

FLORIDA **A&M** UNIVERSITY
Board of Trustees

Budget, Finance and Facilities Committee Meeting
Trustee Kimberly Moore, Committee Chair
Wednesday, October 5, 2022 Location: FAMU Grand Ballroom

MINUTES

Committee Members Present: Kimberly Moore, Otis Cliatt, Kelvin Lawson, and Kenny Stone

Call to Order/Roll Call

Chair Moore called the meeting to order. Dr. Turner called the roll. A quorum was present.

ACTION ITEMS

Approval of Minutes – August 2, 2022.

There were no revisions to the minutes.

The motion to approve this action item was carried.

Tremco Incorporated Roofing Systems Contract

Dr. Gloria J. Walker, VP for Finance and Administration / CFO requested board approval of the E&I agreements for fiscal year 2023 and for two of the Tremco Roofing System projects that exceed the president's \$1 million signature authority. The contract is for a total of \$4.1 million which includes five different roofing projects.

The motion to approve this action item was carried.

INFORMATION ITEMS

Vice President for Finance and Administration's Report

a. Financial Status Report / Quarterly Budget Review

Dr. Walker presented the fourth quarter report (ending June 20, 2022) that compared the budget to the actual expenditures of fiscal years 2021-22 and 2020-21. Trustee Moore explained that the report was comparing the 21-22 fiscal year to the 20-21 fiscal year.

Questions/Comments re: Quarterly Budget Review

- Trustee Harper and Trustee Lawson asked about the year comparison of auxiliary enterprises and the technology fee. *Response: Mrs. Murry stated that the difference between the tech fees was that the CARES Act funding was used instead. Auxiliary expenses for 20-21 was primary lower due to reduced "foot traffic" on campus that translated to reduced spending. As it related to financial aid, Mrs. Murry stated that financial statements were not finished at the time, so there were transfers in Financial Aid expenditures that needed to be transferred to CARES funding. It was a system situation.*
- Trustee Washington asked when Q4 closes out and how long do we have to expend the technology fee funds. *Response: Mrs. Murry stated that the budget is closed for the fiscal year at June 30. However, the closeout for financial statements is period one of the new fiscal year. She added that there is no timeline for technology fee expenditures and that VP Seniors has a plan for expending the funds this year for*

technology maintenance agreements. Dr. Walker clarified that the technology fee identified on the financial report is the student technology fee. VP Seniors added that the allowable use of the student technology fee centers around instructional technology expenditures to include online program and capability improvements, faculty technology and modernization efforts.

b. Quarterly Spend Report on Select IT-related Vendors

Dr. Walker reported the expenditures for the three select technology vendors (Data Set Ready, Presidio and Signal House) as of August 31. VP Walker stated that there are 45 projects that total \$24.7 million. Quarterly report updates will be provided as the projects continue to be implemented.

Questions/Comments re: Quarterly Spend Report on Select IT-related Vendors

- Trustee Moore asked what are the expected expenditures leading into the next quarter.
Response: VP Seniors stated that by the next quarterly report there should be a significant spending increase for Presidio in the range of two to three million dollars, Data Set Ready in the range of one to two million dollars, and for Signal House Communications approximately one million dollars.

c. Report on MWBE

Dr. Walker reported on expenditures and the proportion of dollars that are being spend in Minority and Women-owned Business Enterprises from May 1, 2022- August 31, 2022. Overall, the university spent \$16.1 million and of that \$1 million was spent with MWBE businesses which is 6% of the total MWBE. The Facilities spent \$245,000 out of \$750,000 with MWBE businesses.

Questions/Comments re: MWBE

- Trustee Lawson emphasized that we want to continue to increase the percent of MWBE spending.
Response: Dr. Walker indicated that as we get in more of a solicitation mode (versus piggyback agreements) we should see those numbers of MWBE participation and spend increase. Additionally, as a follow-up action item, a report of actions and plans for increasing MWBE participation and spend will be shared with the BOT.
- Trustee Harper stated that she would like to see year-over-year spending trends to see the trajectory of actual spending and then the total spend. Trustee Stone requested comparative information on the percentage of the MWBE spend. *Response: As a follow-up action item, a comparative analysis of MWBE to include year over year and quarter to quarter actual spend and percentage of total spend report will be shared with the BOT.*

d. Compensation Study Update

Dr. Walker introduced Ms. Ella Kiselyuk as the new AVP of Human Resources who will be the University project lead for the Compensation Study. Dr. Walker reported that an agreement with Seigel Group has been secure and the study will commence on November 15, 2022. The study will be in six phases.

Questions/Comments re: Compensation Study Update

- Trustee Harper asked from a benchmarking perspective what is the standard to be used for employee performance management, how other universities activate performance management in a university environment and how does that tie to compensation?
- Trustee Dubose added, with regard to benchmarking and the fact that we seek to be ranked in the top one hundred universities in the country, make sure to include schools in that top one hundred category because they are the ones we are competing with for the ranking.

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- Trustee Cavazos suggested when looking at the compensation structure that cost of living at satellite locations (e.g. Tampa, Miami, and Orlando) is considered.
- Trustee Stone requested that dates are added to each of the phases of the compensation study process. *Response: As a follow-up action item, the compensation study timeline will include the dates for each phase. Also included for consideration will be the following: schools in the top 100 ranking, cost of living across the university main and satellite locations, key benchmarks, KPIs and strategies for implementation of a performance management plan.*

e. Project Updates – University Construction / Operations

Trustees acknowledged and recognized the team for their work on the stadium project as well as the immediate past major projects where the deadlines were met and construction was done under budget. President Robinson and Trustees publicly thanked the Blueprint governmental agency for their generosity and investment in the Southside of Tallahassee by providing the \$10 million that started the stadium renovation project. Dr. Walker reported that the Bragg Memorial Stadium renovation is complete and the university is in the process of closing out the remaining invoices.

Questions/Comments re: Project Updates – University Construction / Operations

- Trustee Cliatt commented that while we are thankful and proud of the new renovations at Bragg Memorial Stadium, we must consider the comparison of our stadium with others in the SUS. Working with state of Florida governmental officials, we must determine a way to elevate Bragg Memorial Stadium to a state-of-the-art facility that represents the State of Florida, not just the south side of Tallahassee.
- Trustee Dubose requested an update on the scoreboard. Trustee Lawson asked about cost estimates for a permanent scoreboard and was concerned about having enough time for raising funds and acquiring gifts, etc. to have a new scoreboard erected by the next football season. *Response: Dr. Walker stated that she and her team are working on the bid specifications for a permanent scoreboard. There is a 10-month lead time in manufacturing therefore the RFP/RFQ will need to be posted soon. President Robinson added that based on a proposal earlier this year, the scoreboard may cost between two and three million dollars. As a follow-up action item, staff will distribute, per the schedule that was outlined, an RFP/RFQ for the permanent score board, with a 10-month lead time as a major consideration.*
- Trustee Cavazos asked if lease with an option to buy was a consideration. *Response: Dr. Walker responded affirmatively that lease with the option to buy was one of several financing considerations.*
- Trustee Cliatt suggested that the Special Committee on Athletics be engaged in conversations with Dr. Walker and her team on getting the cost of the new scoreboard and associated costs

f. Deferred Maintenance Plan

Dr. Walker reported that the university was allocated \$26.9 million in deferred maintenance from state appropriations. A list of items, located in the materials packet, indicates how the appropriations are going to be spent when the funds are received.

Questions/Comments re: Deferred Maintenance Plan

- Trustee Moore requested assurance about following the established deferred maintenance plan of listed projects (current and past lists) using the allocated funds for the various building structures. *Response: Dr. Walker assured that the plan would be followed. President Robinson also assured that staff is committed to implementing the plan with the understanding that due to market issues there may be*

some unforeseen cost implications (such as hurricane events). He added that the BOT will be updated as we go through the process. Dr. Walker stated that she would create a continuous plan, recognizing it is going to be done in a year or two based on the magnitude of projects, and the solicitation process.

- Trustee Cliatt pointed out that several projects listed were for roof replacements on buildings. He asked whether or not the roofs (identified in the listing) could withstand the next hurricane. Also, Trustee Cliatt asked for clarification on the allocation of deferred maintenance for the FAMU-FSU College of Engineering. *Response: AVP Chris Hessel stated there may be some unforeseen cost implications (such as hurricane events). He added that the list of deferred maintenance and capital replacement projects needed at FAMU is much longer. The list represents only a subset based on the portion allocated to FAMU where the higher need projects items, such as roofs, were at the top of the list.*
- Trustee Cliatt followed up with clarification on the amount requested being over \$90 million and of that request FAMU received only \$26 million. He then asked if percentage-wise that is what we typically received. *Response: Danielle McBeth, Governmental Relations, explained that system-wide (all SUS) put forward a list based on a set of criteria for deferred maintenance projects. Trustee Lawson added that this was the first year in several years that the legislature had allocated deferred maintenance funds. Additionally, Trustee Lawson and President Robinson stated that all SUS institutions' lists were cut significantly. There was a formula used to allocate those funds. President Robinson also shared that with additional funding available for deferred maintenance, in line with the upcoming legislative session timeline, we will have the opportunity to go back and request additional funds to continue to work down our list of priority deferred maintenance projects. It will not be until the end of the next legislative session that we will know how that turned out.*
- Trustee Washington requested a report on the progress of spending down on the projects listed and what projects are being completed on time. *Response: The BOG Deferred Maintenance progress report on spend will be forwarded on a quarterly basis.*

g. Master Plan Update

Dr. Walker reported they finished the Senior Leadership Team's portion of input has been completed. In November, a campus-wide workshop with students, faculty and staff will be conducted. The master plan will be finalized in mid-March.

Brooksville Project Update

Due to technical difficulties, Dr. Gainous was not able to present. Trustee Moore directed the board to review the project updates documents located in the committee materials.

Proposed Student Housing Construction Plan

VP Hudson provided an overview of the historical background on new student housing and an overview of the feasibility study presented to the Board last February. The project awarded in 2016 to Construct Two Group as construction managers included a preliminary development plan, demolition of select aging housing facilities and the replacement of 2100 beds divided into multiple phases consisting of housing suites for singles, doubles and apartment style housing. Cost analyses and further study to determine the benefit of renovation versus replacement of housing will need to be performed before demotion of existing housing. The market study recommends 1000 new beds to the on-campus student housing portfolio. VP Hudson reminded that the study was concluded in December 2021 and presented to the BOT in February 2022. VP Hudson added that since the study, specifically over the past six to seven months, the local off-campus student housing rental rates have increased and the demand and competition for the limited off-campus housing has increased. Additionally, VP Hudson informed that the number of graduate students and transfer students (not just AA degree transfers) desiring to live on -campus has increased. VP Hudson

re-iterated that the study from December 2021 recommended the construction of 1000 new beds for student housing. Currently, according to the materials, staff proposes “acceptance of the study recommendation with a modification that would accelerate the FY 2024 plan and instead of phasing in 600 beds that a 1000 (an increase of 400) be considered, and move forward in the construction planning for the new 1000 beds.” Additionally, staff “requests that the BOT consider additional beds be added as the demand for on-campus housing and enrollment growth trends continue as anticipated.”

Questions/Comments re: Proposed Student Housing Construction Plan

- Trustee Dubose requested consideration of expansion beyond the campus to include developing partnerships with various real estate companies in the greater Tallahassee area to have a continuous feeder system into apartment complexes. Additionally, consider expanding into the Tallahassee southside community to buy up portions of neighborhoods that we can turn into facilities for the campus. Lastly Trustee Dubose suggested looking into the satellite locations where we can build out housing and provide transportation to and from those areas. He concluded that there is not one straight line to solving the housing problem but rather it will require a broader perspective and development of a multi-faceted approach. *Response: President Robinson indicated that the University does have very good relationships with realtors to identify housing opportunities for students. With regard to off-campus presence, he reminded that the BOT has authorized the negotiations for the acquisition of an off-campus property that is now in its final stages. He commented that we are thinking about the student housing plan holistically to also ensure higher visibility and easier access.*
- Trustee Cliatt had questions related to the housing issues that occurred during the summer. *Response: Trustee Moore informed that those questions would be addressed at the Academic Affairs and Student Housing Committee meeting.*
- Trustee Moore emphasized that she wanted the board to have the data to be informed, not only for decision-making but rather to open conversation related to student housing [and] bring forward the board’s thoughts and questions around what is being shared and how it aligns with everything that is in play.
- Trustee Lawson asked for clarity around the number of beds for construction. *Response: Trustee Moore informed that the number that was to come through the committee was 1000 beds.*
- Trustee Dubose reiterated that an evolved future iteration of the student housing plan should be multi-faceted to include what we are building on and off-campus, what partnerships we have, what we plan to do beyond the main campus, etc. Trustee Washington added that identifying the associated costs of the various scenarios and how the debt service ratio would be impacted would help inform discussion on the number of beds to construct. Also, Trustee Washington indicated that based on the different property acquisitions that could be made, all new housing construction may not be needed. *Response: Included as a follow-up action item is to incorporate a multi-faced approach to include presenting options for student housing to include funding scenarios along with short-term and long-term options that consider partnerships and properties outside the main campus.*
- Trustees Washington and Bell want to keep the culture of the campus by not demolishing buildings that are old and replacing them with things that look new. Trustee Bell did acknowledge at the same time we are trying to move into state-of-the-art housing where students can access resources where they live.
- Trustee Harper shared that while benchmarking other universities for the strategic plan, she discovered that North Carolina A & T has a foundation and a separate real estate foundation. She added not only is this a good benchmark for further consideration in the multi-faceted student housing planning but also it is a revenue-generating approach.
- Trustee Bell shared that FIU uses third parties and different apartment complexes around their campus to house students. He suggested that FAMU create partnerships to be able to get students directly leased through the housing office instead of going through the different housing complexes.

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- Trustee Lawson summarized that the BOT agrees that improving our housing footprint increases our student recruitment and retention. The BOT just needs to determine how best to do that, the financing particulars, and the impact the decisions will have on other things such as the debt service ratio.

Stimulus Funding Expenditure Report to Date

Dr. Erick Akins presented an update on expenditures, encumbrances, and pre-encumbrances of stimulus funds allocated to the university to address COVID-19.

Budget, Finance and Facilities Committee Action Plan 2022-2023

Trustee Moore stated that the action plan is a living document that includes a list of future action and information items for future committee meeting agendas.

The meeting adjourned.