



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Facilities and Infrastructure Committee Meeting
November 16, 2021
UCF Main Campus, Neptune Community Multipurpose Room 195 | Virtual Option

MINUTES

CALL TO ORDER

Trustee Caryl McAlpin, chair of the Facilities and Infrastructure Committee, called the meeting to order at 12:30 p.m. Committee member Joseph Harrington and Board Chair Alex Martins (ex-officio) attended in person. Committee members Jeff Condello and John Miklos attended virtually.

Other Trustees attending the meeting in person were Tiffany Altizer, Harold Mills, and Beverly Seay.

MINUTES

Trustee Harrington made a motion to approve the minutes from the September 22, 2021, Facilities and Infrastructure Committee meeting. Trustee Condello seconded the motion.

The committee unanimously approved the minutes of the September 22, 2021, Facilities and Infrastructure Committee Meeting as submitted.

REPORTS

DISC-1 VP Update

Jon Varnell, Vice President for Facilities and Business Operations, provided the committee with an update to ensure that the Board remains engaged with the work that is being performed in UCF's Facilities operations. Several change management projects are underway at the university that require frequent updates to trustees, including a formal maintenance plan, capital project prioritization, space planning and utilization, and the newly developed real estate office.

Varnell presented on the UCF real estate office and discussed the current structure of real estate at UCF, the rationale for a central real estate office, how challenges can be addressed through centralization, policies and procedures pertaining to real estate, a proposed real estate organizational chart, and the real estate office functions.

The key action item is the hiring of an assistant vice president for real estate to move this work forward. A trustee will be included on the search committee for that position.

Trustees had the following comments:

- Chair McAlpin asked when the search will begin for the new assistant vice president for real estate. Varnell said the position will be posted after Thanksgiving, with submission reviews to begin during January. The UCF Talent Acquisition group will manage and support the search.
- Trustee Harrington asked for the real estate office budget. Varnell said so no new budget costs are anticipated, as the office will be managing other areas' leased portfolios. Also, the creation of the real estate office will move current budgeted positions that are now spread throughout the university into one central location.
- Trustee Condello asked how Varnell plans to hold to a timetable for policies and procedures review and development. Varnell said they will promptly begin, as the new AVP needs to work under those guidelines. The most powerful impact will be assessing the portfolio of leased spaces. This committee also will receive regular updates.
- Trustee Mills recommended beginning the policy review now rather than waiting until the new AVP is hired. Gerald Hector, Senior Vice President for Administration and Finance, emphasized Facilities is starting from scratch with this review. The new AVP will finalize draft policies and other pertinent information.
- Chair Martins requested that Varnell present at a future committee meeting as a baseline the rules and regulations pertaining to real estate, construction, renovation, and deferred maintenance.
- Trustee Seay asked if a consultant would be beneficial. Varnell said this is being considered, and the real estate assessment of surrounding areas will likely require a consultant.
- Trustee Altizer noted this topic ties into the university's strategic plan.

DISCUSSION

DISC-2 Facilities Condition Assessment

Varnell and Duane Siemen, Assistant Vice President for Facilities Operations, reported on the Facilities condition assessment. This item updated the board on the progress associated with the university's deferred maintenance and capital reserves program, the data for which will form the base for a multi-year program that captures routine, preventative, and deferred maintenance.

Varnell noted today's report only covers E&G-funded buildings. DSO and auxiliary-funded buildings will be discussed at a future committee meeting.

Trustees had the following comments:

- Trustee Mills asked if the possibility of selling the chilled water plant was still being explored. Chair McAlpin and Chair Martins said that was a recommendation from

former Trustee Walsh, but a formal study was never commenced. Hector said turning the plant into a money-maker from an auxiliary standpoint will come into play as UCF shifts how it budgets as an institution.

- Chair McAlpin expressed her thanks to Varnell and his team for providing such a detailed and organized report. She informed the committee Varnell is forming a Capital Prioritization Committee, and a member of this committee will serve.
- Trustee Mills asked for clarification on the current replacement value (CRV). Varnell stated the most tried-and-true metric is a CRV percentage number. Some institutions use insurance numbers, but Varnell warned that is usually not the same number as the CRV.
- Trustee Mills asked if “colors of money” rules also apply to individual category needs (such as roofing and HVAC). Hector said “colors of money” applies not by category, but rather in overall spending levels or carryforward limits.
- Trustee Condello stated he can share his knowledge of solar farms if desired. He also thinks rather than selling the chilled water plant it instead should be serviced and maintained. This approach will provide a more economical gain than any up-front funds received from a sale.
- Trustee Condello asked for the status of spare parts and completing repairs in-house. Varnell stated the bulk of repair work is completed by UCF Facilities, but staff retirements and lack of a skilled trades talent pool pose a challenge for the industry, not just UCF.
- Chair McAlpin asked for a PECO status update. Hector said UCF is in positions three and eight, and the meeting is January 18.
- Chair McAlpin also asked for the process and progress of the Board of Governor’s \$800 million deferred maintenance ask to the Florida Legislature. Hector said the CFOs met earlier this week, and the BOG will hold a Facilities Committee meeting soon. The \$800 million request is moving. Hector has volunteered UCF to answer any questions the Legislature has about Facilities. Chair Martins said a consistent approach is needed across the state university system as to what defines “deferred maintenance.” He also recommended the SUS develop a scorecard to help disperse the funds.
- Trustee Harrington stated that purchasing systems that will last for longer periods of time should be considered investments and a priority, rather than faster or cheaper purchases that will soon fail. Varnell cited the importance of evaluating the total cost of ownership and standardization.

DISC-3 Comprehensive Report on Construction-Related Activity

As part of the Board-requested “Comprehensive Report on Construction-Related Activity,” Varnell and Siemen presented:

- Status of construction projects, including:
 - overview of projects completed over the past six years,
 - project statistics for FY 2020-21,
 - minor projects review, including projects completed March 2020 to October 2021 (COVID to present), and

- major projects review, including projects in planning, design, permitting, construction, close-out, or that have been completed from March 2020 to October 2021 (COVID to present);
- report of Fiscal Year 2020-21 projects (support data for status of projects statistics);
- change orders in the 3rd quarter of 2021, regardless of value; and
- minor projects, including current minor projects over \$100,000, as of the end of Q3 2021.

DISC-4 CIO Update

Matthew Hall, Vice President for Information Technology and Chief Information Officer, updated the committee on the status of the assessment of IT at UCF.

He announced that David Zambri, who previously served as Deputy Chief for the UCF Police Department, is the new UCF Chief Information Security Officer.

UCFIT is working to move from 20 billions of bits per second (GBPS) to 100 GBPS, from on-premises storage and operations to the cloud, and from a CAPEX mindset to an OPEX one. The transforming principles in this shift are a reduction in complexity with no unnecessary duplication, no single point of failure, predictable and transparent expenses and service levels, a reduction in the cost of accounting, and a risk-centered security model.

He highlighted the seven-year journey at UCF for IT transformation, student systems, HR/Finance/Procurement, and information security.

Hall also discussed how the UCF community most values student success, classroom support, web publishing, and a quality IT experience that includes wireless, effective and efficient service delivery, and software and training.

Trustees had the following comments:

- Trustee Mills stated he does not think a seven-year journey in IT exists. The pace at which technology is changing must be considered, and UCF cannot operate on a decentralized model. Hall said cultural, sociological, and economical factors play a part, as well.
- Trustee Seay asked when AI could be used for predictive analytics. Hall said in four to five years. Seay also recommended reaching out to corporate partners such as Disney for their assistance with IT tools.

INFORMATION

INFO-1 Knight Vision ERP Status Update

Hector and Michael Sink, Associate Vice President and Deputy CIO, provided the committee with Knight Vision ERP status updates on the recent accomplishments,

immediate next steps, overall status and trends, top risks, and progress of the Knight Vision project.

Hector informed the committee the Service Enhancement Transformation (SET) project is moving forward, and 13 service centers have been identified (down from the current 92). They now are focusing on reporting lines. The goal is to have all details determined by March 2022, then move into training and tying the concepts back into Workday.

Trustees had the following comments:

- Trustee Mills recommended creating a plan now for staffing positions that will not be backfilled. This plan should allow for feedback and the resulting changes as the project nears the go-live date. Hector discussed how his Dollars and \$ense forums are assisting with this request, and Sink said a “war room” also will be ready and implemented.

NEW BUSINESS

The committee had no other business to discuss.

ADJOURNMENT

Chair McAlpin adjourned the Facilities and Infrastructure Committee meeting at 2:12 p.m.

Reviewed by:

Caryl McAlpin
Chair, Facilities and Infrastructure Committee

Date

Respectfully submitted:

Mike Kilbride
Associate Corporate Secretary

Date