



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees  
Facilities and Infrastructure Committee Meeting  
September 22, 2021  
Live Oak Event Center | Virtual Option

**MINUTES**

**CALL TO ORDER**

Trustee Caryl McAlpin, chair of the Facilities and Infrastructure Committee, called the meeting to order at 1:00 p.m. Committee member Joseph Harrington and Board Chair Alex Martins (ex-officio) attended in person. Committee members Jeff Condello, Danny Gaekwad, and John Miklos attended virtually.

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

Chair McAlpin began the meeting by listing what the committee needs to give its best advice:

- a comprehensive real estate asset list including, but not limited to, buildings, roads, lighting, parking, landscaping, hardscaping, utilities, and vacant land;
- an accurate maintenance priority list for both deferred maintenance and routine and preventative maintenance;
- a list of all real estate leases both public and private whereby UCF is the landlord or the tenant;
- any pending sales contracts;
- an updated space needs and utilization plan;
- continuously updated lists from the Chief Information Officer regarding UCF's technology infrastructure;
- a strategy for hiring and retaining quality IT employees;
- the required funding and creative and innovative ways to fund projects; and
- filling head positions of real estate and strategic partnership and advancement with individuals who have the experience to lead UCF in this direction; she requested a timeline for new hires and that a member from this committee be placed on each of those respective search committees.

**REPORTS**

DISC-1                      SVP Update

Gerald Hector, Senior Vice President for Administration and Finance, provided the committee with an update on the division's accomplishments, ongoing projects, and staffing updates.

Accomplishments:

- Accelerated the review of the physical plant with Gordion to lay the groundwork for the building of a five-year strategic plan for the three phases of facilities maintenance (preventative, routine, and deferred).
- Recategorized PECO funding submission; at the time of this writing, university projects are the closest they have been to possibly being funded in five years.
- Conducted the first of its kind Facilities Council meeting such that all facility "owners" could hear about future plans for facilities management and the establishment of a Real Estate Office at the university.

Ongoing Projects:

- recategorization of costs for better funding discussions
- community meetings about the campus master plan
- rebuilding relationships in Tallahassee

Staffing Updates:

- Jonathan Varnell has been hired as UCF's new Vice President for Facilities and Business Operations.
- Misty Shepherd is UCF's Senior Associate Vice President for Financial Affairs.
- Duane Siemen will return to his role as Assistant Vice President for Facilities Operations.
- Alberto Santoni will become the permanent Senior Director of Facilities Operations.

Trustees had the following comments:

- Chair McAlpin asked if the Facilities Council meeting schedule had been set, as she would like committee members to attend those meetings. Hector said he will provide the schedule once it is known.

DISC-2                      CIO Update

Matthew Hall, Vice President for Information Technology and Chief Information Officer, provided the committee with an update in which he:

- compared the IT division of the last five years to the IT division now from an internal context and industry context;
- outlined the IT division's Phase One transformation (March through June) from the previous CIO structures to the current federated structures;
- discussed the number of applications, devices, telephony, and people;
- provided a financial overview of the IT division;
- provided an information assurance/RiskRecon overview;
- highlighted the transformation framework for September to December 2021;

- provided a staff breakdown of the IT division and campus-wide IT staff headcounts;
- discussed the IT division’s Human Capital Management and performance management actuals for 2020; and
- shared the results of the People Element engagement survey from June 2021.

Trustees had the following comments:

- Trustee Mills asked what the barriers are for employee engagement and requested a summary document be sent to the trustees explaining why a great employee cannot be permitted to work remotely. He also said IT issues are easier solved if not in a federated model and implored Hall to push hard on consolidation with people resources and technology platforms.
- Trustee Condello asked Hall what he thinks is the issue with the culture and what Hall would like to change.
- Trustee Harrington recognized Hall for building a level of trust and moving IT back to a centralized model.

Hector also provided the committee with an update on the Service Enhancement Transformation (SET) project. A major decision was made for the structure of the university’s new shared services model. It also is critical to keep the Workday ERP project on track with the configuration of the system to accommodate the business process changes envisioned by SET. Huron Consulting will assist with the SET implementation across the university.

## **ACTION**

### **FACC-1                      Razing of Building (Trailer) 541**

Hector, Varnell, and Siemen presented for approval a request to raze Building (Trailer) 541, which is a trailer complex that was installed in 2010. The complex has since deteriorated to the point where it requires significant maintenance costs.

Trustee Harrington made a motion to approve the razing of Building (Trailer) 541. Trustee Miklos seconded the motion. The motion was approved unanimously.

### **FACC-2                      Army Sublease of OTC 700**

Varnell and Siemen presented for approval the Army’s sublease of Orlando Tech Center (OTC) 700, which supports UCF’s strategic partnership with the Department of Defense. This building is currently occupied by the Army, which works closely with the Institute for Simulation and Training on modeling and simulation research projects. The term of the lease, which is required by the Army, is one year, with 10 one-year options.

Trustee Harrington made a motion to approve the Army’s sublease of OTC 700. Trustee Miklos seconded the motion. The motion was approved unanimously.

## **DISCUSSION**

### **DISC-3                      2021-22 Fixed Capital Outlay Budget**

Hector and Varnell presented for discussion the 2021-22 Fixed Capital Outlay Budget. In accordance with Florida Statute, each university's Board must adopt an annual capital outlay budget that designates proposed expenditures by project. The ratified FCO Budget must be submitted to the Board of Governors by October 1, 2021. This item was presented for discussion because it is critical to the discussion and strategy of the Facilities and Infrastructure Committee. However, approval for this item lies within the purview of the Budget and Finance Committee.

#### DISC-4                      Deferred Maintenance

Varnell and Siemen updated the committee on the progress of the university's deferred maintenance and capital reserves program. They provided details on the approach and methods to this request and the timeline for completion.

Trustees had the following comments:

- Trustee Condello asked Varnell to summarize his first three weeks at UCF.
- Chair Martins asked what the highlighting signifies on the attached list of university assets. Siemen said highlighting indicates those buildings that are being considered as separate units for the purpose of the draft report for replacement value and deferred maintenance.
- Trustee Harrington expressed his appreciation for the list and said having a chart or dashboard such as this could help bring awareness to deferred maintenance funding needs in Tallahassee.
- Chair Martins added that significant conversations about deferred maintenance are occurring at the Board of Governors' level.

#### INFORMATION

##### INFO-1                      FY22 Work Plan and Charter Review

Chair McAlpin presented the Facilities and Infrastructure Committee's Fiscal Year 22 work plan. This plan provides an outline of the anticipated schedule of meetings and the items the committee can expect to address during the fiscal year. Additional meetings may be added to address items that need the committee's attention.

##### INFO-2                      Campus Master Plan Neighborhood Meeting Public Comments

Bill Martin, Senior Director for Facilities Planning and Construction, presented as an information item the minutes from the July 28, 2021, Campus Master Plan Neighborhood Meeting.

##### INFO-3                      Knight Vision ERP Status Update

Hall, Michael Sink, Associate Vice President and Chief Operating Officer for UCFIT, and Cherie Herrin, Knight Vision Program Director, 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. Sink alerted the committee that the planned costs for two of the items (HR and Finance Service Enhancement Transformation Implementation (Consulting and Backfill) and Enterprise Reporting & Analytics (Data Lake/Warehouse, Data

Governance Tools, Enterprise Analytics, and Backfill)) are at risk of going over budget, but overall the project is tracking as planned.

Trustees had the following comments:

- Trustee Mills asked Sink to clarify the number of integrations and conversions and why so many payment systems exist on campus.
- Trustee Harrington asked if the timelines for when the project will make money and reduce spending overall have changed. Sink confirmed they have not.

INFO-4                      2020-21 Fixed Capital Outlay Budget Update

Hector and Varnell provided as an information item the 2020-21 Fixed Capital Outlay Budget Update, which shows 2020-21 estimated expenditures as reported in the 2020-21 Fixed Capital Outlay Budget (FCO Budget) compared to actual 2020-21 expenditures. The 2020-21 FCO Budget was approved by the Board of Trustees on September 10, 2020. Total project cost of \$332 million represents life-to-date totals with project plans spanning multiple fiscal years. The 2020-21 FCO Budget projected \$61 million would be expended in the 2020-21; actual expenditures were \$36 million, resulting in a variance of \$25 million.

**NEW BUSINESS**

The committee had no other business to discuss.

**ADJOURNMENT**

Chair McAlpin adjourned the Facilities and Infrastructure Committee meeting at 2:08 p.m.

Reviewed by: Caryl McAlpin                      11.16/21  
Caryl McAlpin    Date  
Chair, Facilities and Infrastructure Committee

Respectfully submitted: Mike Kilbride                      11/16/21  
Mike Kilbride    Date  
Associate Corporate Secretary