



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Finance and Facilities Committee Meeting
August 14, 2019
8:30 a.m.
President's Boardroom, Millican Hall, 3rd floor
Conference call in phone number 800-442-5794, passcode 463796**

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 July 18, 2019 Finance and Facilities Committee meeting minutes | Chair Martins |
| IV. NEW BUSINESS | Chair Martins |
| <ul style="list-style-type: none">• Update Signature Authority for Checks (FFC-1)• ICAMR, Inc. d/b/a BRIDG and the Florida Advanced Manufacturing Research Center Update (INFO-1)• Arctic Research Science Logistics Support—UCF Research Foundation Proposal (INFO-2) | Dennis Crudele
<i>Interim Chief Financial Officer</i>

Misty Shepherd
<i>Interim Vice President for Administrative Affairs and Operations</i>
Elizabeth Klonoff
<i>Vice President for Research and Dean of the College of Graduate Studies</i>
Sandra Sovinski
<i>Deputy General Counsel for Research</i>

Misty Shepherd
Elizabeth Klonoff
Sandra Sovinski |

- Campus Master Plan Public Meeting
Comments ([INFO-3](#))

Misty Shepherd
Bill Martin
Director, Facilities Planning

- Post Investigation Action Plan
Implementation Update ([INFO-4](#))

Misty Shepherd
Dennis Crudele

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
July 18, 2019

MINUTES

CALL TO ORDER

Trustee Alex Martins, chair of the Finance and Facilities Committee, called the meeting to order at 11:09 a.m. Committee members Robert Garvy, Kyler Gray, David Walsh, and Bill Yeargin were present. Committee member John Sprouls attended via teleconference. Trustees Ken Bradley, Beverly Seay, and Bill Self were present.

MEETING MINUTES

The minutes of the June 19, 2019, Finance and Facilities Committee meeting were approved as submitted.

NEW BUSINESS

Legislative Budget Requests (FFC-1)

Thad Seymour, Interim President, Dennis Crudele, Interim Chief Financial Officer, Elizabeth Dooley, Provost and Vice President for Academic Affairs, and Janet Owen, Vice President for Government Relations, presented for approval the Legislative Budget Requests. Requests submitted for consideration must align with the goals and objectives of UCF's strategic priorities and Accountability Plan.

Seymour stated that the first request is called *UCForward* and is designed to accelerate the university's pursuit of excellence and statewide impact. Combined with a new enrollment strategy, this \$18.4 million plan addresses three areas of excellence: 1) student affordability and success, 2) research and economic prosperity, and 3) healthcare education and delivery.

The plan includes 90 new faculty hires, 40 new academic advisors, and support for high-impact practices including research and partnerships, particularly in the health sciences arena.

The second is called UCF RESTORES and seeks \$3.7 million (of which \$1.2 million is non-recurring) that will allow service to Florida citizens who have been affected by trauma. Specifically, this request will continue the UCF RESTORES innovative treatment program and allow it to develop new initiatives that address crucial mental health needs in Florida.

Upon approval by the board, these legislative budget requests will be sent to the Board of Governors for their consideration in the 2019-20 legislative session beginning in January 2020. Trustee Self expressed his pleasure at having faculty and advising at the top of the list.

Trustee Bradley asked how funding is being spent for the “Build a 21st-century healthcare ecosystem” initiative in the *UCForward* request. Dooley said those dollars are for faculty, who will conduct clinical research.

Trustee Walsh stated that the efforts to embellish undergraduate teaching and improve quality are noteworthy.

Vice Chair Garvy asked Owen if she has received feedback from the legislature. She said she has talked with legislative members in Central Florida, and upon approval of this item by the board, Seymour will personally visit legislative leaders in Florida and Board of Governors’ members.

Seymour added that he has briefed BOG Chancellor Criser and Vice Chair Kitson and explained how this aligns to UCF’s strategy and priorities moving forward.

Chair Martins stated that these requests hit the heart of the strategic plan and focus on the four-year graduation rate and the faculty-to-student ratio.

The committee unanimously approved the legislative budget requests as submitted.

Five-Year Capital Improvement Plan (FFC-2)

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations, and Duane Siemen, Interim Associate Vice President for Facilities, presented for approval the Five-Year Capital Improvement Plan.

Shepherd stated that, each year, the university must submit an updated Capital Improvement Plan (CIP) to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, and provides information to the State Board of Education for its request for capital project funding for 2020-21.

The projects included in the CIP adhere to criteria prescribed by the Board of Governors: Remodeling/Renovation/Maintenance/Repair, Projects Previously Funded by the Legislature, Capital Renewal and Stewardship of Existing Facilities, and New Facility Request.

The renovation projects listed in the UCF CIP include updates that should provide for operating cost efficiencies. UCF has three PECO-Eligible Project Requests, all of which are renovations: the Biological Sciences building, Howard Phillips Hall, and the exterior of the Communications and Media Building on the UCF Downtown campus. One CITF Project Request, Phase II of the John C. Hitt Library Renovation, was requested.

Once submitted, the Board of Governors will evaluate all universities based on the criteria above and a newly established points-based system to present a request for PECO funding to the legislature. If the state does not approve the funds requested, the university may include the same projects on next year’s CIP, or, if available may request authorization to use E&G carryforward funds.

Walsh noted that this was a more concise approach than previous plans. Shepherd concurred and said that these projects have the highest impact with the lowest cost.

Garvy asked what the alternative for funding is if PECO falls through. Shepherd stated that, within the new guidelines, the university can seek approval from the legislature to complete projects using existing carryforward funds.

Martins stated that the focus and conciseness of the list is commendable.

The committee unanimously approved the Five-Year Capital Improvement List as presented.

UCF and Valencia College Partnership Agreement for Downtown Campus (FFC-3)

Shepherd, Mike Kilbride, Assistant Vice President for UCF Downtown, and Jennifer Cerasa, Senior Associate General Counsel, presented for approval the UCF and Valencia College partnership agreement for the UCF Downtown campus. To provide a consistent experience for students, faculty, and staff on the shared campus and reduce the duplication of services, UCF and Valencia are entering into a partnership agreement to outline how they will share costs and provide lower division courses, share facilities, and provide shared services on the campus.

Valencia College will contribute approximately \$1.2 million annually toward the operating costs of the downtown campus. UCF will share one-third of the net commission generated from the Downtown campus store and Downtown campus vending with Valencia College.

The agreement will go into effect on August 1, 2019 and terminates on June 30, 2029. The term will automatically be renewed for two, successive 10-year terms thereafter, unless either party provides written notice of its intent to terminate or amend the agreement.

Kilbride stated that the agreement is broken down into several components:

- UCF-owned-and-leased facilities and Valencia-owned-and-leased facilities and how services are provided to each;
- Facilities in general and licensing UCF space to Valencia;
- Co-listing general education courses, which allows UCF students to take Valencia courses at Valencia's rate;
- Shared services, such as campus safety, IT, and connection costs; and
- Student services, which allows Valencia students to pay a fee to use UCF facilities, such as the Recreation and Wellness Center and other services.

Seymour acknowledged the amount of work that went into this agreement. It represents hundreds of hours of meetings between UCF and Valencia and is possibly an unprecedented agreement between a college and a university.

Garvy commented that the downtown campus is a milestone in UCF and Valencia's histories and shows the partnership attitude that is the cornerstone of UCF. Martins concurred.

The committee unanimously approved the UCF and Valencia College Partnership Agreement for the Downtown Campus as presented.

Centroplex Lease Agreement with the City of Orlando (FFC-4)

Shepherd, Kilbride, and Cerasa presented for approval the Centroplex lease agreement with the City of Orlando. In February 2016, UCF and the City of Orlando executed a Memorandum of

Understanding that outlined the basic framework of the terms of future agreements to be entered into between UCF and the city for the development of the new campus in downtown Orlando's Creative Village, should the campus be approved by the Board of Governors and receive the needed state funding.

In the Memorandum of Understanding, the City committed to leasing the entire Centroplex I Garage to the university, with a total of 603 parking spaces and 10,000 square feet of adjacent retail space for a term of five years (ending on June 30, 2024), with an option to renew for three additional one-year periods. The city committed to the following payment terms:

- \$1 per space per year for 300 spaces
- \$52.50 per space per month for 303 spaces
- \$5,000 per month for 10,000 square feet of adjacent retail space

The parking garage will be managed by UCF Parking and Transportation Services to provide parking for students, faculty, and staff of the downtown campus. The retail space will house the UCF Police Department's Downtown substation and Flying Horse Editions, a collaborative research studio for visual arts.

The rent for the garage and adjacent retail space totals \$251,190 and will be funded by Parking and Transportation auxiliary funds. The lease formalizes UCF's agreement with the City of Orlando to support parking, safety, and space needs of the UCF Downtown campus.

The committee unanimously approved the Centroplex lease agreement with the City of Orlando as presented.

Addendum to Management Agreement between Creative Village SHP Owner, LLC and UCF Board of Trustees (FFC-5)

Shepherd, Kilbride, and Cerasa presented for approval the addendum to the management agreement between Creative Village SHP Owner and UCF for the management of student housing at the UCF Downtown campus.

UCF previously entered into a management agreement on October 8, 2018 with Creative Village SHP Owner, LLC (Owner) to provide that UCF would manage and market the privately-owned student housing project now known as UnionWest. The management agreement contemplated that UCF, Valencia, and the owner would enter into a future addendum where the parties agreed upon an allocation of the student housing beds between UCF and Valencia. This addendum to the management agreement sets forth the allocation of the 600 student beds between Valencia and UCF and provides for a tiered release approach. The addendum runs concurrently with the management agreement, which has a 20-year term and expires in 2039.

Cerasa said of the 600 beds, 400 beds are initially allotted to UCF students and 200 beds to Valencia students. The number of beds allotted to Valencia students either drops or remains the same, depending on the number of completed housing applications by Valencia students.

Walsh asked for the current occupancy rate. Kilbride stated that it is over 80 percent full, and both UCF and Valencia students are responding well.

Martins stated that the trustees had the opportunity to tour the facility, and he is pleased to see the high occupancy rate.

The committee unanimously approved the addendum to the management agreement between Creative Village SHP Owner and UCF for the management of student housing at the UCF Downtown campus.

Student Transportation Services Agreement (FFC-6)

Shepherd and Kris Singh, Director of Parking and Transportation Services, presented for approval the agreement to provide student shuttle service to, from, and within the vicinity of UCF's main campus. Service includes transportation to the Health Sciences Campus at Lake Nona, Rosen School of Hospitality Management, UCF Downtown Campus, and other locations mutually agreed upon during the term of the contract.

The Invitation to Negotiate (ITN) was issued on October 15, 2018. The negotiation team worked over several months and was advised by UCF Trustee David Walsh. After all negotiations and Best and Final Offers, Groome Transportation was selected as the awardee. They provided the best overall value for this service, saving the university over \$23,780,400 through negotiations. Overall experience of the provider, driver requirements and wages, servicing and fueling locations, start-up plan, innovation and technology, and staffing and supervisory roles also were considered.

The contract is for 10 years (2020 to 2030), with an extension that may not exceed 12 months or the completion of a competitive solicitation. The contract can be terminated for cause after a 90-day cure period, for breaching Florida's public records law (F.S. 119), or by mutual consent of both parties.

Shuttle services will be provided using 61 buses (45 Blue Bird propane powered, eight El Dorado bio-diesel powered, and eight Starcraft propane-powered buses). Groome will be responsible for all day-to-day operations, administration, and maintenance of the shuttle fleet. UCF's obligations are approximately \$86 million over 10 years and is funded through the Transportation Access Fee. No fee increases are being requested.

Singh stated the contract will begin next year, allowing Groome the time to build the buses and have them ready for service by July 1, 2020.

Martins stated he asked Walsh to serve on the ITN committee and thanked him for his time and work.

Walsh stated Groome provided Key Performance Indicators for availability, reliability, safety and on-time performance and demonstrated they could meet UCF's needs on a cost basis.

Trustee Seay asked if this was a fixed-price contract. Singh said that it escalates two percent per year. She questioned Groome scoring almost 200 points below the leader on Attachment D. Singh stated that once Groome entered into face-to-face negotiations, they presented additional incentives that were not stated in their original proposal, on which that scoring was based.

She also asked if the main cost differential was labor. Singh said that equipment would be first and labor second.

Bradley asked how much funding is available annually from the Transportation Access Fee. Singh said \$15 million, of which \$8 million funds the shuttles. The remaining funds pay for debt service on the garages, operations, equipment, and salaries.

The committee unanimously approved the awarding of the student transportation services agreement to Groome Transportation as presented.

Sublease of South Orlando Campus to Orange County (FFC-7)

Shepherd and Cerasa presented for approval the sublease of the South Orlando campus to Orange County. In 2015, Orange County Board of County Commissioners executed a resolution in support of the UCF Downtown campus, where in it committed \$3 million toward the construction of the UCF Downtown campus, contingent upon (among other items that have been satisfied) the execution of a long-term lease to the county at nominal consideration for the property known as the UCF of South Orlando Center located at 7300 Lake Ellenor Drive.

This proposed sublease is the final step in obtaining Orange County's commitment. The property is generally located near the intersection of West Oak Ridge Road and South Orange Blossom Trail. It is owned by the Board of Internal Improvement Trust Fund and was leased to UCF as part of the Master Lease 2721. The property has previously been used for overflow parking by a neighboring business, and a neighboring elementary school had constructed a baseball field on the property. However, UCF has no university related purpose to continue to lease the property and previously had discussed removing the property from the master lease. Subsequently, Orange County expressed interest in subleasing the property to build a public park and recreational facility, which may include after-school programs, meeting space for community classes and gatherings, and athletic fields.

The term of the sublease is for 50 years. UCF will cooperate with the county in securing any necessary easement rights. The county will submit a land use plan for the subleased premises to the Division of State Lands, maintain insurance, pay any taxes, assessments, or utility fees, and maintain the property. UCF can terminate upon breach of the sublease after 60 days written notice.

Cerasa stated that the sublease is subject to approval by the state, who are aware and are supportive.

She added that the property had minor petroleum contamination from an underground heating oil storage tank, which has only recently been cleared. The university received the Site Completion Rehabilitation Order (SRCO) from the Florida Department of Environmental Protection. The property also has monitoring wells, but they have not been checked in some time. An adjacent property, known as the Ashland Site, has an existing approved clean up due to environmental contamination, but the South Orlando Center site is no longer monitored as part of the clean-up.

UCF will indemnify the county for any existing environmental conditions, but not for future contamination and/or contamination that is exacerbated by the County's occupancy and use.

Martins asked Cerasa to confirm that all indemnification and "hold harmless" language was agreed upon on behalf of the university. Cerasa confirmed and said that UCF has indemnified the county for any action that took place during UCF's ownership, however the county is responsible for anything that occurs once they take possession.

Walsh asked what the fair market value of the property is. Cerasa said that because the state owns the land, the fair market value is unknown. This land is part of the \$20 million worth of community support the county pledged to UCF in its support of UCF Downtown.

Seay asked if the university will be held responsible if any new issues are discovered now that the county is subleasing the property. Cerasa said that it depends on the source. If an issue stems from the county placing a park on the property, for example, the county is responsible. If the issue stems from UCF's time as the holder of the lease, the university is responsible. However, she is confident the site is safe and clean.

Walsh suggested a Phase I environmental study be completed to establish a baseline. Cerasa said the university has completed multiple Phase I studies, and Phase II was part of receiving the SCRO from FDEP, who said no discoverable contamination is present.

The committee unanimously approved the Sublease of the South Orlando Campus to Orange County as presented.

UCFAA Fifth Third Lines of Credit Renewal (FFC-8)

Shepherd and Bert Francis, Assistant Controller, presented for approval the request to renew the University of Central Florida Athletics Association (UCFAA) lines of credit with Fifth Third Bank. UCFAA has two lines of credit (a construction line and an operating line) with Fifth Third Bank that must be renewed annually. The local UCFAA board has approved the renewal, and it now requires Board of Trustees approval.

Francis stated that they are looking to extend the lines for an additional year (until July 2020).

The construction line interest rate will change from 67 percent of 30-day LIBOR Rate plus 1.34 percent to 79 percent of 30-day LIBOR Rate plus 1.34 percent. Principal payment of \$295,000 will be due on July 15, 2020.

The operating line interest rate is 30-day LIBOR Rate plus 2.0 percent. The line is automatically paid down as deposits are made into UCFAA's operating accounts. UCFAA pays an unused fee of 0.45 percent on the average unused balance every quarter.

The committee unanimously approved the renewal of the UCFAA lines of credit with Fifth Third Bank.

7-Eleven Lease at Knights Plaza (FFC-9)

Shepherd and Ronnie Lamkin, General Manager for the UCF Convocation Corporation, presented for approval the lease for Petroleum Marketing Group (PMG) to construct and operate a 7-Eleven store at Knights Plaza.

The store will be located in the space that was previously occupied by Knight Aide Pharmacy, which consisted of a pharmacy and convenience store. There are several exclusions and exclusivities prescribed by the lease in order to protect UCF's existing contracts, interests, and reputation (such as no tobacco, e-cigarettes, gum, or alcohol).

The lease provides an initial term of five years and allows for a five-year extension at the tenant's option, provided that all of the tenant's obligations are met during the initial term. After those terms expire, the lease provides two five-year terms with the landlord's approval, which may be withheld at its sole and absolute discretion.

The lease is the traditional retail lease structure and is for 2,037 square feet of space at \$24 per square foot, with a four percent annual increase in base rent.

The committee unanimously approved the lease with PMG to construct and operate a 7-Eleven store at Knights Plaza as presented.

2018 Capital Projects Summary (INFO-1)

Shepherd and Bill Martin, Director of Facilities Planning, presented the revised summary of projects completed in 2018 that includes the requested Project Management costs (stemming from the May 16, 2109 FFC meeting) on the total project costs for all buildings (with the exception of UCF Global, which was unchanged). The materials included information on planned cost, projected cost, actual cost, projected timeline, actual timeline, final square footage, and any programmatic changes after the construction manager's guaranteed maximum price 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. All revisions were identified with yellow highlights.

2019-20 University Operating Budget Amendment (INFO-2)

Crudele notified the committee of a reduction to the 2019-20 university operating budget, which was approved by the board at the June 19, 2019 BOT meeting, following the governor's veto of \$1,693,525 Education and General recurring funding for operation of the UCF Downtown Campus. The board is required to be notified of the veto.

Martins adjourned the Finance and Facilities Committee meeting at 12:15 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
August 14, 2019

Title: Update Signature Authority for Checks

Background:

Following personnel changes, the board needs to update the list of university employees who are authorized to sign checks on the Bank of America account.

Issues to be Considered:

One of the currently authorized check signers is no longer working for the university:

- Phillip Henson, Director, was non-renewed on June 6, 2019, due to a reorganization within Finance & Accounting

Currently, there are two other authorized check signers:

- Joel Levenson, Assistant Vice President, Finance & Accounting
- Tera Alcala, Associate Controller, Finance & Accounting

Alternatives to Decision:

Alternatives include designating different or additional employees as check signers.

Fiscal Impact and Source of Funding:

None, provided there is at least one authorized employee available to sign checks.

Recommended Actions:

1. Recommend to the BOT the removal of the following individual from the list of designated personnel with signature authority for checks:
 - Phillip Henson, Director, Finance & Accounting
2. Recommend to the BOT the addition of the following individuals to the list of designated personnel with signature authority for checks:
 - Kristie Harris, Associate Vice President, Division of Finance
 - Kathy Mitchell, Associate Vice President, Division of Finance

Authority for Board of Trustees Action:

Section 1011.42, Florida Statutes, requires the university board of trustees to designate university employees who are authorized to sign checks to pay legal obligations of the university.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Vice President for Financial Affairs and CFO

Supporting Documentation:

Attachment A: Section 1011.42(7), Florida Statutes, *University depositories; deposits into and withdrawals from depositories*

Facilitators/Presenters:

Dennis Crudele, Interim Vice President for Financial Affairs and CFO

Attachment A

Select Year:

The 2018 Florida Statutes

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

[Chapter 1011](#)
PLANNING AND BUDGETING

[View Entire Chapter](#)

1011.42 University depositories; deposits into and withdrawals from depositories.—

(1) The board of trustees of each university shall designate the depositories in which any university funds may be deposited. No bank shall be designated unless it is a qualified depository as provided by Florida Statutes.

(2) All funds received by a university, from whatever source and for whatever purpose, shall promptly be deposited in a board of trustees approved qualified depository.

(3) The board of trustees shall require an accurate and complete set of accounts to be maintained in the books and records for each fund on deposit in each university depository. Each account shall show the amount subject to withdrawal, the amount deposited, the amount expended, and the balance of the account.

(4) The university may maintain a separate checking account for each fund or may utilize a single checking account for the deposit and withdrawal of moneys from all funds and segregate the various funds on the books and records only. No check or withdrawal shall be drawn in excess of the balance to the credit of the appropriate fund.

(5) Funds awaiting clearing may be invested in investments earning interest in a qualified depository, in the State Treasury, and in the State Board of Administration. Investments of university funds shall comply with the requirements of Florida Statutes for the investment of public funds by local government. Due diligence shall be exercised to assure that the highest available amount of earnings is obtained on investments.

(6) The university president or his or her designee, after having been specifically authorized by the university board of trustees, may transfer funds from one depository to another, within a depository, to another institution, or from another institution to a depository for investment purposes and may transfer funds to pay expenses, expenditures, or other disbursements, evidenced by an invoice or other appropriate documentation.

(7) The university board of trustees shall specifically designate and spread upon the minutes of the board the legal name and position title of any university employee authorized to sign checks to pay legal obligations of the university.

History.—s. 638, ch. 2002-387; s. 3, ch. 2003-3; s. 155, ch. 2007-217.

ITEM: INFO-1

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
August 14, 2019**

Title: ICAMR, Inc. d/b/a BRIDG and the Florida Advanced Manufacturing Research Center Update

Background:

Relevant History: In August 2014, UCF and Osceola County entered into a development agreement, with support from limited third-party Florida High Tech Corridor Council, to build the Florida Advanced Manufacturing Research Center (R&D Center). UCF entered into a Master Services Agreement (MSA) with ICAMR, Inc. (BRIDG) on October 24, 2017, with a first amendment adding performance milestones executed April 20, 2018. Following completion of the R&D Center, on February 15, 2018, UCF executed a lease with Osceola County for the R&D Center.

An amendment to the lease was approved by the UCF Board of Trustees on May 16, 2019, to transfer ownership of certain tools to BRIDG to use for credit collateral, and the board requested a further presentation of detailed performance and activity information regarding BRIDG and the R&D Center.

Issues to be Considered: N/A

Alternative(s) 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:

Elizabeth Klonoff, Vice President for Research and Dean of the College of Graduate Studies

Supporting Documentation:

Attachment A: BRIDG Performance and Activity Presentation

Attachment B: Project Relationship Summary

Facilitators/Presenters:

Sandra Sovinski, Deputy General Counsel for Research



Attachment A

Agenda – BRIDG Update

- + BRIDG Status – New News**
- + Business Development / Partnership Update**
- + State Legislative Session Recap**
- + Challenges to Overcome**
- + Engagement with UCF**
- + NeoCity Update**

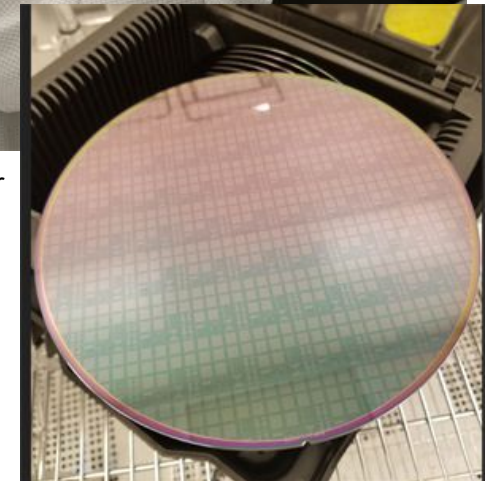


BRIDG Status – New News

- + **October 2018 - First wafers produced**
- + **40 FTE employees / 2 open positions**
- + **Strong revenue growth projected in FY20**
- + **5 active customer projects**
 - L3Harris, Lockheed Martin, Alion, Radiance, Massey
- + **3 technologies in production**
 - Physical Unclonable Function (PUF), Silicon Interposer, III-V Epitaxy
- + **250+ production wafers completed or in process**
- + **52 tools on site and 6 new tools in process**
- + **\$22M financing established for tool purchases and installation**
- + **3 new / expanded strategic partnerships announced**
 - TEL – world leader manufacturer of semiconductor & FPD tools
 - SUSS MicroTec – tools and process solutions for systems integration
 - Imec –Silicon Interposer process transfer



PUF Wafer



BRIDG Proprietary



Business Development / Partnership Update

+ \$4.7M – Contract Funding To Date

- L3Harris / Photon-X / Lockheed Martin / Radiance (Army) / Alion (Air Force) / Fire Institute / Massey

\$54M - \$79M of high-probability near-term funding

+ \$11.8M - In Negotiation / Close Within Next 2 Months

- Air Force (Secure Dig Twin) / Lockheed Martin / Radiance (Army)

+ \$17.2M – Close by December 2019

- DoD IBAS / Navy (SHIPS) / Lockheed Martin / Radiance (Army)

+ \$25M - \$50M – Close by June 2020

- Navy (SHIPS) / Radiance (Army) / DoD (DMS&T)

+ \$289M - Total Pipeline of Opportunities Through FY24

+ Key Partnerships

- **NEW** - TEL – 200mm Tool Demo Center
- **NEW** - SUSS MicroTec – North American Demo Center
- **EXPANDED** - Imec – strategic partnership / process transfer
- Siemens - \$30M in-kind SW donation / Secure Digital Twin

BRIDG Proprietary



DEPARTMENT OF THE AIR FORCE
AIR FORCE RESEARCH LABORATORY
WRIGHT-PATTERSON AIR FORCE BASE OHIO 45433

JUN 24 2019

AFRL/RYKSE
2130 8th Street, Bldg. 45
Wright-Patterson AFB OH 45433-7541

ICAMR, Inc. (BRIDG)
200 NeoCity Way
Kissimmee, FL 34744

SUBJECT: **Broad Agency Announcement (BAA) / d-S-1201, Assured and Trusted Microelectronics Solutions (ATMS)**

1. Your proposal submitted in response to the criteria set forth in the announcement has been evaluated against the criteria set forth in the announcement and has been classified as **Selectable** in accordance with the following criteria:
 - **Highly Recommended:** Proposals are recommended for acceptance if sufficient funding is available. Highly Recommended proposals are displaced only by other Highly Recommended proposals.
 - **Selectable:** Proposals are recommended for acceptance if sufficient funding is available. Selectable proposals are given priority over Highly Recommended proposals. To ensure a diversity of approaches, a Selectable proposal may be placed over a Highly Recommended proposal if the Selectable proposal presents a unique approach unlike any of the Highly Recommended proposals.
 - **Not Selectable:** Even if sufficient funding existed, the proposal should not be funded.
2. We are pleased to notify you that your proposal for the subject solicitation has been selected for funding and negotiations. You will be contacted within the next 30 days to commence the acquisition process. The anticipated date for contract award is 1 Aug 2019.
3. Your interest and cooperation in Assured and Trusted Microelectronics Solutions (ATMS) are sincerely appreciated. We invite you to monitor the Federal Business Opportunities (FBO or FEDBizOpps) web page for any future programs that may be of interest to you.
4. This letter is not to be construed to mean that the acquisition of this proposal is assured, as final availability of funds and successful negotiations are prerequisites to any contract award.
5. Please direct any questions to Jim Dinwoody, james.dinwoody@us.af.mil, 937-713-9967.

JAMES E. DINWOODY



State Legislative Session Recap

+ Outcome

- SECURED - \$5M for BRIDG Operations
- VETOED - \$6.25M
 - > \$6M for Tools
 - > \$250K for Fire Institute (tools)

+ Reason for Veto Unclear

+ \$36M – Cumulative State Investment in BRIDG

- FY16 - \$0 (VETO - \$10M)
- FY17 - \$15M (\$10M tools / \$5M operations)
- FY18 - \$9.5M (\$2M tools / \$7.5M operations)
- FY19 - \$6.5M (\$0.5M tools / \$5M operations / \$1M Fire Institute)
- FY20 - \$5M (VETO - \$6.25M)



Challenges to Overcome

+ State of Florida Support Lower than Anticipated (Governor Veto - \$6.25M for Tools)

- Causing DoD and others to question investing in Florida (vs support of NY, CA, TX)
- **Mitigation** – financing in place (Tradeoff – debt service)

+ Revenue Growth Constrained by Tooling / Process Capabilities

- State funding far below anticipated levels
- **Mitigation** – DoD contracts pursued as priority over private industry – substantial program funding now in queue
- **Mitigation** – financing in place (Tradeoff – debt service)

+ Facility & Process Startup Workload Taxing Existing Limited Staff

- Budget constraints resulting in staffing slip – lacking bandwidth in process engineers & process/equipment techs
- **Mitigation** – slower startup / overtime / DoD contract closure focus

+ Cash Flow – DoD Contract Closure Slower Than Anticipated

- Burn Rate – ~\$1.4M / month (constrained operations)
- **Mitigation** – significant cost controls
- **Mitigation** – financing includes working capital (Tradeoff – debt service)



Engagement with UCF

- + UCF researchers engaged on projects with L3Harris, Photon-X, and Massey
- + Regular compensated use of the UCF AMPAC Center for material characterization
- + 4 year investor in UCF MIST Center
- + 3 UCF researchers were BRIDG joint faculty
- + 8 UCF internships over the last 3 years
- + 7 UCF alumni on BRIDG staff
- + Funding a full time UCF Environmental, Health, and Safety Engineer
- + BRIDG/NeoCity initiative paved way for UCF collaborations with imec and TEL

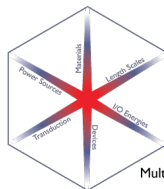
NanoScience Technology Center

Office of Research & Commercialization
UNIVERSITY OF CENTRAL FLORIDA



**CREOL, The College of
Optics and Photonics**

College of
**Engineering &
Computer Science**
Opportunity Starts Here



**MIST
CENTER**

Multi-functional Integrated System Technology

**Advanced Materials Processing
and Analysis Center**

NanoScience Technology Center
UNIVERSITY OF CENTRAL FLORIDA • ORLANDO



NeoCity Update

+ LG Corporation – Announced in June

- “LG Smart Town Center” at NeoCity
- 25+ acres / Up to \$500 million budget
- Smart homes, retail and innovation labs

❖ *Opportunity for UCF Smart Cities Degree track*

+ NeoCity Academy – Opens August

- STEM Public High School

+ Office Building - Opens August

- First class “A” office in Osceola County

+ Imec - Since July 2016

- 30 Employees
- UCF Collaborations In Process
 - > Driggers, Freisem-O’Neal, Crawford, Renshaw, Fathpour, Mukhopadhyay

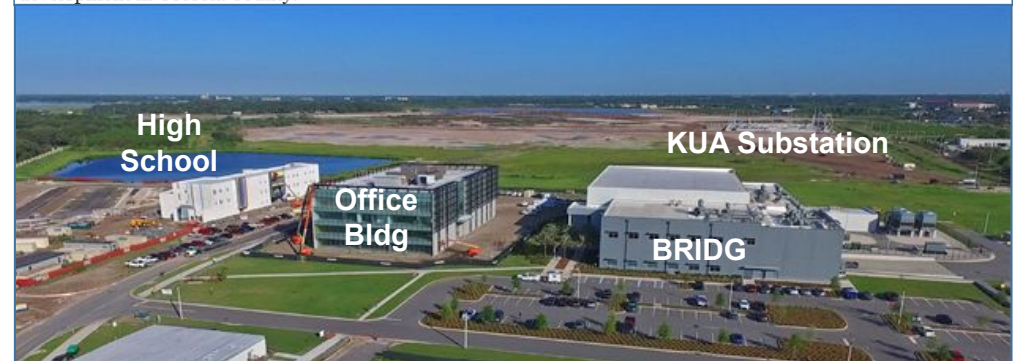
LG to build \$500M 'smart town center' development in NeoCity

By **Jack Witthaus** – Staff Writer, Orlando Business Journal

Jun 24, 2019, 4:32pm EDT



A South Korean group — headed by global giant LG Corp. subsidiary LG Electronics Inc. — plans to build a major development in Osceola County.



May 2019



Home of the Knights
NEOCITY ACADEMY
A Project-Based, Inquiry-Driven Learning Environment



BRIDG Proprietary

7



BRIDG is located

in NeoCity

500-acre

Technology

District

Across the street

from Silver Spurs

Arena



30 Year Master Plan

Attachment B

PROJECT RELATIONSHIP SUMMARY**Narrative History:**

UCF's former Vice President for Research & Commercialization, M.J. Soileau, engaged in discussions with various community leaders and potential collaborators to pursue the creation of an advanced manufacturing research center with a focus on sensors, for the Internet of Things. Initially, an existing Austin-based consortium focused on R&D, Sematech, was to run the center, but late in the planning, cancelled its participation. At that time, Osceola County, UCF, and the Florida High Tech Corridor Council determined to move ahead with a new consortium to be created, modeled after Sematech. UCF filed to incorporate ICAMR, Inc. effective May 30, 2014.

In June, 2014, UCF and Osceola County (and FHTCC) agreed on general terms to collaborate to establish an R&D Center known as the Florida Advanced Manufacturing Research Center. Two months later, the Development Agreement was executed with specific details, roles, and responsibilities defined, and with a Lease for execution upon completion of the building, and this Board approved the construction and operation of the center on September 24, 2014.

In July, 2015, ICAMR, UCF, and UCFRF executed a Memorandum of Understanding (MOU) to initially govern the relationship, and relatedly, a CDA.

In May, 2016, the Design Center Frame Agreement was executed, with ICAMR, UCF, Osceola Count, and IMEC as parties.

Shortly thereafter, UCF and ICAMR entered into another MOU, specific to the handling of State appropriations to UCF for ICAMR. Also, in August, 2016, Osceola County, UCF, and ICAMR were co-party recipients of a grant from the U.S. Department of Commerce, for use in upgrading certain aspects of the R&D Center.

In September, 2017, upon substantial completion of the R&D Center, UCF entered into a lease with Osceola County, and in October, 2017, the Master Services Agreement began, specifying the terms and obligations of ICAMR as consortium manager of the R&D Center.

In July, 2018, a stand-alone fiscal agency agreement was executed between UCFRF and ICAMR. An interpersonnel agreement (IPA) remains pending, under negotiation, as does a Master Research Agreement, with the intent that upon execution of those agreements, the initial MOU will be terminated.

The following UCF research has been/is being sponsored via BRIDG (ICAMR) to date:

8/1/16 – 12/31/17	\$34,000	Development of Ultra High Density Interposer (Harris)
5/17/18 – 5/16/19	\$47,500	Phase I Development of Pheromone Standard terms (Massey)
8/20/18 – 1/31/20	\$217,659	Polarized and Stereo Imaging for 3D Modeling Standard terms
	(+ \$56,087 cost share)	

Primary Contract Terms - In Chronological Order:

Initial Project MOU:

- Executed 6/16/2014
- Parties: UCF, Osceola County, FHTCC
- Documented initial intent to establish the Florida Advanced Manufacturing Research Center, anticipated a formal agreement
 - UCF:
 - Recruit or stand-up nonprofit, industry supported consortium, each party with a Board seat, but intent for majority to be industry seats
 - \$1,000,000 initial funding
 - \$9,000,000 for design, construction, capital assets and tools for S&D Center
 - \$7,000,000 in-kind, focused faculty hires
 - Lease and fully utilize R&D Center
 - Osceola
 - 20-acre pad-ready parcel for R&D Center
 - \$61,000,000 for design, construction, capital assets
 - Lease to UCF for \$1/year
 - Arrange for KUA power service infrastructure for R&D Center, \$10,000,000 value
 - Arrange for TWA water and wastewater treatment infrastructure, \$12,000,000 value
 - FHTCC
 - \$1,000,000 initial funding
 - Expand Matching Grants Research Program to \$5,000,000 for Sensor-Driven Advanced Manufacturing research activities and operation of a consortium.

Florida Advanced Manufacturing Research Center Development Agreement:

- Effective 8/25/2014
- Parties: Osceola County, UCF, FHTCC
- Formalized details of commitments from Initial Project MOU (above), and
 - UCF:
 - All operating and maintenance expenses of R&D Center
 - Formed and agreed to assist and work with Consortium
 - Lease the R&D Center upon substantial completion
 - Osceola
 - Design and construct the R&D Center
 - Acquisition of Tools with UCF direction
 - Reserve contiguous area to facilitate attraction of industry cluster
- Amended/Restated in 2017
 - Updates terms, post-construction
 - Osceola contribution increased \$10,000,000
 - ICAMR rights added
 - Tohopekaliga Water Authority (TWA) to recover its capital contribution with R&D Center surcharge
 - Revised Lease template (*See Lease below*)
 - Additional obligations for UCF regarding Advanced Treatment Facilities and surcharges
- Related: EDA Grant
 - Parties: UCF, ICAMR, Osceola

- August 9, 2016
- \$2,222,412 award, \$3,779,443 cost share, for clean room upgrades

ICAMR MOU:

- Effective 7/28/2015 and Expires 7/28/2019
- Parties: ICAMR, UCF, UCFRF
- Defined UCF/UCFRF's assistance to ICAMR
- Cross licenses all non-patentable IP to the extent necessary to perform under the MOU.
 - UCF:
 - Provide
 - initial, start-up phase employees, including salary and fringe benefits
 - administrative support
 - website, with support
 - expense reimbursement
 - Allow ICAMR to manage the R&D Center, upon leasing
 - UCFRF:
 - Act as ICAMR's fiscal agent, establishing accounts with direct electronic access to financials for ICAMR
 - ICAMR:
 - Conduct operations in the R&D Center, upon UCF's leasing
 - Pursue funding and in-kind contributions from industry
- 2015 amendment: identified two UCF employees that would be designated for dual-reporting to UCF and ICAMR, the ICAMR COO and the Environmental Health & Safety Engineer, to the VP for Research and Dean of Graduate Studies and the Associate VP for Facilities and Safety, respectively.
- 2016 addendum for Harris research project, non-standard IP terms, ICAMR owns all Project IP.
- 2017 amendment: extended the term and updated list of UCF employees provided to BRIDG

Confidentiality Agreement:

- Effective 8/24/2015 and Expires 8/24/2020
- Parties UCF, UCFRF and ICAMR

Design Center Frame Agreement:

- Effective 5/13/2016 and Expires 5/13/2021
- Parties IMEC, ICAMR, UCF and Osceola County
- Defines generic legal framework for collaboration in the Design Center via further supplemental and collaboration agreements, forming steering committee, with one member from UCF, Osceola, ICAMR, and two from IMEC Florida
 - IMEC:
 - Incorporate a Florida 501(c)(3) affiliate, to be located in Osceola county
 - Pursue key performance indicators: contract revenue, peer-reviewed papers, patent filings, company partnerships
 - Share technology transfer receipts equally with UCF
 - ICAMR:
 - Provide access to 5000 sq. ft of space for the Design Center and IMEC Fl's facilities

- UCF:
 - Grant IMEC joint ownership of IP, receiving half of any licensing consideration, several further choices per expense contributions
 - Grant IMEC joint ownership of Results, and free exclusive license
 - Assign certain UCF employees to report to IMEC
 - Provide \$3,000,000 for 2016, and \$5,000,000/annually thereafter, contingent upon legislative appropriation.
- 2018 amendment: revised the IP terms, distinguishing between UCF employees assigned to IMEC, and UCF employees performing under a project otherwise.
- Supplemental agreements have also been executed with IMEC, each project/UCF employee specific.

Appropriations MOU Agreement:

- Effective 7/1/2016 and Expires upon the recurring appropriation of fund by the legislature are discontinued or termination by the parties
- Parties: UCF and ICAMR
- Sets terms and obligations for the \$5,000,000 annual appropriation to UCF for ICAMR
 - UCF:
 - \$5,000,000 to ICAMR annually
 - ICAMR:
 - Use funds only per, and reconciling with the budget in the legislative proposal, with detailed quarterly reports
 - Expenditures >\$75,000, advise UCF pre-RFP
 - Sole source purchases, advise UCF
 - Notify UCF of procurement/vendor guideline changes
- October 2017 amendment:
 - UCF escrows funds required to meet UCF's R&D Center Lease obligations:
 - Annual repayment obligations to Tohopekaliga Water Authority for R&D Center capital reimbursement
 - Annual obligations for TWA impact fees
 - Estimated semi-annual electricity and natural gas
 - Estimated annual allowable costs for R&D Center management services

Florida Advanced Manufacturing Research Center Lease Agreement:

- Effective 9/25/2017 and Expires 9/25/2057
- Parties: UCF and Osceola County
 - 40-year, triple net lease of R&D Center with conveyance of Site, Center & Tools to UCF at conclusion/or after Bonds retired, if sooner.
 - UCF obligations:
 - Fully use as technology research and development center
 - All maintenance and utilities
 - Permits, licenses, etc.
 - Hazardous materials
 - All taxes levied on leased premises, rent, and gross receipts, real estate taxes and assessments
 - Insurance
 - Repair/replacement from casualty loss <50%

- Operate and maintain Advanced Treatment Facilities, repaying TWA for capital contribution
 - Renewal and replacement of (reverse osmosis water system) ROWS and (acid waste neutralization system) AWNS components to maintain standards
- May, 2019 Amendment: Removed Tools from Leased Premises, to allow for transfer of ownership to BRIDG to use for collateral

Master Services Agreement:

- Effective 10/24/2017 and Expires 10/24/2022
- Parties: UCF and ICAMR
- Sets forth terms for ICAMR to operate UCF's leased R&D Center
 - ICAMR
 - Manage consortium programs
 - All operations and maintenance and access, including contracting with providers
 - Meet all EH&S obligations, including hazardous substances
 - Direct bill utilities except natural gas and electricity, paid quarterly to UCF
 - Repay the TWA funding obligation and System development charges
 - Provide annual capital improvement/expansion plan for ROWS and AWNS
 - All compliance and export control and building security plan
 - Insurance
 - UCF
 - Grant access to UCF computerized maintenance management system
 - Estimate and receive quarterly advance payments for natural gas and electricity
 - Reimburse Allowable Costs for services
- 2017 Amendment: Specified required BRIDG Milestones
 - Business growth
 - Governance
 - Research/Conferences
 - Workforce development
 - Community Engagement

Fiscal Agent Agreement:

- Effective 7/1/2018 and reviewed annually for potential renewal
- Parties: UCFRF and ICAMR
- Further defined terms of the fiscal agency, outside of the initial MOU
 - UCFRF:
 - Administrative oversight of financial matters
 - Provide monthly financial reports
 - ICAMR:
 - July 1, 2018 through termination, pay 7% management fee on all funds annually up to \$200,000
 - Meet monthly

Pending Agreements:

IPA:

- Effective upon execution and Expires 5 years from Effective Date
- Parties: UCF, UCFRF, ICAMR
- Further defines terms of provision of UCF personnel to BRIDG
 - UCF:
 - Retains individuals to perform work for BRIDG
 - Provide salary and benefits financial support via legislative appropriations (contingent)
 - ICAMR:
 - Provide all other operational support

Master Research Agreement:

- Effective upon execution and Expires 5 years from Effective Date
- Parties: ICAMR, UCF, UCFRF
- To define master terms for research collaboration, and for UCF's use of the R&D Center

INFO-2

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
August 14, 2019**

Title: Artic Research Science Logistics Support – UCF Research Foundation Proposal

Background:

In early June, UCF, acting via the UCF Research Foundation and with two collaborating parties, Yang Enterprises and SRI International, submitted a proposal to the National Science Foundation (NSF) to replace the current contractor providing Arctic research support and logistics services, whose contract expires May 31, 2020, unless extended.

Issues to be Considered:

NSF required all proposals to agree in advance to the terms of the solicitation, such that upon acceptance by NSF, the proposal and solicitation would form a contract. However, the UCF proposal included exceptions to those terms, and conditioned contract acceptance on necessary approvals, including of this board and the UCF Research Foundation Board of Directors. This informational overview is being provided in advance because NSF is expected to accept the selected offer in August 2019, and the resulting contract will require expedited handling, given the limited four-month transition-in period that is to begin October 1, 2019, before the four-year base period begins. The Summary of Agreement (Attachment B) offers an overview of the NSF terms and the major obligations.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

The contract is to be cost plus fixed-fee, with NSF's total estimated cost plus fixed-fee of \$280.2 million.

Recommended Action:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel:

Reviewed by Sandra Sovinski.

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Elizabeth Klonoff, Vice President for Research and Dean of the College of Graduate Studies

Supporting Documentation:

Attachment A: UCF Proposal to NSF Overview Presentation

Attachment B: Contract Summary for Solicitation, Offer, and Award #49100419R1001

Facilitators/Presenters:

Ramon Lugo, Director, Florida Space Institute

Sandra Sovinski, Deputy General Counsel for Research

Attachment A

UCF Proposal to NSF

Arctic Research Science Logistics Support

Overview

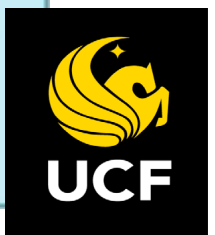


What is Arctic Research Science Logistics Support (ARSLS)?

- **ARSLS** is a contract, funded by NSF, to provide logistics support services associated with NSF or other Federal Agency funded research in the Arctic to include:
 - **Alaska...** Utqiagvik, Toolik Field Station, other locations
 - **Arctic Ocean...** support to ship borne research
 - **FennoScandia...** Finland, Norway, Sweden, Russia
 - **Russia...** only by request, coordination of support
 - **Greenland...** Thule Air Base, Summit Station
- **ARSLS** Supports roughly 150 science projects annually, most projects are 3 years in length so roughly 1/3 of the projects are new each year
- Logistics support includes:
 - Housing, transportation, science support, catering, vehicles, supplies, materials, emergency medical support, communications, environmental, safety, wilderness training, aircraft
 - A large portion of the support is implemented through purchased services



ARSLS Supported Research Areas



What is UCF's role in ARSLS

- **ARSLS** is a unique proposal requiring demonstrated leadership across all of the technical disciplines that are involved, YEI and SRI determined that the experience of the FSI Director, formerly the Executive Director of the Joint Base Operations Contract and the NASA Glenn Research Center uniquely addressed all of the elements of the contract.
- The UCF **ARSLS** proposal is named **PILOT**, Polar Integrated Logistics Team
- The UCF role is the overall management of the the **ARSLS** effort, UCF will provide the Project Manager, Business Management, Environmental Management, Safety, Quality Assurance and Requirements Management.
 - UCF/FSI has engaged the services of key members of the Leadership for the **ARSLS** effort
 - **Dr. Elizabeth Kendall**, formerly Director of the Sondestrom Radar Facility in Greenland
 - **Ms. Enid Rivera**, UCF Graduate, Master of Industrial Engineering with extensive experience in Production Operations/Lean Six Sigma
 - **Mr. Hewitt Q. McKinney**, NASA Manager in Finance/Accounting



How does ARSLS Align with UCF Goals

- **ARSLS** aligns with the following UCF Goals:
 - **ARSLS** is a 10 yr contract valued at \$25M/yr... significantly contributing to our external funding goals
 - Our activity in two separate geographic locations exposes a new community to UCF... increases our opportunity to become more diverse
 - **ARSLS** is a partnership in the truest sense
 - YEI and SRI are current collaborators
 - University of Alaska, Fairbanks AK
 - Learn To Return, Fairbanks AK
 - MAR, Division of Oasis Systems, Rockville, MA
 - Ares Corporation, Burlingame, CA
 - Local Government of Kangerlussuaq, Greenland



ARSLS Risks/Timeline

- Top Risk is the transition timeline... currently the transition occurs during the middle of the requirements development effort... capture of incumbents is important.
- UCF ability to effectively implement hiring needed.. Will benefit from lessons learned during Arecibo transition
- Insurance requirements... This is manageable, and fully reimbursed by the government (NSF).
- Teaming Agreement... Research Foundation has a plan which will be presented to BOT for approval
- Timeline... originally expected to have notification in Sept/Oct 2019, but with extension of proposal deadline and given the fact that the selection is concurrent with the start of the government fiscal year, likely will be delayed.
- Overall, this effort is well within the management experience of the Director, FSI and the experience of the Team members, YEI and SRI



Attachment B

Summary of Agreement

Purpose/Background	NSF contracts for support of research throughout the Arctic region, with program areas divided into Arctic Natural Sciences, Arctic Social Sciences, Arctic System Science, the Arctic Observing Network, Cyber Infrastructure and Sensors, and Arctic Research Support and Logistics. *See Arctic Research Mapping Application for a searchable tool about research locations and project types.
Parties	NSF, and likely “new entity” formed by UCF Research Foundation, Yang Enterprises, and SRI International. (*or possibly UCFRF, with Yang and SRI as subawardees)
Term	<ul style="list-style-type: none"> • Initial Phase-in Period: 10/1/19 – 1/31/20 • Four base years 2/1/20-1/31/24 • Three optional 2 year extensions • 4 month Phase-out Period
Obligations of UCF	Scope of Work: Provide logistics, operations, and other support for Arctic research projects and facilities, reported by NSF to include 450-500 active awards per fiscal year, with 160-200 with fieldwork. *See below for primary obligation bullet points.
Obligations of other party	<ul style="list-style-type: none"> • NSF will fund direct and indirect costs plus a fixed fee. • NSF to provide certain current databases and websites, and certain subcontractor introductions.
Financial terms	<ul style="list-style-type: none"> • Estimated \$280.2M over potential 10 year total, “Cost Plus Fixed Fee” • Fixed fee, paid at expiration of each period “if performance is considered satisfactory by the Government”. • Set aside reserve: Lesser of 15% or \$100,000, until Government’s audit is complete and close out settled.
Termination rights	<ul style="list-style-type: none"> • FAR 52.237-3 “services...are vital to the Government and must be continued without interruption...” • FAR 52.249-9 Government can terminate for failure to timely perform, and UCF would be liable for excess costs, unless beyond control and without fault or negligence, e.g. act of God, strike, etc.
Additional terms	<ul style="list-style-type: none"> • Exceptions submitted with proposal: <ul style="list-style-type: none"> records retention right patent indemnity cap to 768.28 limit retention of right to submit UCF Arctic research proposals
Link to agreement	https://bot.ucf.edu/files/2019/07/49100419R1001_20190214_FBO_Posting.pdf

UCF Responsibilities – Contract Bullet Points

- **Direct Science Support**

- Typical project components:
 - Move people and cargo to, from and within the Arctic
 - Install and operate field camps (e.g. food, shelter, power systems, communications, health and safety measures)
 - Ship samples to storage facilities or academic institutions (ice cores, snow samples, etc.)
 - Design, construct, install, demobilize infrastructure or research facilities (hybrid power systems, mobile sampling structures, instrument towers, fences, floating instrumentation, and boardwalks to protect tundra)
 - Arrange ongoing permits
 - Lease or procure facilities such as lab or berthing space, vehicles, vessels, and air support to meet research projects' requirements.
 - Maintain document sharing portal to provide NSF access to all information about science projects and operations.
 - Maintain external website describing Arctic Research Support, now <http://cpspolar.com>
- Facility Operations, Maintenance, and Upgrades
 - Provide labor, materials, equipment, logistics, energy costs, and other services required to operate and maintain existing and to upgrade, redevelop or build new Arctic infrastructure assets, providing engineering and design of new facilities and changes to existing facilities, including construction, upgrades, decommissioning, demolition, remediation, and other facilities services in Arctic region.
 - Operate and maintain facilities owned or leased in support of Arctic research.
- Air Operations
 - Provide labor, fuel, aircraft rate, airport fees, and other associated costs of air support for both science and operations. *(The expectation is a service, that would include all the above provided by a subcontract entity)*
 - Acquire, task and provide oversight to cost effective air providers that offer safe and efficient operations. Charter small ski-equipped fixed wing aircraft to service Summit and other remote locations.
- Vessel Operations
 - Provide labor, fuel, vessel rate, and other associated costs for vessel charters *(as noted above for air operations, the expectation is to subcontract with vessel operators that will provide a service at a predetermined cost)*
- IT and Communications
 - Provide labor, materials, equipment, logistics, data costs, and other services required to provide the Information Technology (IT) required for communications, including research station network infrastructure, satellite phones, and mechanisms that support data transmission from field locations.
 - Provide reliable communications for researchers in field with sufficient redundancy to ensure safety of field teams and transfer of data from remote/autonomous field instruments.

- Develop or improve internet connectivity of remote field stations, small camps, environmental observatories, and autonomous instruments for data transmission in real time or near real time.
- Provide IT systems that comply with FISMA.
- Health Safety and Environment
 - Provide labor, materials, equipment, logistics, and other services required to ensure a robust HSE program in support of science and operations
 - Develop safety management action plan ensure training including hazardous waste management, tower climbing, wilderness first responder, and other training.
 - Develop bear mitigation plans, provide bear fences, bear detection technology, firearms and requisite training, hiring bear guards, etc.
 - Immediately report incidents that cause injury or damage to property or near misses.
 - Be responsible for all waste management issues, operational health and safety practices and information security associated with its operation and maintenance of the facilities.

Region Support:

- **Alaska:**
 - Accommodations, local transportation, translators, bear guards, communications, and permitting
 - Air logistics, support crew exchanges with icebreakers or researchers, subcontract helicopter support to ferry researchers to remote sites, provide remote and charter travel, including trucks, 4 wheelers, snowmobiles.
 - Collect daily user fees for Toolik Field Station, maintain boardwalk
 - Arrange and support field camps ranging from small, short-term camping to large scale camps for several months, including power generation, communications, and camp management.
 - Lease space in Utqiagvik to meet science and operations needs.
 - Provide construction and maintenance support, establish preventative maintenance program including forecast requirements
 - Develop or update existing site, facility, infrastructure drawings, and operation and maintenance manuals.
 - Document and inspect primary systems, including structures, power, and water, developing maintenance plans for each.
- **Greenland:**
 - Kangerlussuaq:
 - Lease office, berthing, garage and warehouse space, maintain field equipment inventory, coordinate air operations, procure air support contracts for helicopter and fixed-wing activities, contract for lodging and food services, and other support. Operate, maintain and manage NSF owned vehicles.

- Summit Station:
 - Operate and maintain Summit, a high altitude station at 10,600 feet, providing all operating and research support needs, including transportation, housing, food services, safety, science technicians, power and water production, construction, maintenance, winterization of facilities, and remote and local communications.
 - Provide remote travel, snowmobile traverses, fuel caching, subcontracts for air support and other transportation and charters.
 - Be point of contact for daily radio check ins and initial point of contact for emergencies.
 - Provide Basic Life Support health care in summer and minimum of Wilderness First Responder health care in winter.
 - Conduct weather observations and provide landing strip services, and maintain a ski-way for use by NYANG LC-130's
 - Develop snow management plan.
- **Canada:**
 - Develop support plans, provide boats and other logistic services.
- **Russia:**
 - Subcontract with support providers in Chukotka and Yakutia, identify support providers for future projects
 - Coordinate work, including collecting and transporting samples back to U.S., shipping scientific equipment, and gaining visa and other permissions for people and cargo.
- **Arctic Ocean:**
 - Support projects on sea ice requiring air charters and requiring sea ice camp support.
 - Provide support for projects using icebreaker assets in Arctic Ocean, from chartering to handling mobilization, demobilization, or resupply, including replacement of aviation fuel
- **Norway, Sweden, Finland:**
 - Provide satellite communications equipment, arrange use of research stations.

ITEM: INFO-3

**UCF BOARD OF TRUSTEES
Finance and Facilities Committee
August 14, 2019**

Title: Campus Master Plan Public Comment Meeting Minutes

Background:

The trustees requested that the minutes from Campus Master Plan Public Comment meetings be provided to the committee for information purposes. The minutes for the May 15, 2019 meeting are attached.

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:

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations

Supporting Documentation:

Attachment A: May 15, 2019 Meeting Minutes

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/>

MEETING MINUTES

Project:	Neighborhood Meeting and Campus Master Plan Open House	Job Number:	N/A
Client:	Bill Martin	Meeting Location:	Assembly Hall, Wayne Densch Center for Student Athlete Leadership
Bldg / Rm#:	Wayne Densch Center for Student Athlete Leadership, Room 104	Meeting Date & Time:	05/15/2019 @ 6:00pm

Attendees:	Donna DeGregory, Lake Price * Ronald Brooke, University Estates * Richard Patch, Regency Park * Leslie Gale, Local Resident * David Gale, Local Resident * Patrick Bohlen, UCF LNR Dave Norvell, UCF Sustainability David Hansen, UCF Athletics Brian Barton, UCF Athletics Curt Wade, UCF UES Hannah Hollinger, UCF UES Nate Boyd, UCF UES Tony Merola, UCF Police Gary Cahen, UCF SDES Jim Wilkening, UCF SDES Lisa Molloy, UCF SDES Louann Huynh, UCF Parking Andy Rampersad, UCF Parking Carl Kelly, UCF FP&C John Settle, UCF FP&C Bill Martin, UCF FP&C Susan Hutson, UCF FP&C Tyler Smith, VHB Consultants Gary Marchese, RLF Architects Bill Wharton, Seminole County Planning Bill Bradford, Hanson Professional Services	Transcribed By:	John Settle, UCF FP&C
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* = neighborhood resident

Copy To: File

OBJECTIVE:

The purpose of the meeting was to update neighbors on current and upcoming construction projects, and to satisfy the Open House requirement for our 2020-30 Campus Master Plan (CMP) Open House.

MEETING MINUTES:

- 1) GENERAL - Bill Martin opened the meeting, each attendee introduced themselves and who they represent.
- 2) STATUS OF PROJECTS PRESENTATION, 6:00pm
 - a. Bill Martin gave a Power Point presentation on current design and construction projects at UCF, which included data, statistics and photographs of a variety of projects. This presentation can be viewed at: <http://fp.ucf.edu/wp-content/uploads/projects/2019%20Status%20of%20Projects.pdf>
 - b. This presentation was very similar to the one given in December 2018, therefore there were limited questions and comments.
 - c. Ronald Brooke noted that he has solar on his property and highly recommended it for campus use.
- 3) UCF 2020-30 CAMPUS MASTER PLAN UPDATE PRESENTATION, 6:45pm
 - a. Susan Hutson gave a Power Point presentation on the 2020-30 Campus Master Plan Update, which included key dates, statutory regulations, new formatting, and the various elements to be addressed in the updated plan.
 - b. Content of the 2020-30 CMP was not discussed as it is still being drafted – only the process and key dates.
 - c. See attached pdf document with slides from this presentation.
- 4) FLOOR OPEN TO QUESTIONS AND COMMENTS
 - a. Ron Brooke expressed concerns from the neighborhood perspective:
 - i. Football stadium expansion – concern about UCF Athletic Director Danny White's comments to media regarding inevitable stadium expansion. David Hansen assured Mr. Brooke that UCFAA is not planning to expand the stadium anytime soon.
 - ii. Cutting down of trees – in the past this has reduced acoustic separation between the university and the neighbors, which they do not like for privacy reasons. Mr. Brooke noted that he wants the “triangle of trees” near the softball stadium protected from development, as that provides an acoustic buffer between UCF and the neighbors.
 - iii. 200 foot buffer – Mr. Brooke noted that in the past the Campus Master Plan included a 200 foot buffer on UCF property between the neighbors, but over the years this has been significantly reduced on the CMP – he would like to see this buffer dimension increased again. Patrick Bohlen agreed and stated that a return to a strict adherence of the 200 foot buffer should compensate for any loss of privacy from the potential development of the “triangle of trees.”
 - iv. Flooding – concern on increased neighborhood flooding of Regency Park, which has had flooding issues in the past. Patrick Bohlen stated that UCF is aware of the problem, and has plans to rectify the issue internally.
- 5) UCF 2020-30 CAMPUS MASTER PLAN UPDATE PRESENTATION, 7:30pm
 - a. Susan Hutson presented the same material in item 3) above.
- 6) FLOOR OPEN TO QUESTIONS AND COMMENTS
 - a. Local residents Leslie and David Gale said that they did not have any specific concerns or questions, but they were looking forward to reading the first draft of the master plan when it is available.
- 7) NEXT MEETING
 - a. The First Public Hearing is scheduled for July 17, 2019, time and place TBD.
 - b. The Second Public Hearing and adoption by BOT will take place in November 2019 - time and place TBD.

End of Meeting Minutes

ITEM: INFO-4

UCF BOARD OF TRUSTEES
Finance and Facilities Committee
August 14, 2019

Title: Post Investigation Action Plan for Items with Finance and Facilities Committee Oversight

Background:

The Audit and Compliance committee was charged by the Chairman of the Board of Trustees to develop a board plan for oversight of the implementation of recommendations from the inappropriate transfer of E&G funds to construction.

As requested by the Board of Trustees, University Audit and University Compliance, Ethics, and Risk accumulated all recommendations, sorted them by similarity, assigned a theme, ranked them by risk, and worked with leadership to assign the appropriate university staff and obtain an action plan with target completion dates for each recommendation. This plan was approved by the Board of Trustees on July 18, 2019. The action items in this plan have been sorted by board committee and distributed to the chair of each committee with oversight. Attachment A includes those items which are assigned to the Finance and Facilities Committee.

Issues to be Considered:

Review the proposed action plans and determine if they are the right approach for the board to meet its fiduciary duties in protecting the university against future risks of this nature.

Alternatives to Decision:

Propose alternative approach for ensuring the board meets its fiduciary duties with respect to the recommendations.

Fiscal Impact and Source of Funding:

Several of these recommendations will require additional resources including the hiring of more staff and developing training programs and related materials. The board should work with the president to ensure appropriate resources are devoted to completing the recommendations.

Recommended Action:

The board, through the appropriate board committee assigned oversight for the respective action plans, should continue to actively monitor the progress under way, request status updates on a periodic basis, and work with UCF management, the Board of Governors, and the Board of Trustees to implement remediation efforts.

Authority for Board of Trustees Action:

BOG Regulation 1.001 (3)(a)

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chairman of the Board approval:

Approved by Chair Alex Martins.

Submitted by:

Dennis Crudele, Interim Vice President and Chief Financial Officer

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations

Supporting Documentation:

Attachment A: Post Investigation Action Plan for Items with Finance and Facilities Committee Oversight

Facilitators/Presenters:

Dennis Crudele, Interim Vice President and Chief Financial Officer

Misty Shepherd, Interim Vice President for Administrative Affairs and Operations

Attachment A

Finance & Facilities Committee**Pending Recommendation List - 24***Post Investigation Action Plan**As of July 18, 2019*

Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Status	Completion Date
3	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Capital Outlay Budgets must comply with statutory requirements showing all capital projects and the actual source of funds committed to each project	High	Culture, Ethics, & Governance	COO	Misty Shepherd	Finance and Facilities Committee	The BOG has provided a template to all universities for presenting their capital outlay budget. UCF is actively using the template and will be presenting it for BOT approval in July 2019.	In Progress	July-19
6	Board of Governors	Board of Governors September 13, 2018 FAC and Full Board Meetings	University will not move forward with any capital projects until the UCF BOT has completed the implementation of the procedures discussed at the UCF BOT meeting held on 9/6/18 and verified to the BOG that the procedures are in place.	High	Internal Control Redesign & Process Enhancements	COO	Misty Shepherd	Finance and Facilities Committee	All proposed projects on hold until further notice.	In Progress	To Be Determined
7	Board of Trustees	Board of Trustees September 8, 2018 Meeting	All future board and committee approvals of capital projects over \$2 million require a written certification signed by the president, vice president submitting the item, the CFO and general counsel identifying the source of funds and certifying that they are appropriate for that purpose.	High	Internal Control Redesign & Process Enhancements	General Counsel	Scott Cole	Finance and Facilities Committee	To be included in Board Operating Procedures 2	In Progress	December-19
10	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Capital projects in excess of \$1 million in cost should not be undertaken before the President and General Counsel certify the actual source of all funds to be expended and that planning and funding conform to the Capital Outlay Budget, Capital Improvement Plan, Master Plan, applicable laws and regulations. Such certifications should be submitted to the BOT for information at the next scheduled meeting.	High	Internal Control Redesign & Process Enhancements	General Counsel	Scott Cole	Finance and Facilities Committee	To be included in Board Operating Procedures 2	In Progress	December-19
11	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Internal loans should be fully disclosed and audited to ensure the safety and security of all funds, particularly E&G funds.	High	Internal Control Redesign & Process Enhancements	CFO	Dennis Crudele	Finance and Facilities Committee	Internal loans have been discussed with the President, BOT chairman, and Finance & Facilities Committee chair. The CFO is in the process of obtaining signed loan agreements for each loan and will present a complete list and repayment plan to the BOT in Fall 2019. Annual updates will be provided to the BOT until all internal loans are repaid.	In Progress	December-19
12	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	E&G funds should not be transferred or encumbered except as authorized in budgets and carry forward commitment lists approved by the Board of Trustees.	High	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	An internal process is being developed based on BOG guidance and the BOT Delegation of Authority.	In Progress	December-19
13	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	University investment policies and accounting of investment shares of various university accounts should disclose the source and possible use of all funds commingled in investment programs. Care should be taken to avoid risking University reserves or endowments through internal allocation practices that are not fully accountable to the BOT's.	High	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	Procedures are being developed that will clarify the sources of funding in each of the university's investment vehicles.	In Progress	June-20
14	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should require all newly hired F&A and Facilities department employees, and other employees with budgetary responsibilities, to undergo education and training regarding the proper use of state-appropriated funds, the relevant state statutes, regulations and BOG guidance, and should provide for regular training and education of all such employees regarding these matters. The University should also implement periodic education and training on the key concepts regarding the budgeting process and the appropriation of state funds for members of the BOT and University leaders.	High	Training & Awareness	CFO	Dennis Crudele	Finance and Facilities Committee	A process is being developed to provide initial training on the proper use of funds to new F&A and Facilities employees, with periodic refreshes provided to existing employees and BOT members. Training on the proper use of funds was provided to the BOT on 5/17/19 and to university VPs and Deans on 5/31/19.	In Progress	June-20

Finance & Facilities Committee

Pending Recommendation List - 24

Post Investigation Action Plan

As of July 18, 2019

Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Status	Completion Date
15	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Budget and finance decision makers should receive regular notifications of changes in applicable laws and regulations including new Board of Governance guidance.	High	Training & Awareness	CFO	Dennis Crudele	Finance and Facilities Committee	F&A will continue to provide notification via email, budget directors' meetings, and financial focus group meetings, to budget and finance decision makers as there are changes to applicable laws and regulations. Particular emphasis will be given to new Board of Governors guidance when it is received.	In Progress	December-19
16	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	The General Counsel, audit, and other compliance offices should help train budget, finance and accounting staff, and their administrative superiors, in applicable laws and regulations	High	Training & Awareness	CFO	Dennis Crudele	Finance and Facilities Committee	A process is being developed to provide initial training on the proper use of funds to new F&A and Facilities employees, with periodic refreshes provided to existing employees and BOT members. Training on the proper use of funds was provided to the BOT on 5/17/19 and to university VPs and Deans on 5/31/19.	In Progress	June-20
17	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Boards of Trustees should approve E&G carryforward commitments reported to the BOG's each August and approve University changes to the approved commitments on a quarterly basis	High	Transparency & Pre-Approvals	CFO	Dennis Crudele	Finance and Facilities Committee	An internal process is being developed based on BOG guidance.	In Progress	December-19
21	Association of Governing Boards	AGB January 17, 2019 Memo	The UCF budget should be developed with appropriate engagement of the Board through its Finance Committee as institution priorities are being shaped with a focus on the strategic plan of the University.	Medium	BOT & Staff Interaction	CFO	Dennis Crudele	Finance and Facilities Committee	Annual budgets for the university and DSOs were presented at the June 2019 BOT meeting. Going forward, UCF will need to determine budget approval workflow including use of various internal committees such as the Budget Committee and how the BOT will be involved in the decision making process prior to formal presentation of the proposal.	In Progress	June-20
31	Accenture	Accenture January 17, 2019 Report	Reporting Relationship of Academic/DSO Financial Leads and CFO - We recommend that each unit's designated finance lead (sometimes this is a single role that combines finance/operations at the unit level) serve as a dual report to the CFO organization (potentially reporting in to an AVP of Finance).	Medium	Internal Control Redesign & Process Enhancements	President, Provost & CFO	Thad Seymour, Elizabeth Dooley & Dennis Crudele	Finance and Facilities Committee	Action plan in development.	In Progress	TBD
32	Accenture	Accenture January 17, 2019 Report	CFO Role in Budgeting - UCF would benefit from formalizing the CFO's role to include setting the overall fiscal constraint in the budget process (e.g. revenue, expenditure, liquidity and debt targets). From a practicable standpoint, this translates into the President, Provost and the CFO "stacking hands" on fiscal capacity, with the Provost driving the budget allocation process thereafter.	Medium	Internal Control Redesign & Process Enhancements	President, Provost & CFO	Thad Seymour, Elizabeth Dooley & Dennis Crudele	Finance and Facilities Committee	Action plan in development.	In Progress	TBD
33	Auditor General	Florida Auditor General January 4, 2019 Report	Document the BOT approval of any auxiliary fund deficit fund balances that were caused by restoration of the E&G funds and provide such documentation to the BOG.	Medium	Internal Control Redesign & Process Enhancements	CFO	Dennis Crudele	Finance and Facilities Committee	Documentation to be reviewed and approved during upcoming Board meetings	In Progress	July-19
37	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should develop, as a supplement to the budgeting documents and reports required to be submitted to the BOT and/or BOG by Florida law and BOG regulations, a clear and consistent reporting package to be presented to the BOT on a periodic basis, designed to appropriately inform the Board regarding the funding of capital projects.	Medium	Monitoring Post-Transaction Activities	CFO	Dennis Crudele	Finance and Facilities Committee	To be included in Board Operating Procedures 2	In Progress	December-19

Finance & Facilities Committee**Pending Recommendation List - 24***Post Investigation Action Plan**As of July 18, 2019*

Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Status	Completion Date
42	Board of Governors	Board of Governors January 31, 2019 Audit and Compliance Committee Meeting	Develop a policy for the authorization of funds, which is approved the President, CFO, Legal, and Board of Trustees. NOTE ***This was not a recommendation from the BOG. Marchena/Pres Whittaker informed them that this was an action we were taking.	Medium	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	To be included in Board Operating Procedures 2	In Progress	December-19
43	Board of Trustees	Board of Trustees January 24, 2019 Meeting	Office of the General Counsel, Compliance, Ethics and Risk Office, and Internal Audit will develop updated policies and procedures for the board's consideration to further ensure proper use of state appropriated E&G funds.	Medium	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	Office of the General Counsel, Compliance, Ethics and Risk Office, and Internal Audit will develop updated policies and procedures for the board's consideration to further ensure proper use of state appropriated E&G funds.	In Progress	June-20
44	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should require F&A to consult with the University's General Counsel, Compliance, Ethics, and Risk Office, Internal Audit, and the BOG, as appropriate, to develop specific written policies and procedures designed to reasonably ensure the proper use of state-appropriated E&G funding. These policies and procedures should, at a minimum, clearly identify those persons and/or bodies within the university with responsibility to approve and oversee expenditures of E&G.	Medium	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	To be included in Board Operating Procedures 2	In Progress	December-19
45	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The policies and procedures should also describe the documentation necessary to support certain funding-related requests, such as budget transfer requests above a certain threshold, and provide clear instructions to employees charged with the responsibility to approve such requests.	Medium	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	To be included in Board Operating Procedures 2.	In Progress	December-19
46	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	All SUS leadership should jointly search for best practices in budgeting and accountability. Each Board of Trustees should adopt policies to ensure adherence to budget and planning laws and regulations.	Medium	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	To be included in Board Operating Procedures 2	In Progress	June-20
48	Auditor General	Florida Auditor General January 4, 2019 Report	Enhance procedures to ensure and demonstrate that E&G carryforward funds are only used for authorized purposes. Such enhancements may include appropriate training to ensure that University management responsible for approving the use of E&G funding understand the restrictions for such use and documenting support for allowable uses of the funding.	Medium	Training & Awareness	CFO	Dennis Crudele	Finance and Facilities Committee	Training will be developed and provided to budget and finance decision makers to ensure E&G carryforward funds are used for authorized purposes. Working with other SUS institutions, F&A is developing funds use guidelines that will be posted on F&A's website.	In Progress	June-20
55	Accenture	Accenture January 17, 2019 Report	Customer Experience & Employee Satisfaction Surveys - As part of promoting a performance oriented culture, A&F would benefit from an employee satisfaction survey. These surveys could be conducted every 2-3 years at a low cost (given the value) with small, dedicated internal teams taking actions to address the survey findings.	Low	Culture, Ethics, & Governance	CFO	Dennis Crudele	Finance and Facilities Committee	The Division of Finance and the Division of Administration will consider use of periodic employee satisfaction surveys.	In Progress	June-20
57	Accenture	Accenture January 17, 2019 Report	Benchmarking of A&F Services for Efficiency & Effectiveness - UCF has the opportunity to establish a new culture of performance. Benchmarking cost and quality of transaction processing areas in Finance, Procurement, HR, IT and Facilities would provide UCF with a fact based approach to staffing and performance improvement.	Low	Internal Control Redesign & Process Enhancements	CFO	Dennis Crudele	Finance and Facilities Committee	The Division of Finance and the Division of Administration will benchmark transaction processing in areas such as Finance & Accounting, Procurement, Facilities, Police, HR, and Parking. This information will be utilized to reassess staffing needs in those units.	In Progress	June-20