,000)			(400,000)
2018-19 Ending Base Budget	313,751,753	38,581,028	352,332,781	292,701,834	4,110,000	649,144,615
Student tuition and other fees projected growth ²				11,887,682		11,887,682
Projected decrease in E&G interest earnings					(989,000)	(989,000)
Educational enhancement (lottery) fund shift	(9,628,346)	9,628,346	-			-
Base funding reduction	(5,322,540)		(5,322,540)			(5,322,540)
State health insurance premium annualization	1,519,163		1,519,163			1,519,163
Performance based funding reduction	(762,348)		(762,348)			(762,348)
Technical transfers to Medical School	(697,669)		(697,669)			(697,669)
2019-20 Beginning Total Budget	\$ 298,860,013	\$ 48,209,374	\$ 347,069,387	\$ 304,589,516	\$ 3,121,000	\$ 654,779,903
MEDICAL SCHOOL						
2018-19 Beginning Total Budget	\$ 29,886,512	\$ -	\$ 29,886,512	\$ 15,443,646	\$ 185,000	\$ 45,515,158
Add: mid-year state amendments						
State health insurance premium adjustment	112,426		112,426			112,426
Basic life insurance contract savings	(3,017)		(3,017)			(3,017)
2018-19 Ending Base Budget	29,995,921	-	29,995,921	15,443,646	185,000	45,624,567
Projected increase in E&G interest earnings					115,000	115,000
Student tuition and other fees projected growth ²				265,011		265,011
State health insurance premium annualization	80,304		80,304			80,304
Technical transfers from Main University	697,669		697,669			697,669
2019-20 Beginning Total Budget	\$ 30,773,894	\$ -	\$ 30,773,894	\$ 15,708,657	\$ 300,000	\$ 46,782,551

¹ Other revenue primarily consists of E&G interest earnings.

² Represents estimated increase in revenue over prior year budget. Refer to Attachment A for estimated 2019-20 change over 2018-19 projected.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Auxiliary Enterprises

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 65,259,770	\$ 64,864,697
Market Tuition Rate	12,327,103	12,952,757
Miscellaneous Receipts	145,622,649	153,917,372
Interest	7,194,357	6,248,460
Total Operating Revenue	230,403,879	237,983,286
Non-Operating Revenues		
Transfers In - Inter Fund	12,954,411	25,709,342
Transfers In - Intra Fund	26,821,544	24,534,588
Total Non-Operating Revenues	39,775,955	50,243,930
Total Revenue	270,179,834	288,227,216
Expenditures		
Operating Expenditures		
Salaries and Benefits	69,926,128	78,351,579
Other Personal Services	30,848,165	36,772,411
Other Expenses	106,401,748	124,963,975
Operating Capital Outlay	71,244	71,240
Debt Service	13,480,014	12,864,841
Total Operating Expenditures	220,727,299	253,024,046
Non-Operating Expenditures		
Transfers Out - Inter Fund	57,509,502	22,659,054
Transfers Out - Intra Fund	26,702,802	26,702,800
Total Non-Operating Expenditures	84,212,304	49,361,854
Total Expenditures	304,939,603	302,385,900
Net Revenue/(Expenditures)	\$ (34,759,768)	\$ (14,158,684)
Beginning Fund Balance	\$ 178,554,674	\$ 143,794,906
Net Revenue/(Expenditures)	(34,759,768)	(14,158,684)
Ending Fund Balance	\$ 143,794,906	\$ 129,636,222

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Housing

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 52,250	\$ 51,571
Miscellaneous Receipts	29,718,461	29,943,545
Interest	529,289	524,884
Total Operating Revenue	30,300,000	30,520,000
Total Revenue	30,300,000	30,520,000
Expenditures		
Operating Expenditures		
Salaries and Benefits	7,969,911	7,983,539
Other Personal Services	1,787,861	1,709,788
Other Expenses	6,324,422	7,163,889
Debt Service	8,641,064	8,337,250
Total Operating Expenditures	24,723,258	25,194,466
Non-Operating Expenditures		
Transfers Out - Inter Fund	4,324,000	1,624,000
Transfers Out - Intra Fund	4,758,020	4,758,020
Total Non-Operating Expenditures	9,082,020	6,382,020
Total Expenditures	33,805,278	31,576,486
Net Revenue/(Expenditures)	\$ (3,505,278)	\$ (1,056,486)
Beginning Fund Balance	\$ 20,102,938	\$ 16,597,660
Net Revenue/(Expenditures)	(3,505,278)	(1,056,486)
Ending Fund Balance	\$ 16,597,660	\$ 15,541,174

Overview

Housing and Residence Life provides students living in university housing with safe, well-maintained facilities and programs that are conducive to student learning and success.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Parking Services

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 15,013,601	\$ 14,318,148
Miscellaneous Receipts	8,302,127	7,579,869
Interest	530,720	456,375
Total Operating Revenue	23,846,449	22,354,392
Total Revenue	23,846,449	22,354,392
Expenditures		
Operating Expenditures		
Salaries and Benefits	2,118,815	1,776,905
Other Personal Services	516,852	457,339
Other Expenses	7,418,495	12,820,124
Debt Service	4,314,005	3,898,378
Total Operating Expenditures	14,368,167	18,952,746
Non-Operating Expenditures		
Transfers Out - Inter Fund	6,572,882	2,218,681
Transfers Out - Intra Fund	2,121,854	2,121,854
Total Non-Operating Expenditures	8,694,736	4,340,535
Total Expenditures	23,062,903	23,293,281
Net Revenue/(Expenditures)	\$ 783,546	\$ (938,889)
Beginning Fund Balance	\$ 15,041,538	\$ 15,825,084
Net Revenue/(Expenditures)	783,546	(938,889)
Ending Fund Balance	\$ 15,825,084	\$ 14,886,195

Overview

Parking services is responsible for the registration of vehicles for faculty, staff, students, and commercial organizations, as well as giving citations and parking tags. They are also responsible for the coordination and operation of the campus shuttle-bus system and parking accommodations (i.e. event parking, park and ride, and parking garages/lots).

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Student Health Services

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 17,586,117	\$ 17,487,689
Miscellaneous Receipts	4,776,018	4,798,918
Interest	282,497	255,492
Total Operating Revenue	22,644,632	22,542,099
Total Revenue	22,644,632	22,542,099
Expenditures		
Operating Expenditures		
Salaries and Benefits	13,107,489	13,441,571
Other Personal Services	2,003,537	2,196,759
Other Expenses	4,961,566	3,832,494
Debt Service	516,117	620,413
Total Operating Expenditures	20,588,710	20,091,237
Non-Operating Expenditures		
Transfers Out - Inter Fund	58,295	137,099
Transfers Out - Intra Fund	2,398,217	2,398,217
Total Non-Operating Expenditures	2,456,512	2,535,316
Total Expenditures	23,045,222	22,626,553
Net Revenue/(Expenditures)	\$ (400,590)	\$ (84,454)
Beginning Fund Balance	\$ 15,255,121	\$ 14,854,531
Net Revenue/(Expenditures)	(400,590)	(84,454)
Ending Fund Balance	\$ 14,854,531	\$ 14,770,077

Overview

Student Health Services provides a variety of primary and specialty care services to students and employees. The operation is primarily funded from health fees charged to students, with additional revenues from ancillary services such as x-rays, laboratory services, prescriptions, and specialty visits (psychiatry, preventative counseling, dietitian, etc.). Items not covered by the student health fee maybe covered by an individual's personal health insurance or paid directly out of pocket.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Business Services

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 806,226	\$ 832,670
Miscellaneous Receipts	12,575,493	16,700,839
Total Operating Revenue	13,381,719	17,533,509
Total Revenue	13,381,719	17,533,509
Expenditures		
Operating Expenditures		
Salaries and Benefits	2,399,707	2,519,693
Other Personal Services	167,075	175,429
Other Expenses	8,686,896	9,371,884
Total Operating Expenditures	11,253,679	12,067,006
Non-Operating Expenditures		
Transfers Out - Inter Fund	3,372,670	5,608,500
Transfers Out - Intra Fund	1,303,296	1,303,296
Total Non-Operating Expenditures	4,675,966	6,911,796
Total Expenditures	15,929,645	18,978,802
Net Revenue/(Expenditures)	\$ (2,547,926)	\$ (1,445,293)
Beginning Fund Balance	\$ 6,951,904	\$ 4,403,978
Net Revenue/(Expenditures)	(2,547,926)	(1,445,293)
Ending Fund Balance	\$ 4,403,978	\$ 2,958,685

Overview

UCF Business Services includes UCF card services, The SPOT (printing and passport services), the Skate Shop, Office Plus, the Print Shop, copier services, food services, the bookstore, and the UCF trademark and licensing program.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
UCF IT/Shared Services

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 32,940,252	\$ 29,546,046
Non-Operating Revenues		
Transfers In - Inter Fund	3,256,658	3,388,745
Transfers In - Intra Fund	515,605	515,605
Total Non-Operating Revenues	3,772,263	3,904,350
Total Revenue	36,712,515	33,450,396
Expenditures		
Operating Expenditures		
Salaries and Benefits	6,879,461	7,223,434
Other Personal Services	503,512	528,688
Other Expenses	29,283,666	26,856,070
Total Operating Expenditures	36,666,640	34,608,192
Non-Operating Expenditures		
Transfers Out - Inter Fund	121,386	434,000
Transfers Out - Intra Fund	1,204,408	1,204,408
Total Non-Operating Expenditures	1,325,794	1,638,408
Total Expenditures	37,992,434	36,246,600
Net Revenue/(Expenditures)	\$ (1,279,919)	\$ (2,796,204)
Beginning Fund Balance	\$ 15,621,374	\$ 14,341,455
Net Revenue/(Expenditures)	(1,279,919)	(2,796,204)
Ending Fund Balance	\$ 14,341,455	\$ 11,545,251

Overview

UCF IT, a unit within the division of Information Technologies and Resources, is the enterprise provider of core information technology services, resources, and policies that support the academic, research, and business functions of the university and its employees and students. The unit's auxiliary functions include network services, telephony, shared services, document imaging, and retail IT sales.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Academic Support-Colleges

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 771,858	\$ 842,147
Miscellaneous Receipts	2,935,153	2,969,002
Total Operating Revenue	3,707,010	3,811,149
Non-Operating Revenues		
Transfers In - Intra Fund	2,710,895	2,710,895
Total Revenue	6,417,905	6,522,044
Expenditures		
Operating Expenditures		
Salaries and Benefits	1,253,043	2,298,358
Other Personal Services	902,446	947,568
Other Expenses	4,212,473	4,888,168
Total Operating Expenditures	6,367,962	8,134,094
Non-Operating Expenditures		
Transfers Out - Inter Fund	8,288,372	236,212
Transfers Out - Intra Fund	818,943	818,943
Total Non-Operating Expenditures	9,107,315	1,055,155
Total Expenditures	15,475,277	9,189,249
Net Revenue/(Expenditures)	\$ (9,057,372)	\$ (2,667,205)
Beginning Fund Balance	\$ 14,189,600	\$ 5,132,228
Net Revenue/(Expenditures)	(9,057,372)	(2,667,205)
Ending Fund Balance	\$ 5,132,228	\$ 2,465,023

Overview

Academic Support-Colleges provides students with a wide variety of instructional methods, educational services, and school resources to help them succeed in school. This excludes the College of Medicine. Some services provided are: Conferences and clinics, the gym, theater, etc.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Academic Support - MD

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 27,403,571	\$ 34,437,343
Total Revenue	27,403,571	34,437,343
Expenditures		
Operating Expenditures		
Salaries and Benefits	5,093,216	6,550,522
Other Personal Services	19,328,683	24,859,138
Other Expenses	3,323,226	4,119,639
Total Operating Expenditures	27,745,125	35,529,299
Non-Operating Expenditures		
Transfers Out - Intra Fund	78,688	78,688
Total Non-Operating Expenditures	78,688	78,688
Total Expenditures	27,823,813	35,607,987
Net Revenue/(Expenditures)	\$ (420,242)	\$ (1,170,644)
Beginning Fund Balance	\$ 3,054,332	\$ 2,634,090
Net Revenue/(Expenditures)	(420,242)	(1,170,644)
Ending Fund Balance	\$ 2,634,090	\$ 1,463,446

Overview

This auxiliary consists of the College of Medicine medical residency programs, located in Orlando, Ocala, Gainesville, and soon to be Pensacola. Funding is provided through partnerships with hospitals.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Academic Support - Other

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 7,923,518	\$ 8,277,579
Miscellaneous Receipts	6,966,640	7,579,296
Total Operating Revenue	14,890,158	15,856,876
Non-Operating Revenues		
Transfers In - Intra Fund	102,623	102,623
Total Revenue	14,992,781	15,959,499
Expenditures		
Operating Expenditures		
Salaries and Benefits	3,949,111	4,146,566
Other Personal Services	1,904,237	1,999,449
Other Expenses	8,901,818	8,675,832
Total Operating Expenditures	14,755,166	14,821,847
Non-Operating Expenditures		
Transfers Out - Inter Fund	3,621,363	100,000
Transfers Out - Intra Fund	662,448	662,448
Total Non-Operating Expenditures	4,283,811	762,448
Total Expenditures	19,038,977	15,584,295
Net Revenue/(Expenditures)	\$ (4,046,196)	\$ 375,204
Beginning Fund Balance	\$ 8,000,537	\$ 3,954,341
Net Revenue/(Expenditures)	(4,046,196)	375,204
Ending Fund Balance	\$ 3,954,341	\$ 4,329,545

Overview

Academic Support-Other provides students with a wide variety of instructional methods, educational services, and school resources to help them succeed in school. Some services provided include the UCF Library, computer services (not included in UCF IT), database operations for the colleges, and other classroom/building needs.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Student Development and Enrollment Services

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 2,887,381	\$ 2,895,590
Miscellaneous Receipts	6,012,314	6,480,537
Total Operating Revenue	8,899,695	9,376,126
Non-Operating Revenues		
Transfers In - Inter Fund	563,883	570,136
Total Revenue	9,463,578	9,946,262
Expenditures		
Operating Expenditures		
Salaries and Benefits	2,549,873	2,677,367
Other Personal Services	755,871	793,665
Other Expenses	6,689,494	6,875,963
Total Operating Expenditures	9,995,239	10,346,995
Non-Operating Expenditures		
Transfers Out - Intra Fund	1,342,303	1,342,303
Total Expenditures	11,337,542	11,689,298
Net Revenue/(Expenditures)	\$ (1,873,964)	\$ (1,743,036)
Beginning Fund Balance	\$ 4,339,095	\$ 2,465,131
Net Revenue/(Expenditures)	(1,873,964)	(1,743,036)
Ending Fund Balance	\$ 2,465,131	\$ 722,095

Overview

Auxiliary units within Student Development and Enrollment Services include the Creative School for Children, Student Government Association ticket center sales, orientation fees, testing fees, career services events, and transcript fees.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Distance Learning

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 9,864,333	\$ 9,781,317
Miscellaneous Receipts	99,298	63,765
Total Operating Revenue	9,963,630	9,845,082
Total Revenue	9,963,630	9,845,082
Expenditures		
Operating Expenditures		
Salaries and Benefits	10,080,364	12,184,382
Other Personal Services	394,472	414,196
Other Expenses	1,364,778	1,663,401
Total Operating Expenditures	11,839,614	14,261,979
Non-Operating Expenditures		
Transfers Out - Inter Fund	(2,817)	-
Total Expenditures	11,836,797	14,261,979
Net Revenue/(Expenditures)	\$ (1,873,167)	\$ (4,416,897)
Beginning Fund Balance	\$ 10,863,400	\$ 8,990,233
Net Revenue/(Expenditures)	(1,873,167)	(4,416,897)
Ending Fund Balance	\$ 8,990,233	\$ 4,573,336

Overview

The Division of Digital Learning provides faculty training, support services, and resources in the delivery of online courses, in addition to support services and resources for online students. Section 1009.24, Florida Statutes, allows state universities to assess a student who enrolls in a course listed in the distance learning catalog, established pursuant to s. 1006.735, F.S., a per-credit-hour distance learning course fee. The use of these funds is restricted to the development and delivery of distance learning courses.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Continuing Education

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 4,476,506	\$ 4,470,782
Market Tuition Rate	12,327,103	12,952,757
Miscellaneous Receipts	400,666	379,461
Total Operating Revenue	17,204,274	17,803,000
Non-Operating Revenues		
Transfers In - Inter Fund	715,831	-
Total Revenue	17,920,105	17,803,000
Expenditures		
Operating Expenditures		
Salaries and Benefits	5,014,945	5,265,692
Other Personal Services	1,687,599	1,771,979
Other Expenses	373,512	2,230,149
Total Operating Expenditures	7,076,056	9,267,820
Non-Operating Expenditures		
Transfers Out - Inter Fund	-	10,000
Transfers Out - Intra Fund	4,725,394	4,725,394
Total Non-Operating Expenditures	4,725,394	4,735,394
Total Expenditures	11,801,450	14,003,214
Net Revenue/(Expenditures)	\$ 6,118,655	\$ 3,799,786
Beginning Fund Balance	\$ 9,734,504	\$ 15,853,159
Net Revenue/(Expenditures)	6,118,655	3,799,786
Ending Fund Balance	\$ 15,853,159	\$ 19,652,945

Overview

UCF's Division of Continuing Education offers courses to help individuals prepare for the next steps in their college or career, grow personally or professionally, or transform their future. It provides non-credit courses and programs for the re-education, training, professional advancement, and personal growth. It also provides conference services and customized corporate training programs.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Material and Supply, Equipment Fees

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 5,877,980	\$ 5,907,205
Miscellaneous Receipts	1,681	1,330
Total Operating Revenue	5,879,661	5,908,535
Non-Operating Revenues		
Transfers In - Intra Fund	53,333	53,333
Total Revenue	5,932,994	5,961,868
Expenditures		
Operating Expenditures		
Salaries and Benefits	885,907	930,202
Other Personal Services	385,789	405,078
Other Expenses	4,509,591	4,495,766
Total Operating Expenditures	5,781,287	5,831,047
Non-Operating Expenditures		
Transfers Out - Inter Fund	555,186	2,398,902
Transfers Out - Intra Fund	53,333	53,333
Total Non-Operating Expenditures	608,519	2,452,235
Total Expenditures	6,389,806	8,283,282
Net Revenue/(Expenditures)	\$ (456,812)	\$ (2,321,414)
Beginning Fund Balance	\$ 9,917,542	\$ 9,460,730
Net Revenue/(Expenditures)	(456,812)	(2,321,414)
Ending Fund Balance	\$ 9,460,730	\$ 7,139,316

Overview

Material and Supply fees are tied to specific courses and are used for items that are consumed during the course of instruction. Equipment fees apply to all students in a major and are designated for the maintenance, repair, and replacement of equipment.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Energy Management and Sustainability

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 6,016,426	\$ 6,016,430
Non-Operating Revenues		
Transfers In - Inter Fund	16,753,239	19,614,770
Transfers In - Intra Fund	9,636,539	11,282,510
Total Non-Operating Revenues	26,389,778	30,897,280
Total Revenue	32,406,204	36,913,710
Expenditures		
Operating Expenditures		
Salaries and Benefits	2,117,177	3,529,040
Other Personal Services	310,949	310,950
Other Expenses	20,070,563	26,127,370
Operating Capital Outlay	71,244	71,240
Debt Service	8,828	8,800
Total Operating Expenditures	22,578,761	30,047,400
Non-Operating Expenditures		
Transfers Out - Inter Fund	3,765,314	191,660
Transfers Out - Intra Fund	6,992,222	6,992,220
Total Non-Operating Expenditures	10,757,536	7,183,880
Total Expenditures	33,336,296	37,231,280
Net Revenue/(Expenditures)	\$ (930,093)	\$ (317,570)
Beginning Fund Balance	\$ 3,667,868	\$ 2,737,775
Net Revenue/(Expenditures)	(930,093)	(317,570)
Ending Fund Balance	\$ 2,737,775	\$ 2,420,205

Overview

UCF Energy Management and Sustainability is in charge of providing the utilities to the university and strengthening the university's ability to secure reliable, affordable, and sustainable energy.

Attachment D

University of Central Florida
2019-20 Proposed Operating Budget
Administrative Auxiliaries

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 7,474,551	\$ 7,420,991
Interest	5,851,851	5,011,708
Total Operating Revenue	13,326,402	12,432,699
Non-Operating Revenues		
Transfers In - Inter Fund	(8,335,200)	2,135,692
Transfers In - Intra Fund	13,802,549	9,869,622
Total Non-Operating Revenues	5,467,349	12,005,314
Total Revenue	18,793,751	24,438,013
Expenditures		
Operating Expenditures		
Salaries and Benefits	6,507,108	7,824,307
Other Personal Services	199,281	202,385
Other Expenses	281,246	5,843,226
Total Operating Expenditures	6,987,635	13,869,918
Non-Operating Expenditures		
Transfers Out - Inter Fund	26,832,851	9,700,000
Transfers Out - Intra Fund	243,676	243,676
Total Non-Operating Expenditures	27,076,527	9,943,676
Total Expenditures	34,064,162	23,813,594
Net Revenue/(Expenditures)	\$ (15,270,411)	\$ 624,418
Beginning Fund Balance	\$ 41,814,921	\$ 26,544,510
Net Revenue/(Expenditures)	(15,270,411)	624,418
Ending Fund Balance	\$ 26,544,510	\$ 27,168,929

Overview

This activity primarily consists of auxiliary investments, central services funded from auxiliary overhead revenue, the university composite fringe benefit pool, late payment fees from students, and the athletic sponsorship

Attachment E

University of Central Florida
2019-20 Proposed Operating Budget
Contracts and Grants

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenues		
Miscellaneous Receipts	\$ 1,748,396	\$ 2,193,665
US Grants	101,172,865	107,452,526
State Grants	8,627,254	9,722,145
Other Grants and Donations	21,535,395	23,035,407
Total Operating Revenue	133,083,911	142,403,743
Non-Operating Revenues		
Transfer In - Inter Fund	28,258,327	10,143,124
Transfer In - Intra Fund	22,370,637	41,786,915
Total Non-Operating Revenues	50,628,964	51,930,040
Total Revenue	183,712,875	194,333,783
Expenditures		
Operating Expenditures		
Salaries and Benefits	47,768,595	49,318,052
Other Personal Services	31,196,922	33,770,105
Other Expenses	45,769,495	46,230,794
Operating Capital Outlay	5,314,100	5,931,977
Total Operating Expenditures	130,049,112	135,250,928
Non-Operating Expenditures		
Transfer Out - Inter Fund	32,639,813	11,490,157
Transfer Out - Intra Fund	22,370,637	41,786,915
Total Non-Operating Expenditures	55,010,451	53,277,072
Total Expenditures	185,059,562	188,528,000
Net Revenue/(Expenditures)	\$ (1,346,688)	\$ 5,805,783
Beginning Fund Balance	\$ 17,300,000	\$ 15,953,312
Net Revenue/(Expenditures)	(1,346,688)	5,805,783
Ending Fund Balance	\$ 15,953,312	\$ 21,759,095

Overview

Florida BOG Regulation 10.002, Sponsored Research, allows each university board of trustees to create divisions of sponsored research and establish policies regulating the administration and operation of the divisions of sponsored research.

Attachment F

University of Central Florida
2019-20 Proposed Operating Budget
Student Financial Aid

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 14,091,778	\$ 14,837,144
Miscellaneous Receipts	35,388,155	38,840,534
Interest	144,612	169,724
US Grants	381,570,621	447,829,362
State Grants	83,759,405	98,304,006
Total Operating Revenue	514,954,571	599,980,770
Non-Operating Revenues		
Transfers In - Inter Fund	51,034,437	59,896,434
Total Revenue	565,989,008	659,877,204
Expenditures		
Operating Expenditures		
Salaries and Benefits	2,515,198	2,640,958
Other Personal Services	3,772,798	3,961,437
Other Expenses	943,002	1,073,441
Operating Capital Outlay	11,008	12,530
Student Financial Aid	572,450,387	652,188,837
Total Operating Expenditures	579,692,392	659,877,204
Total Expenditures	579,692,392	659,877,204
Net Revenue/(Expenditures)	\$ (13,703,384)	\$ -
Beginning Fund Balance	\$ 35,856,371	\$ 22,152,987
Net Revenue/(Expenditures)	(13,703,384)	-
Ending Fund Balance	\$ 22,152,987	\$ 22,152,987

Overview

Florida BOG Regulation 3.009, Student Financial Aid, requires each university board of trustees to establish by regulation a policy relating to the administration, distribution, and use of student financial aid. The terms "financial aid" and "financial assistance" are defined to include programs relating to internal and external scholarships, grants, loans, student employment, and fee waivers. Financial need and academic merit are given primary consideration in the award of financial aid funds.

Attachment G

University of Central Florida
2019-20 Proposed Operating Budget
Student Activities

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 18,110,561	\$ 18,662,641
Miscellaneous Receipts	2,373,626	2,532,037
Interest	208,284	211,209
Total Operating Revenue	20,692,471	21,405,886
Total Revenue	20,692,471	21,405,886
Expenditures		
Operating Expenditures		
Salaries and Benefits	6,771,205	7,109,765
Other Personal Services	3,842,558	4,034,686
Other Expenses	8,530,796	12,895,833
Operating Capital Outlay	-	-
Total Operating Expenditures	19,144,559	24,040,284
Non-Operating Expenditures		
Transfers Out - Inter Fund	720,544	720,544
Total Expenditures	19,865,103	24,760,828
Net Revenue/(Expenditures)	\$ 827,368	\$ (3,354,942)
Beginning Fund Balance	\$ 6,720,833	\$ 7,548,201
Net Revenue/(Expenditures)	827,368	(3,354,942)
Ending Fund Balance	\$ 7,548,201	\$ 4,193,259

Overview

Florida Statutes Section 1009.24 (10) Each university board of trustees shall establish a student activity and service fee on the main campus of the university. The student activity and service fees shall be expended for lawful purposes to benefit the student body in general. This shall include, but shall not be limited to, student publications and grants to duly recognized student organizations, the membership of which is open to all students at the university without regard to race, sex, or religion. The fund may not benefit activities for which an admission fee is charged to students, except for student-government-association-sponsored concerts. The allocation and expenditure of the fund shall be determined by the student government association of the university, except that the president of the university may veto any line item or portion thereof within the budget when submitted by the student government association legislative body.

Attachment H

University of Central Florida
2019-20 Proposed Operating Budget
Technology Fee

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 9,598,440	\$ 9,416,069
Expenditures		
Operating Expenditures		
Salaries and Benefits	94,858	100,134
Other Personal Services	1,078	1,138
Other Expenses	5,591,706	6,203,528
Operating Capital Outlay	1,794,596	2,447,811
Total Operating Expenditures	7,482,237	8,752,611
Non-Operating Expenditures		
Transfers Out - Inter Fund	1,446,338	1,275,789
Total Expenditures	8,928,575	10,028,400
Net Revenue/(Expenditures)	\$ 669,864	\$ (612,331)
Beginning Fund Balance	\$ 10,422,368	\$ 11,092,232
Net Revenue/(Expenditures)	669,864	(612,331)
Ending Fund Balance	\$ 11,092,232	\$ 10,479,902

Overview

Florida Statutes Section 1009.24 (13) State University Student Fees allows each university board of trustees to establish a technology fee of up to 5% of tuition per credit hour. The revenue from this fee shall be used to enhance instructional technology resources for students and faculty. Proposals are submitted to the UCF Technology Fee Committee for approval and allocation of funds.

Attachment I

University of Central Florida
2019-20 Proposed Operating Budget
Concessions

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 577,692	\$ 577,692
Expenditures		
Operating Expenditures		
Other Expenses	461,000	800,000
Net Revenue/(Expenditures)	\$ 116,692	\$ (222,308)
Beginning Fund Balance	\$ 1,127,274	\$ 1,243,966
Net Revenue/(Expenditures)	116,692	(222,308)
Ending Fund Balance	\$ 1,243,966	\$ 1,021,657

Overview

UCF Policy 3-209.2, Concession Funds, allows for a concession fund that may be expended for purposes consistent with and supportive of the mission and objective of the university, including support of academic programs, student programs, faculty, and staff members. The budget is allocated by the president to the vice presidents, deans, and others as selected by the president. Concession revenues are generated primarily from a contract with the Coca-Cola Company and vending commissions from Gilly, the provider of vending concessions on campus.

Attachment J

University of Central Florida
2019-20 Proposed Operating Budget
Athletics

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Fees	\$ 23,662,053	\$ 24,102,293
Miscellaneous Receipts	20,897,664	18,335,277
Other Grants and Donations	6,992,831	9,868,009
Total Operating Revenue	51,552,548	52,305,579
Non-Operating Revenues		
Transfers In - Stadium Corp.	4,629,231	5,442,231
Transfers In - UCF ¹	8,140,398	9,640,398
Total Non-Operating Revenues	12,769,629	15,082,629
Total Revenue	64,322,177	67,388,208
Expenditures		
Operating Expenditures		
Salaries and Benefits	22,195,207	25,562,158
Other Expenses	35,559,321	31,566,006
Operating Capital Outlay	764,632	2,493,714
Debt Service	306,512	1,355,803
Total Operating Expenditures	58,825,673	60,977,681
Non-Operating Expenditures		
Transfers Out - Stadium Corp.	3,833,863	3,833,863
Total Expenditures	62,659,535	64,811,544
Net Revenue/(Expenditures)	\$ 1,662,642	\$ 2,576,664
Beginning Fund Balance	\$ 7,644,934	\$ 9,307,576
Net Revenue/(Expenditures)	1,662,642	2,576,664
Ending Fund Balance	\$ 9,307,576	\$ 11,884,240

¹ Education and General funding provided from the main university for Title IX, scholarships, and waivers for student athletes.

Overview

The UCF Athletics Association, Inc., a not-for-profit corporation, is a Direct Support Organization of the University of Central Florida. The organization's mission is to positively transform the lives of students academically, athletically, and personally through a nationally competitive intercollegiate athletics program that enhances the reputation and visibility of the University.

Attachment K

University of Central Florida
2019-20 Proposed Operating Budget
Faculty Practice Plan

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 7,173,645	\$ 7,717,475
Non-Operating Revenues		
Transfers In - Inter Fund	2,403,449	1,885,887
Total Revenue	9,577,094	9,603,362
Expenditures		
Operating Expenditures		
Salaries and Benefits	5,681,512	5,551,957
Other Expenses	3,895,582	4,051,405
Total Operating Expenditures	9,577,094	9,603,362
Total Expenditures	9,577,094	9,603,362
Net Revenue/(Expenditures)	\$ -	\$ -
Beginning Fund Balance	\$ (6,273,364)	\$ (6,273,364)
Net Revenue/(Expenditures)	-	-
Ending Fund Balance	\$ (6,273,364)	\$ (6,273,364)

Overview:

With approval and support from the Finance Committee and Board of Trustees, the College of Medicine's Faculty Practice Plan, UCF Health, opened in November 2011. The College of Medicine Faculty Practice Plan is an essential component to the clinical and education missions of the medical school. Clinical faculty must have a practice to remain current in the field of medicine, while simultaneously teaching medical students in clinical and non-clinical settings.

Attachment L

University of Central Florida
2019-20 Proposed Operating Budget
Self-Insurance Program

	2018-19 Projection	2019-20 Proposed Budget
Revenue		
Operating Revenue		
Miscellaneous Receipts	\$ 1,996,214	\$ 2,694,863
Expenditures		
Operating Expenditures		
Other Expenses	540,961	576,878
Net Revenue/(Expenditures)	\$ 1,455,253	\$ 2,117,985
Beginning Fund Balance	\$ 5,080,165	\$ 6,535,418
Net Revenue/(Expenditures)	1,455,253	2,117,985
Ending Fund Balance	\$ 6,535,418	\$ 8,653,403

Overview:

With approval of the Finance Committee and Board of Trustees, the UCF College of Medicine Self-Insurance Program was established July 1, 2009 to provide comprehensive professional and general liability protection in connection with delivery of health care services. This protection is provided for the College of Medicine's faculty, students and residents. In 2010, health care providers from the College of Nursing, College of Health and Public Affairs (now the College of Health Professions and Sciences), and UCF Student Health Services were included. Subsequent years have seen the addition of other UCF health care related services and the rapid expansion of the UCF Graduate Medical Education program.

Attachment M

State University System of Florida Glossary of Budget and Finance Terms¹

Activity and Service

The Activity and Service budget consists of funds from the student Activity and Service (A&S) fee to support student government operations, student activities such as clubs and organizations, student centers, and recreational sports for all campuses.

Auxiliary Enterprises

The Auxiliary Enterprises budget consists of university business operations that are self-supporting through user fees, payments and charges; no General Revenue Support. These budgets include: Academic Auxiliary programs, Housing, Parking and Transportation, Student Health Services, and other auxiliaries such as commissions on food services and bookstore sales, rentals, and interdepartmental services. Each institution may determine whether its auxiliary services will be self-supporting on an individual or collective basis, except for athletics, which shall be a self-supporting entity.

Board Approved Fees

Board Approved Fees are fees specific to the university and have been approved by the Board of Governors (Regulation 7.003(23)). Every five years, the Board of Trustees is required to review the fee to determine if the fee has met its intended outcomes. Current Board of Governors approved fees include:

- ☞ Green Fee – USF, NCF and UWF
- ☞ Test Preparation Fee (Law Schools) – FIU and FAMU
- ☞ Student Life & Services Fee - UNF

Bonded Projects (Capital Funding)

Generally includes housing and parking garage debt. Can be bonded through the State Division of Bond Finance or via a university DSO

Capital Improvement Trust Fund Fee (CITF) (Capital Funding)

Funded by student fees to support student related projects. Funds are collected by the university and transmitted to the State to pay for debt service. Remaining funds are returned to university after receiving legislative authorization. A portion of the fee may be used for university child care centers.

¹ More information regarding these terms may be found in Florida Statutes 1009.24 and the Board of Governors Tuition and Fee Regulations (Chapter 7)

Carryforward

The accumulated ending Education and General (E&G) fund balance. Carryforward can be used for operating activities such as, but not limited to, a contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in university operations, and prior year encumbrances. Interest or investment earnings on carryforward are used for operating activities. At any time the unencumbered available balance in the E&G fund of the university board of trustees approved operating budget falls below five (5) percent of the approved total, the president shall provide a written notification and explanation to the Board of Governors (Regulation 9.007). Carryforward funds cannot be used for new construction.

Concessions

The Concessions fund contains all the commission-based revenues from beverage and pouring, snack vending, as well as student housing laundry machines. The commission revenues are used to support the purchase of food and refreshment items at universitywide events, faculty and staff recruitment, commencements, training, lecture series, board of trustees, student housing socials and convocation events. Funds shall not be expended for the construction or reconstruction of buildings except as provided under s. 1013.74 F.S.

Contracts and Grants

The Contracts and Grants (C&G) budget consists of funding from federal agencies, state agencies, foundations, and private sources that enables the university to conduct specific research projects or to provide specific non-research services. The C&G budget also includes direct support organization reimbursements for use of university resources.

Expenditures to support research grants include: a) direct costs such as salaries, wages, and benefits of research personnel, materials, supplies, travel, equipment, and rental of space that are directly attributed to the research project, and b) Indirect Costs such as building and equipment use and depreciation, physical plant and maintenance, hazardous waste disposal, libraries, general administration costs (legal, purchasing, accounting), janitorial services, and utilities.

Developmental Research Schools

These are a category of public schools affiliated with a state university college of education as provided by F.S. 1002.32. Currently, FSU, FAMU, UF and FAU operate DRS schools.

Direct Support Organizations; DSO's

Per Florida Statute 1004.28 (1)(a), "University direct-support organization" means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.
2. Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida or for the benefit of a research and development park or research and development authority affiliated with a state university and organized under part V of chapter 159."

Similar to Auxiliary Enterprises, DSO's must be self-supporting; the key distinction is that DSO's are formally incorporated.

Education and General (E&G)

The Education and General (E&G) budget consists of State appropriated General Revenue, Educational Enhancement (Lottery) funding, and Student Tuition and Matriculation payments. Incremental funding is provided by the following primary mechanisms: Performance-based funding, tuition increases, and special legislative appropriations. State appropriated funding is no longer based on enrollments. E&G funds are used for general instruction, research, public service, plant operations and maintenance, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the university.

Faculty Practice

Faculty Practice Plans collect and distribute income from faculty billings for patient services to the UF, FSU, USF, FAU, UCF, and FIU Medical Clinics to cover the cost of medical services.

Gifts (Academic or Capital Funding)

Another source of academic or capital funding is philanthropy. Philanthropic gifts usually come with donor restrictions on the use of the funds.

Intercollegiate Athletics

The Athletics Operating budget supports the university's student athletics program. Funding is generated from student athletics fees as well as ticket sales to athletics events, game guarantees, NCAA distributions, sponsorships and private support. Intercollegiate Athletics is also supported by Title IX funding, waivers and scholarships, and a statutory tax on ticket sales to support women's sports.

Local Funds

Local funds is a term used to describe a grouping of university operating units that, prior to the devolution of the state universities from the State's central accounting system (FLAIR), were allowed to deposit operating revenues into local bank accounts as opposed to the State Treasury. These units include Student Activities, Financial Aid, Concessions, Intercollegiate Athletics, Technology Fee, Board-Approved Fees, and university Self-Insurance Plans.

Performance-Based Funding

Performance-based funding is a mechanism by which the Florida Board of Governors (BOG) allocates state appropriations to the state universities. The BOG Performance Funding Model (PFM) includes 10 metrics that evaluate institutions on a range of issues. Eight of the 10 metrics are common for all universities; one is selected by the BOG for the university and one is selected by the Board of Trustees. The Performancebased Funding Model has been in effect since fiscal year 2014-15.

Public Education Capital Outlay (PECO) (Capital Funding)

Funded by the Gross Receipts Tax, which is a 2.5 percent levy on the gross receipts of electric, gas and telecommunications as well as a portion of the Communications Services tax. This tax is devoted entirely to the Public Education Capital Outlay and Debt Service Trust fund. PECO is established in the Florida Constitution and must be used for K-20 Capital projects, including the state universities. The Legislature appropriates PECO annually. PECO distributions are administered by the Florida DOE.

Self-Insurance Programs

These are revenues received by the university from entities and individuals protected by the self-insurance program for medical schools, including the Faculty Practice Plans. These programs at UF, FSU, USF, UCF, FIU, and FAU are directed by the respective self-insurance councils and the captive insurance companies (these companies underwrite the risks of its owner and the owner's affiliates). These activities are supported by premiums charged to the insured individuals and entities (primarily medical faculty and institutions). There shall are no funds appropriated to a selfinsurance program (Chapter 1004.24(3) Florida Statutes).

Special Legislative Appropriations

These are legislative appropriations tied to specific university requested or member projects. Funding is based upon the university's Legislative Budget Request and may be recurring or non-recurring.

Student Financial Aid

The Student Financial Aid budget consists of funding from student financial aid fees, support from federal and state financial aid awards, institutional programs, and private scholarships. The financial aid fee may not exceed 5 percent of the combined total of the tuition and out-of-state- fee. A minimum of 75 percent of the fee shall be used to provide student financial aid based on absolute need. Examples of other sources of student financial aid are: Federal Pell Grants, Florida Bright Futures Scholarship Program, university scholarships, Florida Student Assistance Grant, Federal Work Study, and First Generation Scholarships.

Student Loans

The Student Loans Budget is comprised of loans from federal and private sources. Federal sources include Stafford and Plus, and private sources include Sallie Mae, Discover, and the PNC Financial Services Group Inc. The university acts as an agent with respect to these funds.

Technology Fee

The Technology Fee budget consists of funding from the technology fee which is assessed at 5 percent of resident base tuition. The fee revenues are used to enhance instructional technology resources for students and faculty.

Tuition Increase Funding

The Florida Legislature establishes undergraduate tuition and authorizes the Board of Governors to establish graduate and professional tuition, as well as non-Florida resident tuition. Tuition differential beyond the base tuition for undergraduate Florida residents, up to 15 percent, is currently being implemented by each university with the exception of Florida Polytechnic University. A minimum of 30 percent of the tuition differential fee must be used to provide need-based financial aid to undergraduate students. The ability to request an increase in the Tuition differential fee beyond existing levels was eliminated effective fiscal year 2014-15 (per Chapter 1009.24(16) F.S.) with the exception of those universities designated as Preeminent by the Board of Governors (may request an increase not to exceed 6 percent per year for tuition and tuition differential fee combined). The Board of Governors approves tuition for market rate programs subject to parameters established by the Florida Legislature and Board Regulation 8.002.

University Treasury Operations

Treasury operations revenue consists of earnings from the university's investment portfolio. Earnings include interest income, realized gains and unrealized gains or losses.

ITEM: FFC-6

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019

Title: Subway at Knights Plaza Lease Amendment

Background:

Subway entered into a lease with UPI, LLC to rent space and operate a Subway store at Knights Plaza beginning in March 2007. Subway's initial lease term lasted 10 years and allowed for a 5- year extended term, provided that Subway met the conditions of the lease. Subway fulfilled the conditions and exercised its right to extend the lease for an additional five years. Subway just recently began the third year of the 5-yr. extended term. Their current lease at Knights Plaza expires in March 2022. Subway has requested that UCF consider a potential ten- year extension of the lease once the current term expires. The franchisee intends to invest approximately \$100,000 this year to "refresh" the store, per franchise requirements. Subway's corporate real estate team, as well as the franchisee, have requested this potential lease extension in order to amortize that investment over a ten- year period from the time the investment occurs.

Issues to be Considered:

Due to a 2015 change in ownership of the Knights Plaza retail facilities from UCF Convocation Corporation to University of Central Florida (UCF), the Landlord designation must be changed in order to accurately designate the parties to the lease, with UCF as now the landlord.

Subway has been a lease tenant of the UCF Convocation Corporation (and now UCF) at Knights Plaza retail since its opening in 2007. They are a long-term tenant with a good track record of paying rent. Subway's lease prescribes rent escalation each year of the lease that has exceeded inflation for several years.

The two proposed five-year renewal options provided in the amendment will allow Subway to refresh its current space as required by the franchise and amortize that cost over a ten- year period beginning with at the time Facility Investment being made, while allowing UCF the flexibility in future years to "buy out" and terminate the lease should future market conditions merit such an action. The first renewal option will occur beginning March 29, 2022. The amendment includes provisions for UCF to terminate the lease at any time during either of the extended terms by providing notice to Subway, allowing Subway a first right of refusal for the space under revised terms dictated by UCF, and by reimbursing Subway for any remaining balance of undepreciated Facility Investment.

All other terms of the current lease will remain in full force and effect throughout any extensions.

Alternatives to Decision:

1. Reject the proposed amendment and allow Subway's current lease to naturally expire in March 2022.
2. Modify the language of the proposed amendment to provide alternative terms

Fiscal Impact and Source of Funding:

Should Subway exercise its right to both extended terms, UCF (UCF Convocation Corporation) shall receive over \$500,000 in rental income to help fund project debt service.

Recommended Action:

Approve the proposed amendment.

Authority for Board of Trustees Action:

Board of Governors' Regulation 1.001

University of Central Florida, and its Board of Trustees, is now the landlord and party to the lease.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations

Supporting Documentation:

Attachment A: Proposed First Amendment to the Knights Plaza Subway Lease

Facilitators/Presenters:

Ronnie Lamkin, General Manager, UCF Convocation Corporation

Attachment A

FIRST AMENDMENT TO THE AGREEMENT

by and between

UPI, LLC

and

SUBWAY REAL ESTATE, LLC

This first amendment ("Amendment") is entered into effective upon execution by both Parties ("the Amendment date") and shall amend and modify that certain lease agreement by and between Subway Real Estate Corp. (the "Tenant") and UPI, LLC (the "Landlord"):

WHEREAS, UPI LLC and Subway Real Estate, LLC entered into a certain lease agreement, dated effective on the 26th day of July, 2006 and commencing on the 29th day of March 2007 (the "Agreement or Lease"); and

WHEREAS, except as amended herein all the terms and conditions of the Lease remain in full force and effect:

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. Effective as of August 1, 2015 the "Landlord" shall be defined as "University of Central Florida, and Its Board of Trustees."
2. Effective as of the Amendment date, Section 4 of the Lease- Term- is amended to add:

(d) Additionally, Two (2) 5-years' renewal options (each a "Renewal Option") as stated: Each renewal option shall be contingent upon Landlord approval, which may be withheld in the sole and absolute discretion of the Landlord. If Tenant chooses to not renew under these terms, Tenant shall deliver to Landlord notice of Tenant's intention to not renew no later than 180 days prior to the expiration of the then- current Term. The Renewal Term shall be based upon the same terms and provisions set forth herein, except that Base Rent shall be increased consistent with terms for the Extended Term. Tenant's failure to provide notice by the applicable Renewal Notice Deadline shall be deemed a waiver of all remaining Renewal Options. The first of these option periods shall commence on March 29, 2022 and expire on March 28, 2027.

During either Renewal Option term, Landlord may terminate the agreement at any time, for any reason during either renewal options by providing Tenant with 120 written notice. If Landlord exercises the option to terminate the Agreement during a Renewal Option for reasons other than cause under the terms of the Agreement, Tenant shall have first right of refusal to meet the conditions established by the Landlord for continued occupancy.

Tenant shall make or cause to be made certain capital renovations/ renewals to the Premises and associated furniture, fixtures and equipment at Tenant's sole expense; the sum of qualifying expenses shall be limited One Hundred Thousand Dollars (\$100,000.00) (the "Facility Investment"). Facility Investment shall be incurred by Tenant over the twelve (12) months immediately after this Amendment is executed and Tenant shall submit to Landlord receipts and evidence of qualifying expenses/improvements within thirty (30) days after making such expenditure. The Facility Investment made by the Tenant in the Premises shall be depreciated on a straight-line basis from the time period beginning when the Facility Investment is made and ending (fully depreciated) no later than 120 months later, with no interest accumulated. If the Landlord terminates the Agreement for reasons other than cause or bankruptcy by the Tenant prior to the capital investment being fully depreciated, then the University will reimburse the Tenant for the undepreciated portion of the Facility Investment and the Facility Investment including any fixtures shall become the property of the University.

3. All terms and conditions of the Lease not expressly amended by this First Amendment shall remain in full force and effect.

IN WITNESS WHEREOF, each of the undersigned is a duly authorized and valid existing representative of their respective party and each has executed this Amendment to be effective as of the date first above written.

**University of Central Florida, and
Its Board of Trustees**

By: _____

Printed Name:

Title:

Date: _____

Witness: _____

Witness: _____

Subway Real Estate, LLC

By: _____

Printed Name:

Title:

Date: _____

Witness: _____

Witness: _____

ITEM: INFO-2

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019

Title: Investments Quarterly Report Ended March 31, 2019

Background:

This item is provided to the trustees quarterly for information purposes only. The attached report provides an update on the university's investment portfolio for the quarter ended March 31, 2019 (Attachment A).

At March 31, 2019, the university had the following cash and investment balances:

Bank of America operating account	\$ 9,644,868
State of Florida Special Purpose Investment Account (SPIA)	\$ 320,683,227
Bank of New York Structured Investment Portfolio	<u>\$ 288,552,494</u>
Total Cash and Investments	<u>\$ 618,880,639</u>

The structured investment portfolio earned quarterly net gains totaling \$13,687,651.

Issues to be Considered:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

For information only.

Authority for Board of Trustees Action:

Specific trustee request.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A: UCF Investments Quarterly Report as of March 31, 2019

Facilitators/Presenters:

Dennis Crudele, Interim Chief Financial Officer

Brad Hodum, Interim Controller

Cash & Non-Investment Portfolio	09/30/2018 Reported Value	12/31/2018 Reported Value	03/31/2019 Reported Value
Bank of America	\$7,477,459	\$16,356,011	\$9,644,868
SPIA	\$383,534,764	\$300,004,223	\$320,683,277
Total Cash & Non-Investment Portfolio	\$391,012,223	\$316,360,234	\$330,328,145

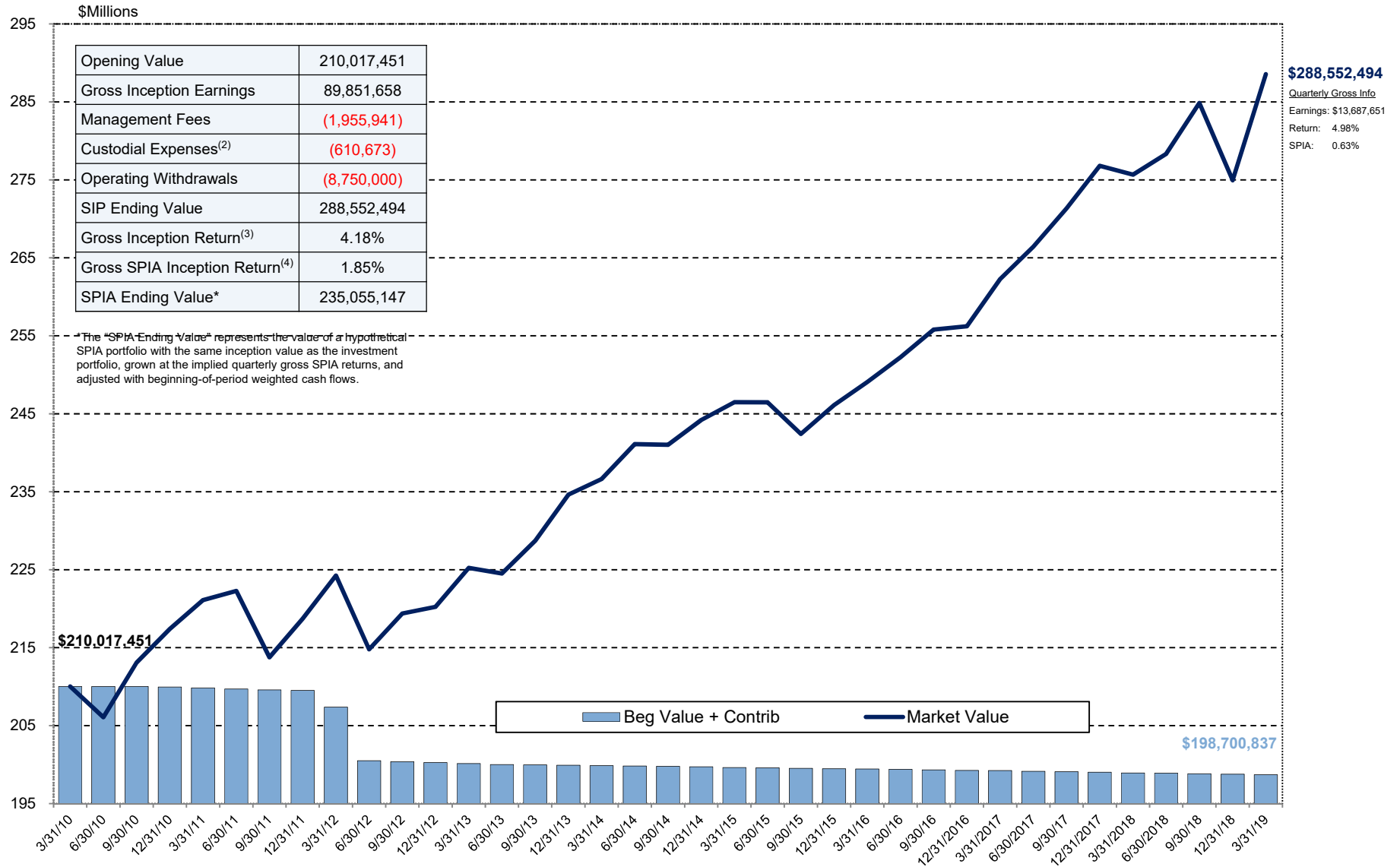
Structured Investment Portfolio (BNY)	09/30/2018 Reported Value	12/31/2018 Reported Value	4th Quarter Gain/(Loss)	03/31/2019 Reported Value	1st Quarter Gain/(Loss)	Inception Gain/(Loss) ⁽²⁾
Pool I	\$0	\$0	\$0	\$0	\$0	\$85,786
Pool II	\$51,556,393	\$51,902,750	\$362,921	\$52,349,394	\$463,320	\$2,673,327
Fixed Income (Pool III) ⁽³⁾	\$106,651,037	\$115,109,198	\$1,481,676	\$117,011,137	\$1,943,626	\$16,507,009
Domestic Equity (Pool III)	\$28,673,750	\$18,424,276	(\$3,249,474)	\$20,940,037	\$2,515,760	\$19,542,273
Total Pool III	\$135,324,786	\$133,533,474	(\$1,767,797)	\$137,951,174	\$4,459,386	\$36,049,283
Fixed Income (Pool IV) ⁽⁴⁾	\$29,079,195	\$32,887,426	\$424,666	\$33,961,512	\$1,090,284	\$8,034,737
Domestic Equity (Pool IV)	\$54,375,593	\$43,924,531	(\$7,051,063)	\$49,922,248	\$5,997,717	\$38,300,053
International Equity (Pool IV)	\$14,520,927	\$12,691,223	(\$1,829,704)	\$14,368,167	\$1,676,944	\$4,708,470
Total Pool IV	\$97,975,716	\$89,503,180	(\$8,456,101)	\$98,251,927	\$8,764,944	\$51,043,260
Total Structured Investment Portfolio	\$284,856,895	\$274,939,404	(\$9,860,977)	\$288,552,494	\$13,687,651	\$89,851,658

Total Operating Portfolio	\$675,869,117	\$591,299,638	\$618,880,639	Total Equity Allocation	13.77%
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1. The portfolio gain/(loss) data is presented gross of management fees and portfolio expenses but net of physical cash flows.
2. The inception date for analysis is 3/31/10. The actual funding of the various portfolios occurred during March 2010.
3. Pool III's fixed Income market value includes the \$7,408 cash balance held in the Pool III mutual fund account.
4. Pool IV's fixed Income market value includes the \$19,660 cash balance held in the Pool IV mutual fund account.



University of Central Florida
Structured Investment Portfolio vs. Net Contributions⁽¹⁾
As of March 31, 2019



1. Net contributions include cash flows associated with management fees, portfolio expenses and physical cash flows
2. Custodial expense figure is reduced by commission recapture income received
3. Annualized performance number. Net of management fees inception earnings = \$87,895,717. Net inception return = 4.08%
4. The gross SPIA inception return corresponds with the 3/31/10 inception of UCF's investment portfolio. Net inception SPIA return = 1.73%



University of Central Florida
Structured Investment Portfolio Investment Policy Compliance Checklist⁽¹⁾
As of March 31, 2019

Pool I:	Yes	No	N/A
Investments limited to registered 2a-7 mutual funds, CDARS, and or/SPIA.			✓

Pool II:	Yes	No	N/A
All fixed income investments shall maintain a minimum rating of "A-" or higher by a major credit rating service.	✓		
The weighted average quality of the fixed income portfolio shall maintain a rating of "AA+" or higher.	✓		
Duration of the fixed income portfolio shall not exceed the effective duration of the Merrill Lynch 1-Year Treasury index by 25%.	✓		
The maximum average effective maturity of any single security shall not exceed 3 years.	✓		
Operating Pool II shall maintain a dollar-weighted average effective maturity of 1 years or less.	✓		

Pool III Equity:	Yes	No	N/A
Investments in equity securities shall not exceed twenty percent (20%) of the market value of Operating Pool III's assets.	✓		

Pool III Fixed:	Yes	No	N/A
All fixed income investments shall maintain a minimum rating of "A-" or higher by a major credit rating service.	✓		
The weighted average quality of the fixed income portfolio shall maintain a rating of "AA-" or higher.	✓		
The duration of the fixed income portfolio shall not exceed the effective duration of the benchmark by 50%.	✓		
Operating Pool III shall maintain a dollar-weighted average effective maturity of 7 years or less.	✓		

Pool IV Equity:	Yes	No	N/A
Investment in equity securities shall not exceed seventy-five percent (75%) of the market value of Operating Pool IV's assets.	✓		
Foreign securities shall not exceed twenty-percent (20%) of the market value of Operating Pool IV's assets.	✓		

Pool IV Fixed:	Yes	No	N/A
All fixed income investments shall maintain a minimum rating of "investment grade" or higher by a major credit rating service.	✓		
The weighted average quality of the fixed income portfolio shall maintain a rating of "A-" or higher.	✓		
Duration of the fixed income portfolio shall not exceed the effective duration of the benchmark by 50%.	✓		

1. Taken as an excerpt from the UCF quarterly performance evaluation report. Individual managers are also measured on an ongoing basis against a combination of 15 quantitative and qualitative criteria.



Target Policy Summary	
Pool I	100% 90 Day US T-Bills
Pool II	75% ML 1-Year Treasury + 25% 90 Day US T-bills
Pool III	85% ML 1-5 Year G/C A or Better + 15% S&P 500
Pool IV	35% Barclays Agg + 50% S&P 500 + 15% MSCI-ACWxUS

Pool I	\$0	Current Allocation
Cash & Equivalents	\$0	100.0%
Fidelity Money Market	\$0	

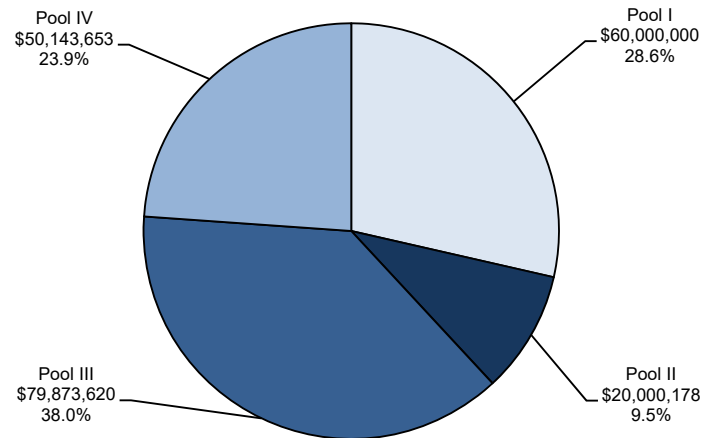
Pool II	\$52,349,394	Current Allocation
Short-Term Fixed Income	\$52,349,394	100.0%
Galliard Capital Management	\$52,349,394	

Pool III	\$137,951,174	Current Allocation
Intermediate Fixed Income (85%)	\$117,011,137	84.8%
Galliard Capital Management ⁽¹⁾	\$62,919,284	
Sawgrass Asset Management	\$54,091,853	
Domestic Equity (15%)	\$20,940,037	15.2%
Vanguard Institutional Index	\$20,940,037	

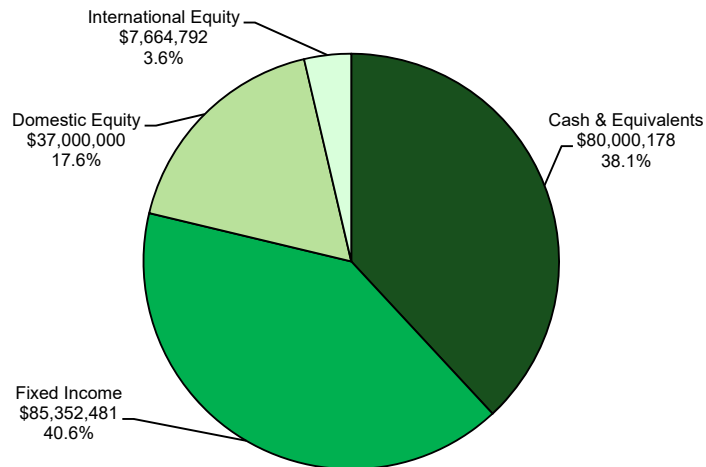
Pool IV	\$98,251,927	Current Allocation
Broad Market Fixed Income (35%)	\$33,961,512	34.6%
Galliard Capital Management ⁽²⁾	\$21,728,477	
Dodge & Cox Income	\$12,233,035	
Domestic Equity (50%)	\$49,922,248	50.8%
Vanguard Institutional Index	\$49,922,248	
International Equity (15%)	\$14,368,167	14.6%
Europacific Growth	\$14,368,167	

1. Pool III's Galliard Asset Management's market value includes the \$7,408.45 cash balance held in the Pool III mutual fund account.
2. Pool IV's Galliard market value includes the \$19,659.84 cash balance held in the Pool IV mutual fund account.

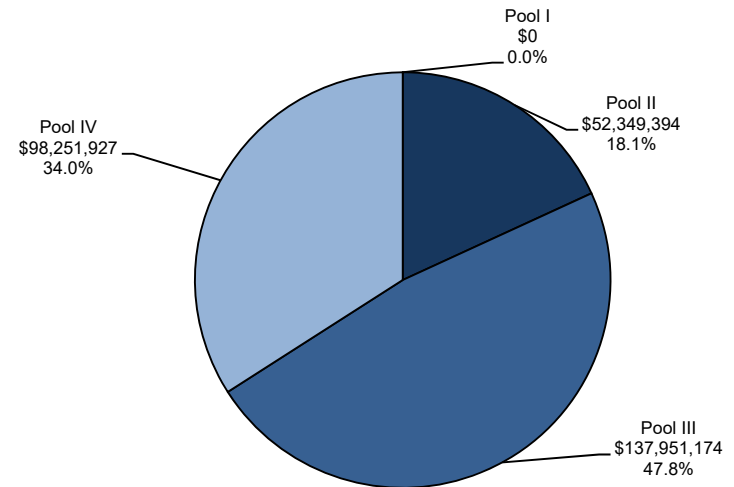
**3/31/2010: \$210,017,451
Pool Allocation**



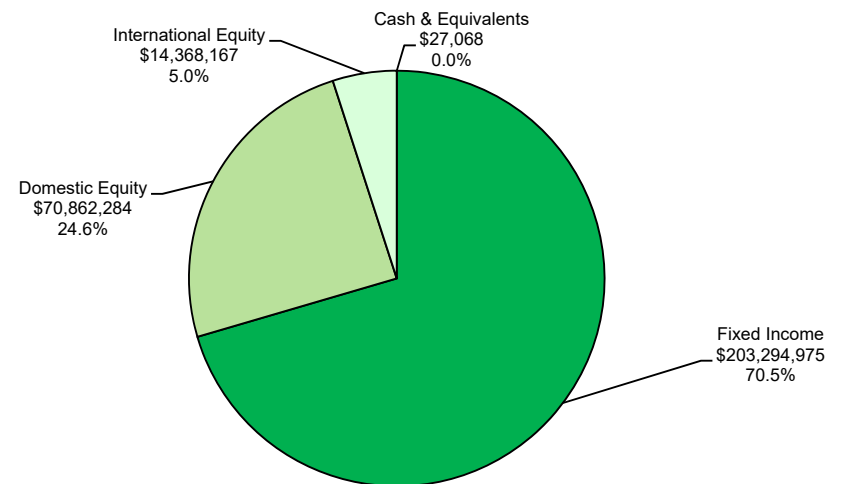
Asset Allocation



**03/31/2019: \$288,552,494
Pool Allocation**



Asset Allocation



ITEM: INFO-3

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019**

Title: Repeat Course Fee for 2019-20

Background:

Pursuant to Florida Statute 1009.285 *Fees for repeated enrollment in college credit courses*, each student enrolled in the same undergraduate college-credit course more than twice shall pay tuition at 100 percent of the full cost of instruction. This increase in the per credit hour charge is referred to as the repeat course fee. It is adjusted each year by the Board of Governors based on the system wide average of the prior year's cost of undergraduate programs in the state university system.

Issues to be Considered:

The repeat course fee for fiscal 2019-20 is \$192.85 per credit hour. This is an increase from 2018-19 by \$2.01 due to the fact that expenditures grew at a higher rate than student credit hours.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

This increase is expected to yield approximately \$20,000 in additional E&G tuition revenue. These funds are restricted to support the educational, research, and public service mission of the university.

Recommended Action:

For information only.

Authority for Board of Trustees Action:

Florida Statute 1009.285 *Fees for repeated enrollment in college credit courses*

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Chief Financial Officer

Supporting Documentation:

Attachment A: Florida Statute 1009.285

Facilitators/Presenters:

Dennis Crudele, Interim Chief Financial Officer

Donna DuBuc, Director, Budget, Planning, and Administration

Attachment A

Select Year:

The 2018 Florida Statutes

[Title XLVIII](#)
K-20 EDUCATION
CODE

[Chapter 1009](#)
EDUCATIONAL SCHOLARSHIPS, FEES, AND
FINANCIAL ASSISTANCE

[View Entire
Chapter](#)

1009.285 Fees for repeated enrollment in college-credit courses.—A student enrolled in the same undergraduate college-credit course more than twice shall pay tuition at 100 percent of the full cost of instruction and shall not be included in calculations of full-time equivalent enrollments for state funding purposes. However, students who withdraw or fail a class due to extenuating circumstances may be granted an exception only once for each class, provided that approval is granted according to policy established by the Florida College System institution board of trustees or the university board of trustees. Each Florida College System institution and state university may review and reduce fees paid by students due to continued enrollment in a college-credit class on an individual basis contingent upon the student's financial hardship. For purposes of this section, first-time enrollment in a class shall mean enrollment in a class beginning fall semester 1997, and calculations of the full cost of instruction shall be based on the systemwide average of the prior year's cost of undergraduate programs for the Florida College System institutions and the state universities. Boards of trustees may make exceptions to this section for individualized study, elective coursework, courses that are repeated as a requirement of a major, and courses that are intended as continuing over multiple semesters, excluding the repeat of coursework more than two times to increase grade point average or meet minimum course grade requirements.

History.—s. 409, ch. 2002-387; s. 136, ch. 2007-217; s. 124, ch. 2011-5.

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ITEM: **INFO-4**

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
June 19, 2019

Title: 2018 Capital Projects Summary

Background:

At the November 15, 2018 FFC meeting, the trustees requested a summary of projects completed in 2018 including information on approved versus actual costs, projected time line versus actual completion timeline, the final square footage at completion, and any programmatic changes after board approval. This report was presented at the May 16, 2019 committee meeting. At that meeting, trustees requested staff to revise the initial project summary report to include Project Management costs in the total project costs for all buildings, which in some projects were reduced or eliminated based on project budget constraints.

Issues to be Considered:

Revised project costs have been provided for all projects, with the exception of the UCF Global building, which is unchanged. In four out of seven projects, the “Planned Cost” have also been revised to factor in additional information received regarding additional scope added during construction. The term “Projected Cost” has been added to define where a project has been substantially completed but not yet closed out and therefore has the potential to incur additional expenses until formally closed out. The revised report is attached, and all revisions have been identified with yellow highlights.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

For information only.

Authority for Board of Trustees Action:

Specific trustee request.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations

Supporting Documentation:

2018 Capital Project Summary - Revised

Facilitators/Presenters:

Bill Martin, Director, Facilities Planning

Attachment A



Facilities Planning and Construction

University of Central Florida
3528 North Perseus Loop – Building 16
Orlando, FL 32816-3020
<http://www.fp.ucf.edu/>

CAPITAL PROJECT SUMMARY

This document has been prepared for the UCF Board of Trustees and provides budgets, timelines, square footage, and programming (including changes) of capital projects completed in 2018. Additionally, it provides a summary for UCF Global (2016).

Six capital projects were completed and began occupancy in 2018:

- Research I
- John C. Hitt Library, Phase 1
- District Energy Plant IV
- Trevor Colbourn Hall
- Student Union, Phase 2
- Baseball Stadium Expansion

A two-page summary is provided for each project, including pictures and additional information that may be of interest to the BOT.

For purposes of this document, the following definitions are used:

- **PLANNED COST** – the total project cost at the time of the Construction Manager's (CM's) Guaranteed Maximum Price (GMP) contract
- **PROJECTED COST** – the projected total project cost based on all expenses received to date. The project has not been closed, so has potential to incur additional expenses (although unlikely).
- **ACTUAL COST** – the final project cost after all final payment applications and expenses are paid – project financials closed.
- **PROJECTED TIMELINE** – the date of Substantial Completion in the CM's GMP contract
- **ACTUAL TIMELINE** – the actual date of occupancy
- **FINAL SQUARE FOOTAGE** – the total gross square footage of the building
- **PROGRAMMATIC CHANGES** – significant changes to the building that occurred after the CM's GMP

Facilities Planning and Construction (FP&C) is very proud to have delivered these projects and offers the Board of Trustees tours these projects!

Sincerely,

A handwritten signature in blue ink, which appears to read "Bill Martin", is positioned above the printed name.

Bill Martin
Director, Facilities Planning and Construction
Facilities & Safety

RESEARCH I

PLANNED COST:	\$53,504,853.00 (funded amount after all GMPs)
PROJECTED COST:	\$53,045,745.63
PROJECTED TIMELINE:	Phase 1 - January 2016 to July 2017; Phase 2 - September 2016 to November 2017
ACTUAL TIMELINE:	Phase 1 and 2 combined due to program changes - schedule extended to January 2018
BOT SUBMISSION:	Capital Improvement Plans, approved by the BOT on June 29, 2015 and July 28, 2016

PROJECT DESCRIPTION:

Research I, originally titled the Interdisciplinary Research and Incubator Facility (IRIF), is a 105,775gsf building containing 79 labs with a NFPA 45 rating, 84 offices, conference rooms, break rooms, and support rooms. When the project was originally started in October 2014, the project had two phases due to budget constraints: Phase 1 (roughly 2/3 of the building with a total project cost of \$30M, and Phase 2 (roughly 1/3 of the building with a total project cost of \$15M. The Architect/Engineer (AE) team designed both phases simultaneously, but provided two separate drawing packages so that they could be bid separately.

Phase 1 of construction started in January 2016 within its \$30M budget. The university then decided to increase the project budget by \$15M to include Phase 2, which started in September 2016. The project phases were started nine months apart and were run as two separate projects with different completion dates, schedules, and finances. The below picture depicts Phase 1 and 2 construction:



It is important to note that the project was originally designed as generic, flexible lab space. The intent was to build as large of a facility as possible, and as researchers were assigned to the building, their startup funds would be used to build-out their labs. The only known tenant during the design phase was the Materials Characterization Facility (MCF), slated for the first floor. All labs on the second and third floors were designed with a very basic buildout. Mid-construction, the university began assigning labs to specific users, which required significant re-design and re-work in the middle of the construction phase. FP&C worked closely with the AE and CM to accommodate these required changes, requesting additional funding and time to complete. As part of this request, the actual timelines of the two phases were merged into a single date of January 2018, which greatly simplified the commissioning and substantial completion of the project. Users began occupying the building in January 2018.

Project management efforts for Research I earned FP&C the top award in 2018 from the Construction Owners Association of America (COAA). UCF and Michigan State were the only universities to be awarded the COAA Gold Project Leadership Award, recognizing UCF's excellence in project delivery.

RESEARCH I Photos



LIBRARY PHASE I

PLANNED COST:	\$21,838,410.82 (funded amount after all GMPs) *
PROJECTED COST:	\$21,826,011.19
PROJECTED TIMELINE:	Phase 1, ARC - May 2016 to November 2017
ACTUAL TIMELINE:	Phase 1, ARC - May 2016 to May 2018 (explanation follows)
BOT SUBMISSION:	Capital Improvement Plans, approved each year by the BOT starting July 26, 2012 to present

* Planned Cost was increased from the previous submission due Critical Deferred Maintenance funding that was not previously captured.

PROJECT DESCRIPTION:

The Library Expansion project has been in the works for nearly 10 years. The primary goal of the project was to free up “stack” space in the existing library for conversion into study space, multipurpose space, office space, intake space, and specialty collection space. Phase 1 of the project consisted of the construction of an Automatic Retrieval Center (ARC) and was completed in 2018. The ARC consolidates book storage into a much smaller footprint and provides a mechanism for quick material retrieval. Phase 1A and 1B (known as the “Connector”), connects the stand-alone ARC building to the main library. Future phases 2A, 2B, 2C, etc. will renovate the interior of the library one floor at a time. Due to construction and renovation complexities, the requirement to keep the library open during construction, and limited Capital Improvement Trust Funds (CITF) funding, the project is being constructed in multiple phases over multiple years:

- Phase 1 – Automatic Retrieval Center (completed 2018)
- Phase 1A, 1B – Connector (started construction 2018, with a projected timeline of December 2019)
- Phase 2A, 2B, 2C, etc. - Interior renovation of the library. Phase 2A will likely consist of a renovation of floors 1 and 2, and strategic building systems upgrades. Phase 2A is starting design in early 2019.

In addition to construction of the 20,609gsf ARC, Phase 1 included:

- Sprinklers added to floors two, three, four, and five of the library, eliminating a State Fire Marshall violation;
- Replacement of exit stair flooring (previously carpet, now vinyl);
- Replacement of exit stair handrails and guard rails to meet building code;
- Upgrade of several restrooms for ADA compliance;
- Upgrade of the fifth floor conference room Audio/Visual equipment;
- Upgrade of the building's primary electrical equipment and switchgear, which required a 2-week shut-down of the entire library (over the winter holiday break 2017-18);
- Renovation of half of the fifth floor, converting stack space into student study space

While the projected timeline was November 2017, Hurricane Irma and other unforeseen circumstances delayed the actual timeline (the official opening date). One substantial issue had a large schedule impact - when the main ARC electrical switchgear energized for the first time, a piece of all-thread steel hanger was found in the switchgear, causing serious damage to this new equipment. While it remains unclear if this was an accident or sabotage, UCF required and demanded a full equipment replacement in lieu of repair. The Construction Manager replaced the equipment at no cost to UCF. However, the custom fabrication of the switchgear added approximately 14 weeks to the project schedule, and this delay affected the scheduling of other building systems and commissioning. Fortunately for UCF, a hard opening date was not required for this facility, as the structure is independent of the main library.

The ARC currently stores approximately 300,000 volumes of library material for quick automated retrieval. The use of the ARC has freed up shelving floor space in preparation for Phase 1A (Connector), which is currently under construction.

LIBRARY PHASE I Photos



DISTRICT ENERGY PLANT IV

PLANNED COST:	\$15,904,316.45 (funded amount after all GMPs) *
PROJECTED COST:	\$15,894,060.82
PROJECTED TIMELINE:	January 2017 to November 2017
ACTUAL TIMELINE:	February 2017 to June 2018 (explanation follows)
BOT SUBMISSION:	Capital Improvement Plan, approved by the BOT on June 29, 2015

* Planned Cost was increased from the previous submission due to added Utilities and Energy Services scope and funding.

PROJECT DESCRIPTION:

The fourth energy plant on campus (District Energy Plant IV – DEP IV) is located near the Arboretum. This 9,830gsf building increases the centralized cooling capacity from 17,900 refrigerated tons (RT) to 21,900 RT, with the capability to expand up to 26,000 RT. DEP IV is connected to the chilled water distribution infrastructure that consists of approximately 15 miles of mains, connecting 58 buildings with environmentally-sensitive and general comfort cooling to 4.9M GSF of research, academic, student housing, CFE Arena, and Athletic space. The overall plant efficiency is .69 kW/ton, which is roughly 17% more efficient than the OUC Lake Nona Chilled Water Plant.

DEP IV also provides a flexible platform to integrate multiple resources, including heat recovery to produce heating-hot-water (used in the dehumidification process for the HVAC system in Research I); the ability to contribute generation capacity to the existing thermal energy storage tank for electrical peak shifting strategies to reduce purchased electric costs; and the future ability to use reclaimed water as a source make-up for heat transfer, in lieu of using potable water, to reduce water consumption and remain within the limits of our consumptive use permit with the St. John's River Water Management District.

In addition to increasing chilled water capacity, the plant provides greater operational flexibility and thermal resiliency by enabling the chilled water generation asset base to operate in a N+2 paradigm, where there is always redundancy and a backup, in case one chiller fails or needs to be decommissioned for service during peak cooling demand. The geographical location of the plant, with relation to the central campus core, was carefully considered during design, with the intent to accommodate future academic and research load growth. Furthermore, each of the campus chilled water generation facilities were separated onto one of the six primary Duke Energy feeders, in the event of a power outage or voltage anomaly, to reduce risk and negative impacts associated with environmentally-sensitive spaces during power interruptions.

As energy costs continue to rise, and the university continues to grow, reliably meeting the campus's energy needs with district energy is more efficient than using in-building equipment or a decentralized approach. Because district energy cooling and heating networks aggregate the thermal energy needs of multiple academic and research buildings, the building clusters create economies of scale from an environmental, economic, and operational perspective, facilitating investments in energy technologies not otherwise feasible on a single-building basis.

This project experienced delays during construction from Hurricane Irma, unforeseen design and construction challenges, and UCF added scope. All of these changes were within the approved cost budget, and the project opened prior to summer 2018, when cooling demand on campus is at its peak.

DEP IV was also designed as a teaching tool, and includes color-coded pipes to clearly display the building's functions to faculty and students, such as the evaporative cooling process. The project also demonstrates UCF's strong commitment to LEED and sustainability, with attributes such as an overall building-energy use reduction of 34% over a baseline building; a 33% reduction in building water use; 30% of the plant's building construction materials being composed of recycled content; 64% of the materials being regionally sourced, extracted, and manufactured within a 500-mile radius of campus; and overall plant efficiency of 8% greater than a baseline plant. The District Energy Plant IV is also the 1st industrial building at UCF to receive LEED Gold certification.

DISTRICT ENERGY PLANT IV Rendering and Photos



TREVOR COLBOURN HALL

PLANNED COST:	\$39,064,950.13 (funded amount after all GMPs, including \$518K for Colbourn Hall demo)
PROJECTED COST:	\$39,281,069.50
PROJECTED TIMELINE:	Site – May 2017 to August 2017; Building - August 2017 to August 2018
ACTUAL TIMELINE:	Site – May 2017 to August 2017; Building - August 2017 to August 2018
BOT SUBMISSION:	Capital Improvement Plans, approved by the BOT on June 29, 2015 and July 28, 2016

PROJECT DESCRIPTION:

Trevor Colbourn Hall (TCH) is a new 136,786gsf classroom/office building on the west side of campus, replacing Colbourn Hall (CH), which was demolished. Original project concepts considered renovating and expanding CH, but these solutions proved to be more expensive than building a new facility, and renovations would have been logistically impossible to perform, as the building would need to remain occupied. Instead, the university opted to build a larger 136,786 gsf stand-alone facility, with multiple classroom and office spaces for more than 20 departments, supporting approximately 350 faculty and staff. The primary tenants of TCH are the College of Arts and Humanities, Student Development and Enrollment Services, Undergraduate Studies, Graduate Studies, and the Burnett Honors College. There is also a significant amount of “shell space” that can be fit-out as future space needs arise.

The building was designed with a main central circulation spine on all three floors that provides access to various departments and classrooms. Individual suites were designed using a Gained Light Officing (GLO) layout concept, which provides access to daylight to and from all offices. GLO provides a healthier environment for building occupants, most of whom moved from Colbourn Hall where there was little or no access to daylight in most offices. The building is constructed using “chilled beams”, an energy-efficient HVAC system that provides radiant cooling to spaces rather than forced air. This is the second UCF building to employ this technology, after UCF Global, and makes TCH one of the most energy-efficient buildings on campus. The project is also designed for a future roof-top solar array.

The construction schedule of this project was extremely fast and aggressive for a building of this size. The project required both a site GMP and a building GMP in order to accelerate the projected timeline. The construction duration from construction start to substantial completion was 15 months. One factor that drove the ability to meet this aggressive schedule, and save both time and money, was to design the project using tilt-up construction.

The projected timeline of August 1, 2018 was met. The contractor has stayed on-site to address punch list items and additional end-user requests, and to manage the demolition of CH. Debris is currently being removed from the site, and site restoration, irrigation, and sod installation will continue through March 2019.

TREVOR COLBOURN HALL Photos



STUDENT UNION RENOVATION PHASE 2

PLANNED COST:	\$18,540,295.00 (funded amount for Phases 2, 3, and 4 after all GMPs) *
PROJECTED COST:	\$18,754,112.89 **
PROJECTED TIMELINE:	Phase 2 - August 2017 to April 2018
ACTUAL TIMELINE:	Phase 2 - August 2017 to September/January 2019 (explanation follows)
BOT SUBMISSION:	Capital Improvement Plan, approved by the BOT on July 28, 2016

* Planned Cost was increased from the previous submission due to added PM Services.

** Projected Cost above is known to date, project is ongoing.

PROJECT DESCRIPTION:

The Student Union Renovation and Expansion is a complex 4-phase project with an overall goal of improving the student experience at the heart of campus. The project encompasses the renovation of the existing food court area (7,545gsf) to introduce five new foodservice brands, building expansion to add 700 new food court seats, and building expansion for Student Government Association (SGA) space, which includes offices and a Senate chamber.

The project phases are:

- Phase 1: Relocation of the dishwasher to make way for Phase 2 construction and ensure that the remaining Student Union foodservice venues were functional (complete)
- Phase 2: Renovation of the food court to include all foodservice systems, equipment, MEP/FP systems, and interiors (complete - certificates of occupancy were issued September 2018 and December 2018)
- Phase 3 & 4: Expansion of the building, to include 700 additional food court seats on the first and second floor expansions, and a third floor for SGA (starting construction January 2019, phases will run concurrently)

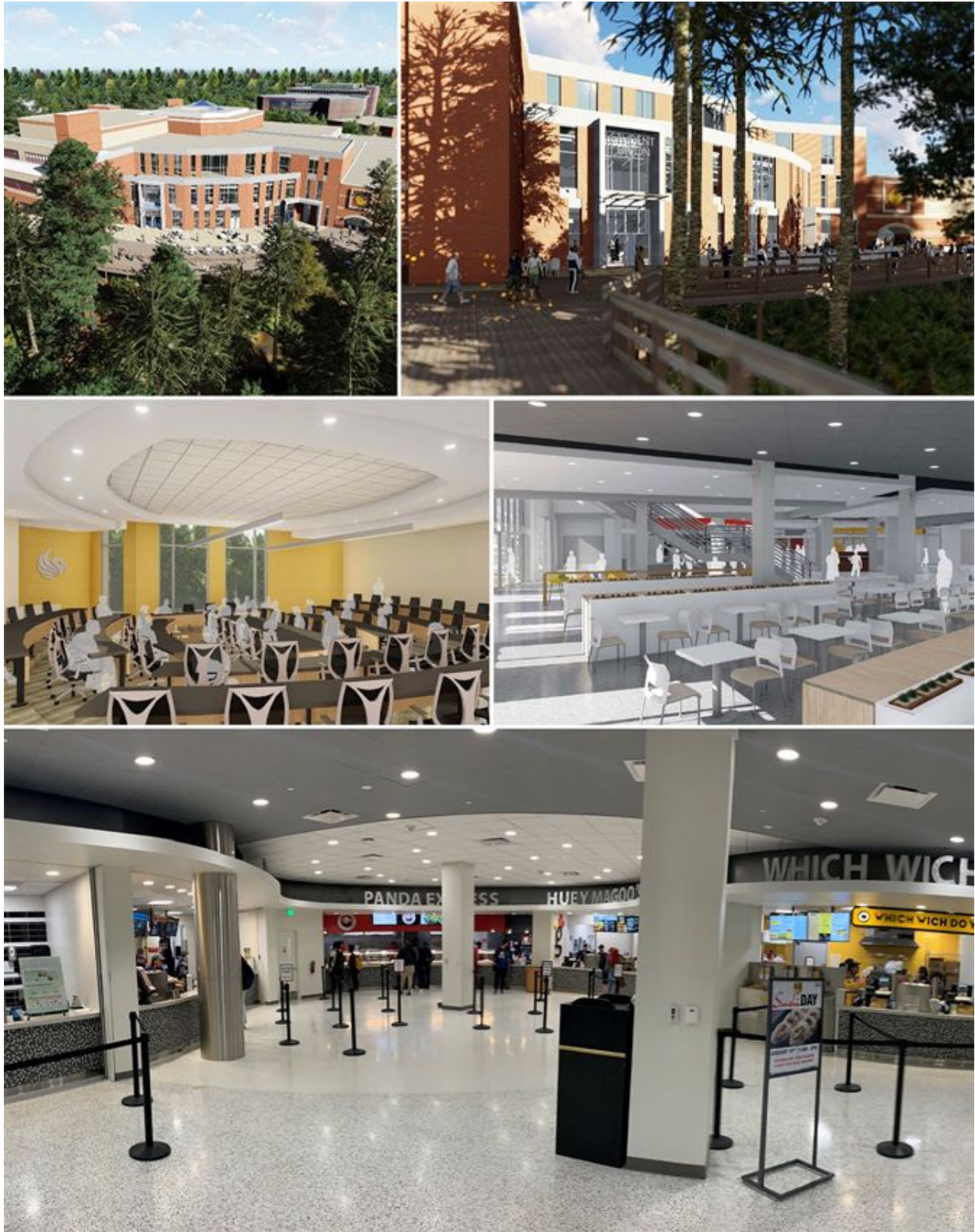
This project has been very logistically challenging, as this building is in the heart of campus and accommodates huge daily volumes of student, faculty, and staff traffic. The project also has several other related projects that are being executed as minor projects, including the Chili's renovation (completed), the relocation of the SGA Ticket Center (under construction), the renovation of the Express Print Shop into new restrooms (under construction, to displace the existing Pegasus restrooms which will be demolished in Phase 3 & 4 construction), and the relocation of ATMs and their support space (under construction).

Note that the project cost and schedule information above only includes information for Phases 2, 3, and 4. When Phase 1, the Chili's renovation, and Aramark equipment costs are included, the total project cost is approximately \$21.2M. The overall project budget is divided into multiple pieces, and as Phase 3 and 4 have just started construction, the final budget is not yet known and is listed as "TBD" above. As of January 2019, the project is on budget, though it is fair to say that the budget is extremely tight with little project contingency. FP&C is working with the entire project team to keep the project on budget and avoid the need for additional funding from Business Services.

The project has experienced delays during design and construction for various reasons, including navigating solutions to many unforeseen conditions discovered during the renovation, redesign of some building systems during construction, and additional time for enhanced commissioning activities. However, FP&C believes that the most difficult portion of the project—the renovation—is behind us.

The food court is now fully operational, in that three of the five brands opened in September 2018 and the remaining two opened in January 2019. Many minor punch list and commissioning items remain, and will be finished over the coming months as Phases 3 & 4 (the building expansion) starts. The new food court is a fantastic campus amenity, and FP&C is excited to start construction on Phases 3 and 4, which will expand square footage for use by students, faculty, and staff.

STUDENT UNION RENOVATION PHASE 2 Renderings and Photo



BASEBALL STADIUM EXPANSION

PLANNED COST:	\$3,826,622.69
ACTUAL COST:	\$3,812,871.10
PROJECTED TIMELINE:	November 2017 to March 2018
ACTUAL TIMELINE:	November 2017 to March 2018
BOT SUBMISSION:	Project specific approval request, approved by the BOT on October 26, 2017

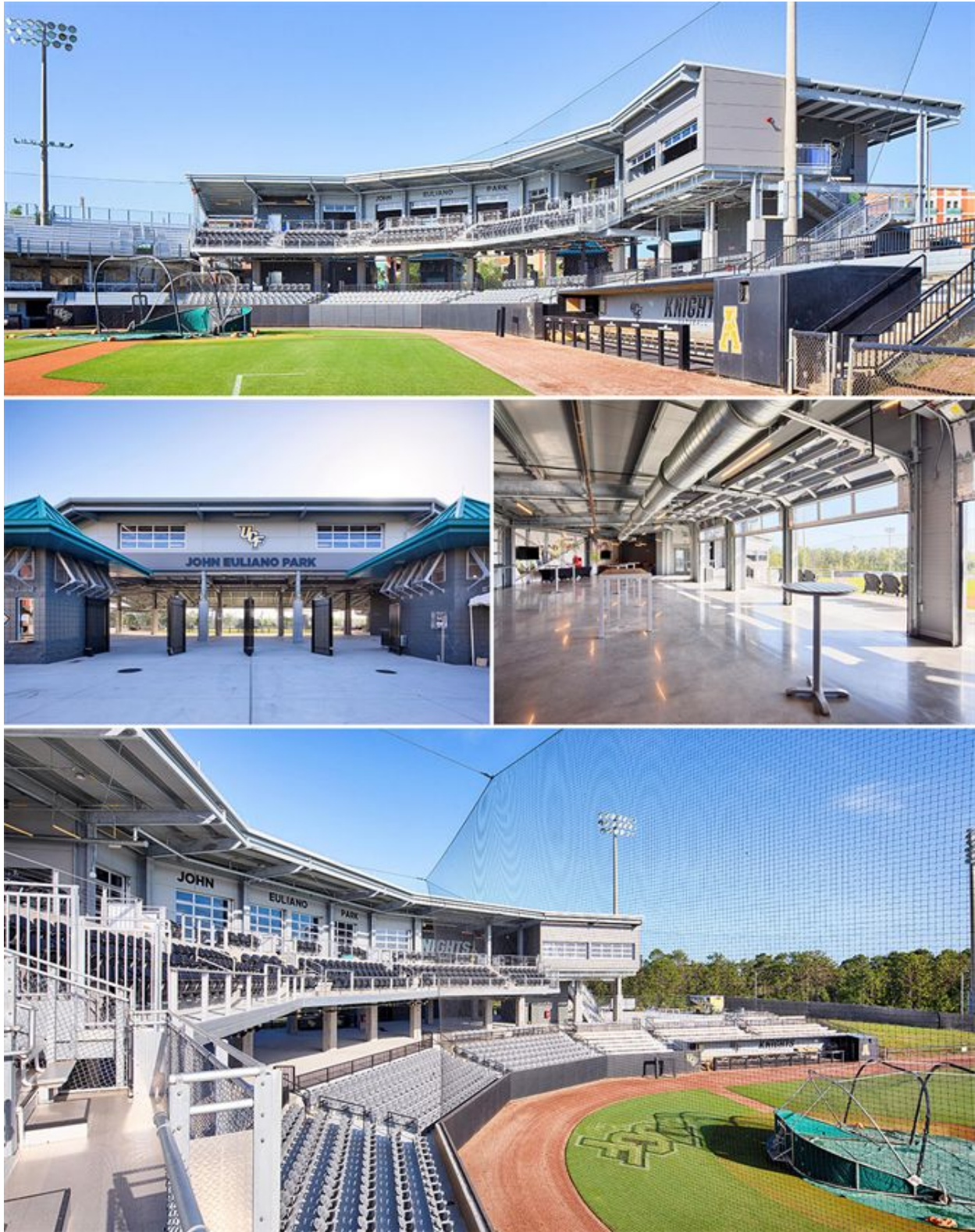
* Planned Cost and Actual Cost were increased from the previous submission due to added Design and PM Services costs and expenses.

PROJECT DESCRIPTION:

The Baseball Stadium Expansion was designed to greatly enhance the fan experience by adding a second story, which includes approximately 300 premium seats and an open-air reception space behind home plate. The project also relocated the press box to the new second floor, giving it a better view of the field and making room for additional ground floor seating.

The project began construction in November 2017, continued through the baseball season, and was completed in March 2018. The ability to continue to host baseball games throughout construction was critical, and required extra effort from all parties. As stakeholders, the Architect, Construction Manager, FP&C, and Athletics all recognized the importance of working together to overcome these challenging construction circumstances. For example, all parties worked closely with the Building Department to set criteria which would allow safe temporary occupancy of ground level seating, while construction took place on the second floor. This strategy allowed for stadium occupancy in February 2018, with construction completed in March 2018.

BASEBALL STADIUM EXPANSION Photos



UCF Global

PLANNED COST:	\$16,801,030.69
ACTUAL COST:	\$16,604,487.67
PROJECTED TIMELINE:	November 2014 to November 2015
ACTUAL TIMELINE:	November 2014 to April 2016 (explanation follows)
BOT SUBMISSION:	Project specific approval request, approved by the BOT on May 22, 2014

PROJECT DESCRIPTION:

UCF Global, a 54,780 gsf LEED Gold Certified project, serves as the primary campus hub for more than 2,000 international students, as well as faculty and staff. The building contains over 40 offices and over 20 classrooms. The building opened in 2016 and includes the English Language Institute, Travel Abroad programs, and Undergraduate and Graduate support programs.

The project's major milestones were:

- Schematic Design Documents, completed in July 2014
- Design Development Documents, completed in September 2014
- 50% Construction Documents, completed in October 2014
- 100% Construction Documents, completed in November 2014
- Early site GMP contract, approved in November 2014
- Full building GMP contract, approved in February 2015
- Certificate of Occupancy, issued in April 2016

UCF Global is the first project on campus to use a chilled beam HVAC system, circulating chilled water above the ceilings to individual chilled beams, which, in turn, function as radiators to heat or cool individual spaces. This system is more energy efficient than traditional Variable Air Volume (VAV) systems, which push hot or cold air into individual spaces. Due to the building's design and function, the use of chilled beams, and other sustainable features, UCF Global is 34.5% more energy efficient than a building designed and built to minimum code standards. These features provide significant long-term energy savings to the university.

The project experienced several design element changes during construction, including those to interior offices, common spaces, classrooms, a meditation room, and the addition of a catering kitchen. These design changes, along with contractor material delays and commissioning challenges, pushed the opening date to April 2016.

UCF Global earned several awards for its progressive and energy efficient design:

- Florida Educational Facilities Planners Association (FEFPA) First Place Design Award, 2017
- United States Green Building Council (USGBC) LEED New Construction Project of the Year (Florida Chapter), 2017
- Orange County Sustainable Project of the Year Award, 2017



UCF Global Photos

