



**Board of Trustees Budget, Finance, and Facilities  
Committee Meeting**

**June 7, 2017**

PRESENTED BY

**Finance and Administration**

Florida Agricultural and Mechanical University



**Item V – Approval of Budget**

**a) 2017-18 Preliminary Budget**

**b) Strategic Plan Budget**

PRESENTED BY

**Dr. Wanda Ford, Interim Vice President Finance and Administration/CFO**

Florida Agricultural and Mechanical University

**FLORIDA A&M UNIVERSITY**  
**STATE UNIVERSITY SYSTEM OF FLORIDA**  
**2017-18 OPERATING BUDGET**  
**SUMMARY SCHEDULE I**

**PRELIMINARY BUDGET**

	-----Local Funds <sup>4</sup> -----											Faculty Practice Plan <sup>5</sup>	Summary Totals
	Education & General <sup>1</sup>	Contracts & Grants <sup>2</sup>	Auxiliaries <sup>3</sup>	Student Activities	Student Financial Aid	Concessions	Intercollegiate Athletics	Technology Fee	Self-Insurance	Board - Approved Fees			
<b>Beginning Fund Balance :</b>	\$ 21,000,000	\$ (6,869,859)	\$ 26,669,088	\$ 400,990	\$ 12,691,805	\$ 293,987	\$ -	\$ 382,521	\$ -	\$ -	\$ -	\$ -	\$ 54,568,532
<b>Receipts/Revenues</b>													
General Revenue	\$ 89,699,098												\$ 89,699,098
Lottery	\$ 13,304,267												\$ 13,304,267
Student Tuition	\$ 67,801,614												\$ 67,801,614
Phosphate Research													\$ -
Other U.S. Grants		\$ 51,656,574			\$ 940,000								\$ 52,596,574
City or County Grants													\$ -
State Grants		\$ 4,320,269	\$ 320,000		\$ 25,000								\$ 4,665,269
Other Grants and Donations		\$ 7,400,000	\$ 76,032		\$ 42,000,000								\$ 49,476,032
Donations / Contrib. Given to the State													\$ -
Sales of Goods / Services			\$ 8,833,568			\$ 227,629	\$ 4,980,600						\$ 14,041,797
Sales of Data Processing Services													\$ -
Fees			\$ 19,998,071	\$ 3,116,782	\$ 815,000		\$ 3,720,000	\$ 1,952,080					\$ 29,601,933
Miscellaneous Receipts			\$ 887,845		\$ 5,700,000								\$ 6,587,845
Rent													\$ -
Concessions													\$ -
Assessments / Services													\$ -
Other Receipts / Revenues <sup>6</sup>													\$ -
Subtotal:	\$ 170,804,979	\$ 63,376,843	\$ 30,115,516	\$ 3,116,782	\$ 49,480,000	\$ 227,629	\$ 8,700,600	\$ 1,952,080	\$ -	\$ -	\$ -	\$ -	\$ 327,774,429
Transfers In			\$ 3,437,066				\$ 1,100,000						\$ 4,537,066
<b>Total - Receipts / Revenues:</b>	\$ 170,804,979	\$ 63,376,843	\$ 33,552,582	\$ 3,116,782	\$ 49,480,000	\$ 227,629	\$ 9,800,600	\$ 1,952,080	\$ -	\$ -	\$ -	\$ -	\$ 332,311,495
<b>Operating Expenditures</b>													
Salaries and Benefits	\$ 131,056,780	\$ 23,341,677	\$ 9,699,167	\$ 262,311	\$ 511,321		\$ 3,722,854						\$ 168,594,110
Other Personal Services	\$ 4,667,350	\$ 4,422,697	\$ 2,040,269	\$ 274,000	\$ 730,355		\$ 358,775	\$ 92,000					\$ 12,585,446
Expenses	\$ 27,812,714	\$ 21,737,594	\$ 15,429,074	\$ 1,158,017	\$ 6,250,000	\$ 224,763	\$ 5,698,371	\$ 1,327,031					\$ 79,637,564
Operating Capital Outlay	\$ 374,940	\$ 3,107,395	\$ 515,144	\$ 7,000				\$ 30,000					\$ 4,034,479
Risk Management	\$ 1,210,295		\$ -										\$ 1,210,295
Financial Aid	\$ 624,417		\$ -		\$ 41,896,592								\$ 42,521,009
Scholarships	\$ 3,200,000		\$ -										\$ 3,200,000
Waivers	\$ 130,838		\$ -										\$ 130,838
Finance Expense			\$ -										\$ -
Debt Service	\$ 1,514,846		\$ 6,157,076										\$ 7,671,922
Salary Incentive Payments													\$ -
Law Enforcement Incentive Payments	\$ 14,799												\$ 14,799
Library Resources													\$ -
Institute of Government													\$ -
Regional Data Centers - SUS													\$ -
Black Male Explorers Program	\$ 198,000												\$ 198,000
Phosphate Research													\$ -
Other Operating Category (Provide Details)													\$ -
<b>Total Operating Expenditures :</b>	\$ 170,804,979	\$ 52,609,363	\$ 33,840,730	\$ 1,701,328	\$ 49,388,268	\$ 224,763	\$ 9,780,000	\$ 1,449,031	\$ -	\$ -	\$ -	\$ -	\$ 319,798,462



<b>Non-Operating Expenditures</b>																									
Transfers	\$	3,706,559	\$	12,042,318	\$	1,476,939				\$	86,942			\$	17,312,758										
Fixed Capital Outlay														\$	-										
Carryforward (From Prior Period Funds)																									
Other <sup>7</sup>														\$	-										
<b>Total Non-Operating Expenditures :</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>3,706,559</b>	<b>\$</b>	<b>12,042,318</b>	<b>\$</b>	<b>1,476,939</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>17,312,758</b>									
<b>Ending Fund Balance :</b>	<b>\$</b>	<b>21,000,000</b>	<b>\$</b>	<b>191,062</b>	<b>\$</b>	<b>14,338,622</b>	<b>\$</b>	<b>339,505</b>	<b>\$</b>	<b>12,783,537</b>	<b>\$</b>	<b>296,853</b>	<b>\$</b>	<b>20,600</b>	<b>\$</b>	<b>798,628</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>49,768,807</b>	
Fund Balance Increase / Decrease :	\$	-	\$	7,060,921	\$	(12,330,466)	\$	(61,485)	\$	91,732	\$	2,866	\$	20,600	\$	416,107	\$	-	\$	-	\$	-	\$	(4,799,725)	
Fund Balance Percentage Change :		0.00%		-102.78%		-46.24%		-15.33%		0.72%		0.97%		#DIV/0!		108.78%									-8.80%

1. The Education and General budget funds the general instruction, research, and public service operations of the universities. Universities have accumulated ending fund balances for activities such as the implementation and maintenance of Enterprise Resource Program systems, contingency for unfunded enrollment growth, potential budget reductions, anticipated increases in utilities, and prior year encumbrances (recorded, estimated liability at year-end for ordered or received goods or services), and compliance with Section 1011.40(2) F.S. on maintaining a 5% reserve.
2. The Contracts and Grants budget contains activities in support of research, public service, and training. Large fund balances are due to the timing of receipt of Federal contracts or grants.
3. Auxiliaries are ancillary support units on each university campus. Some of the major activities include housing, food services, book stores, student health centers, facilities management, and computer support. Ending fund balances includes financial activities such as debt service payments, reserve, repair and replacement reserves for future maintenance costs, construction/renovation of auxiliary facilities, and prior year encumbrances.
4. Local funds include the following university activities:
  - a. Student Activities - Supported primarily by the student activity and service fee and funds operations of the student government, cultural events, organizations, and intramural/club sports.
  - b. Financial Aid - This activity represents the financial aid amounts for which the university is fiscally responsible. Examples include: student financial aid fee, bright futures, federal grants, college work study, and scholarships. The ending fund balance represents a timing difference between the receipts of funds and disbursement to the students.
  - c. Concessions - These resources are generated from various vending machines located on the university campuses.
  - d. Athletics - Revenues are primarily derived from the student athletic fee, ticket sales, and sales of goods. Sufficient fund balances are maintained to provide the necessary support for ongoing athletic activities.
  - e. Technology fee - Collections are used to enhance instructional technology resources for students and faculty.
  - f. Self-Insurance Program - These programs are directed by the respective self-insurance councils and the captive insurance companies (These companies underwrite the risks of its owner and the owner's affiliates.). These activities are supported by premiums charged to the insured individuals and entities (primarily medical faculty and institutions).
  - g. Board-Approved Fees - Student fees proposed by each university and authorized by the Board of Governors to address specific student-based needs not addressed through another service or fee.
5. Faculty Practice - The Faculty Practice Plan collects and distributes income from faculty billings for patient services provided in conjunction with state university medical school programs.
6. Other Receipts/Revenues includes categories such as interest, penalties, refunds, admissions, fines, taxes, etc.
7. Other Non-Operating Expenditures includes categories such as refunds, payment of sales taxes, or indirect costs.



FLORIDA A&M UNIVERSITY  
2017-18 PRELIMINARY OPERATING BUDGET

rev. 6-5-17

					-----Strategic Plan Budget-Year 1-----					
					*	*	*	**		
ADMINISTRATION	2017-18 BASE BUDGET	2016-17 REALLOCATIONS NONRECURRING	UNFILLED POSITIONS	2017-18 SUBTOTAL E&G BUDGET	INCREASE ONLINE COURSE OFFERINGS	WORLD CLASS FACULTY AND SCHOLAR	PROFESSIONAL AND GRAD DEGREE PROGRAM	2017-18 E&G BUDGET	2017-18 TITLE III BUDGET	TOTAL 2017-18 BUDGET
PRESIDENT	2,190,658	(480,000)		1,710,658				1,710,658		1,710,658
CONTRACTS AND GRANTS	527,411	(110,000)		417,411				417,411		417,411
BROOKSVILLE	550,000	(50,000)		500,000				500,000	200,000	700,000
VP COMMUNICATIONS	1,295,669	(140,000)		1,155,669				1,155,669		1,155,669
VP ADMINISTRATION	9,147,420	(35,000)	(13,067)	9,099,353				9,099,353	350,000	9,449,353
VP DEVELOPMENT	1,347,008	(55,000)		1,292,008				1,292,008	330,000	1,622,008
VP AUDIT AND COMPLIANCE	964,114	(40,000)		924,114				924,114		924,114
VP LEGAL AFFAIRS	1,549,234	(1,700)		1,547,534				1,547,534		1,547,534
ITS	8,812,721	(30,000)		8,782,721				8,782,721		8,782,721
VP STRATEGIC PLANNING	1,820,953			1,820,953				1,820,953		1,820,953
CAMPUS SECURITY	2,893,424	(250,000)	(161,766)	2,481,658				2,481,658		2,481,658
<b>TOTAL ADMINISTRATION</b>	<b>31,098,612</b>	<b>(1,191,700)</b>	<b>(174,833)</b>	<b>29,732,079</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,732,079</b>	<b>880,000</b>	<b>30,612,079</b>
<b>PLANT OPERATIONS &amp; MAINTENANCE</b>				0						
PHYSICAL PLANT	18,718,623	(25,000)	(44,275)	18,649,348				18,649,348		18,649,348
FACILITIES PLANNING	1,334,372			1,334,372				1,334,372		1,334,372
ENVIRONMENTAL SAFETY	824,015			824,015				824,015		824,015
<b>TOTAL PO&amp;M</b>	<b>20,877,010</b>	<b>(25,000)</b>	<b>(44,275)</b>	<b>20,807,735</b>				<b>20,807,735</b>	<b>0</b>	<b>20,807,735</b>
<b>LIBRARIES</b>	<b>4,409,677</b>			<b>4,409,677</b>				<b>4,409,677</b>	<b>0</b>	<b>4,409,677</b>
<b>STUDENT SERVICES</b>										
VP STUDENT AFFAIRS	9,879,222	(118,000)	(12,766)	9,748,456				9,748,456		9,748,456
TUITION Differential NEED BASE	2,100,000			2,100,000				2,100,000		2,100,000
WOMEN ATHLETICS	734,790			734,790				734,790		734,790
<b>TOTAL STUDENT SERVICES</b>	<b>12,714,012</b>	<b>(118,000)</b>	<b>(12,766)</b>	<b>12,583,246</b>				<b>12,583,246</b>	<b>0</b>	<b>12,583,246</b>
<b>TOTAL NON I&amp;R</b>	<b>69,099,311</b>	<b>(1,334,700)</b>	<b>(231,874)</b>	<b>67,532,737</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67,532,737</b>	<b>880,000</b>	<b>68,412,737</b>
<b>INSTRUCTIONS AND RESEARCH</b>										
VP ACADEMIC AFFAIRS	9,796,642	(514,678)	(2,626,947)	6,655,017	1,000,000	1,748,715		9,403,732	3,090,000	12,493,732
ESI	1,731,254			1,731,254				1,731,254		1,731,254
ARCHITECTURE	3,453,185			3,453,185				3,453,185		3,453,185
SOCIAL SCIENCES	12,893,932			12,893,932				12,893,932		12,893,932
SBI	7,389,208			7,389,208			120,751	7,389,208	105,433	7,494,641
CESTA	4,864,386			4,864,386				4,864,386		4,864,386
JOURNALISM	2,384,320			2,384,320				2,384,320		2,384,320
EDUCATION	6,378,417			6,378,417				6,378,417		6,378,417
NURSING	2,315,364			2,315,364				2,315,364		2,315,364
PHARMACY	11,581,979			11,581,979			400,000	11,581,979		11,581,979
ALLIED HEALTH	3,743,242			3,743,242				3,743,242		3,743,242
SCIENCE AND TECHNOLOGY	8,187,987			8,187,987				8,187,987		8,187,987
GRADUATE STUDIES	476,462			476,462				476,462		476,462
LAW SCHOOL	11,978,135			11,978,135			1,438,733	11,978,135		11,978,135
TUITION DIFFERENTIAL	4,900,000			4,900,000				4,900,000		4,900,000
<b>TOTAL I&amp;R</b>	<b>92,074,513</b>	<b>(514,678)</b>	<b>(2,626,947)</b>	<b>88,932,888</b>	<b>1,000,000</b>	<b>1,748,715</b>	<b>1,959,484</b>	<b>91,681,603</b>	<b>3,195,433</b>	<b>94,877,036</b>
<b>TOTAL ALLOCATED E&amp;G</b>	<b>161,173,824</b>	<b>(1,849,378)</b>	<b>(2,858,821)</b>	<b>156,465,625</b>	<b>1,000,000</b>	<b>1,748,715</b>	<b>1,959,484</b>	<b>161,173,824</b>	<b>4,075,433</b>	<b>165,249,257</b>
<b>UNALLOCATED STUDENT FEE BUDGET AUTHORITY</b>	<b>9,631,155</b>			<b>9,631,155</b>				<b>9,631,155</b>		<b>9,631,155</b>
<b>GRAND TOTAL E&amp;G ALLOCATIONS</b>	<b>170,804,979</b>	<b>(1,849,378)</b>	<b>★ (2,858,821)</b>	<b>166,096,780</b>	<b>1,000,000</b>	<b>1,748,715</b>	<b>1,959,484</b>	<b>170,804,979</b>	<b>4,075,433</b>	<b>174,880,412</b>

Legend: ★ Difference in budget allocation for FY 2016/17 (\$163,980,100) and FY 2017/18 (\$161,173,824)  
\* Funding from Legislative Budget  
\*\* Funding allocated from Title III Budget





**Item VI – Approval of Amendment to Regulation 3.017  
- Schedule of Tuition and Fees for the 2017-18 academic year**

PRESENTED BY

**Dr. Wanda Ford, Interim Vice President Finance and Administration/CFO**

Florida Agricultural and Mechanical University



# Approval of Amendment to Regulation 3.017

**Subject:** Approval of Amendments to Regulation 3.017 – Schedule of Tuition and Fees

**Rationale:** An amendment is required to reflect the BOG-determined Repeat Course Fee of \$181.12 for 2017-18. This represents a \$3.55 increase from the 2016-17 rate.

**Recommendation:**

It is recommended that the Board of Trustees approve the amendments to regulation 3.017.





## **Item VII – Capital Improvement Program**

PRESENTED BY

**Sameer Kapileshwari P.E., Associate Vice President for Facilities**

Florida Agricultural and Mechanical University





# Capital Improvement Plan (CIP) 2018-2023

## Background:

Each year all SUS Universities are required to prepare and submit their five year Capital Improvement Plan (CIP) requests. These requests for academic facilities should be consistent with the findings of the University's Educational Plant Survey and the Master Plan.

Our CIP project requests for the year are listed in order of priority. The CIP due date to the Board of Governors is August 1, 2017.





# Capital Improvement Plan 2018-2023

PECO-ELIGIBLE PROJECT REQUESTS		
Priority		
No	Project Title	Cost
1	STUDENT AFFAIRS BUILDING/CASS	\$40,728,149
2	INFRASTRUCTURE -CENTRAL PLANT IMPROVEMENTS	\$15,900,000
3	CLASSROOM TECHNOLOGY/ DISTANCE LEARNING UPGRADE/NEW	\$10,758,600
4	INTERDISCIPLINARY RESEARCH BUILDOUT	\$13,968,122
5	STEM TEACHING LAB /DYSON BUILDING RE-PURPOSE (REMODEL)	\$18,805,700
6	ARMY ROTC /HOWARD HALL RE-PURPOSE (REMODEL)	\$8,074,372
7	FOOTE-HILYER GROUND AND 1 <sup>ST</sup> FLOOR RE-PURPOSE (REMODEL)	\$22,414,200
8	NAVY ROTC/PERRY-PAIGE RE-PURPOSE (REMODEL) /ADDITION	\$28,751,844
9	COMPUTER INFORMATION SYSTEMS BUILDING	\$53,274,762
10	SCIENCE TEACHING FACILITY (STEM)	\$55,433,405
11	SOCIAL SCIENCES BUILDING	\$31,479,031
12	ENGINEERING TECHNOLOGY BUILDING	\$24,887,104
13	GENERAL CLASSROOM PHASE II	\$38,440,455
14	FAMU/FSU COLLEGE OF ENGINEERING PHASE III ***	\$32,382,600
15	LAND ACQUISITIONS	\$21,340,000





## **Item VIII – Palmetto Street Easement**

PRESENTED BY

**Sameer Kapileshwari P.E., Associate Vice President for Facilities**

Florida Agricultural and Mechanical University



# Palmetto Street Easement

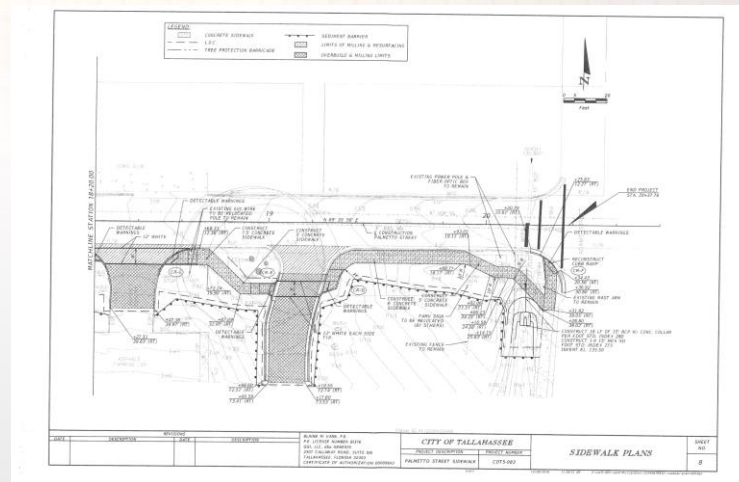
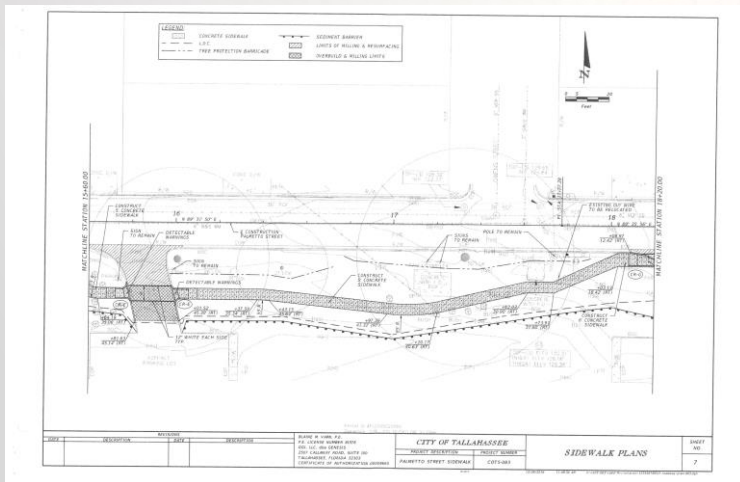
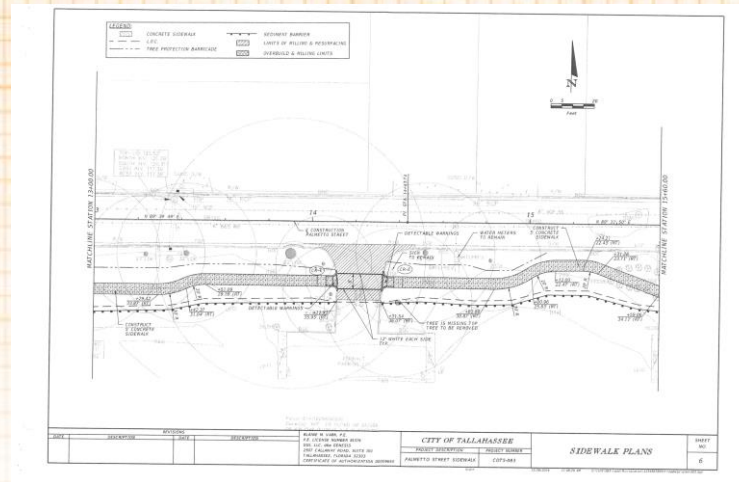
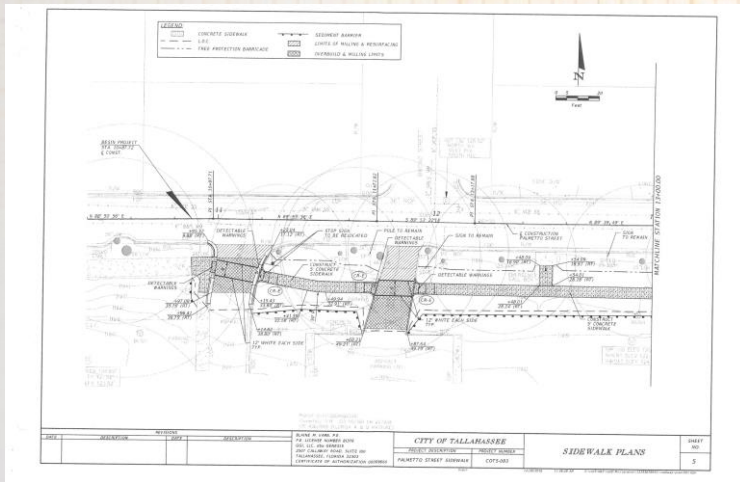
**Subject:** A resolution of the City Commission of the City of Tallahassee requesting an easement from the State of Florida, Board of Trustees of the Internal Improvement Trust Fund (TIITF) for the purpose of construction, operation, and maintenance of sidewalk facilities on state owned property.

**Rationale:** The City of Tallahassee requires the easement to allow for the construction, operation, and maintenance of sidewalk facilities along Palmetto street located on property owned by the TIITF. Having this sidewalk will be in the best interest of the citizens of Tallahassee and especially residents of Florida Agricultural and Mechanical University. The properties are more particularly described in Exhibit "A" of the Resolution 17-R-10.





# Palmetto Street Easement





# Palmetto Street Easement

**Recommendation:** Resolve to express to the Trustees of the Internal Improvement Trust Fund of the State of Florida that the FAMU Board of Trustees consents to easement in favor of City of Tallahassee as set forth substantially on Exhibit "A" of the Resolution 17-R-10.





**Item IX – Project Updates (CASS, P3, Construction at-a-glance)**

PRESENTED BY

**Sameer Kapileshwari P.E., Associate Vice President for Facilities**

Florida Agricultural and Mechanical University



# Center for Access and Student Success (CASS)

## Background:

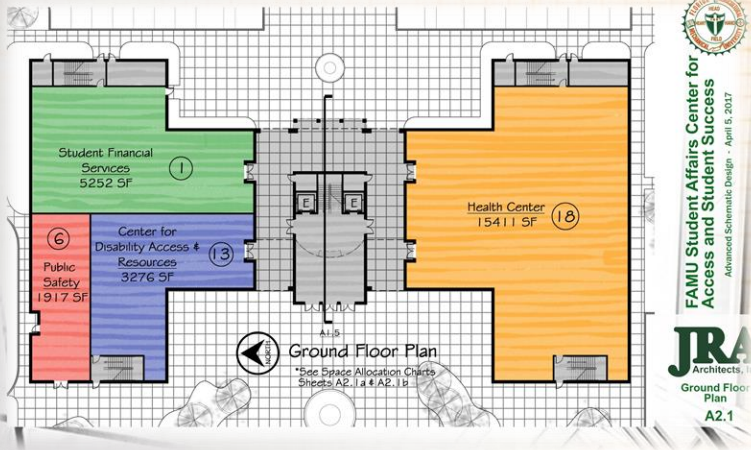
The FAMU Center for Access and Student Success (CASS) is designed to be a multipurpose building serving as a one-stop shop for programs like recruitment, admissions, financial aid and enrollment management. This building will also house registrar, scholarship office, counselling services and the Center for Disability Access and Resources.





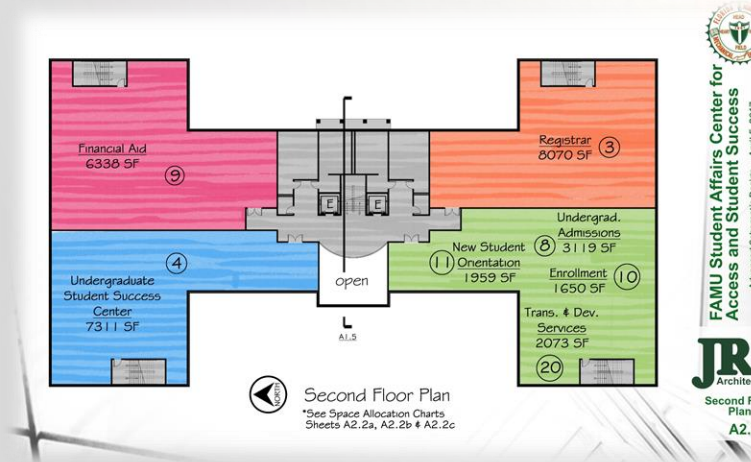


# Center for Access and Student Success (CASS)



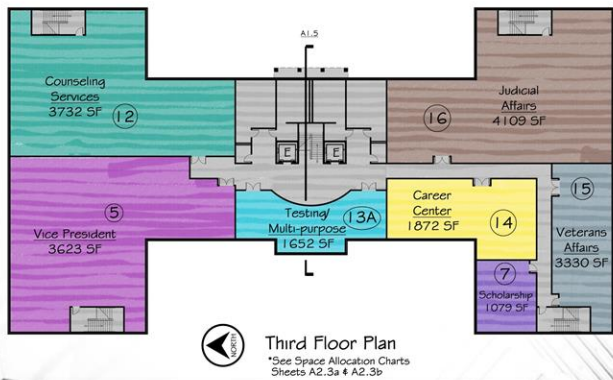
## Current Status:

- The Architect has completed and submitted the Conceptual Schematic Design, Advance Schematic Design and the Site Utilities Analysis
- The Construction Manager (CM) has completed and submitted the Conceptual and Advanced Schematics Cost Estimate for review by FAMU and JRA Architects
- Design Development Documents have been completed and submitted for review by FAMU
- Ground breaking ceremony on June 8, 2017 after BOT Meeting





# Center for Access and Student Success (CASS)



## Next Steps:

- Early Site Package will be completed on September 15, 2017
- Early Site Package construction begins on November 6, 2017
- 75% - 95% Construction Documents will be completed and submitted November 16, 2017
- Final Construction Documents will be submitted December 15, 2017
- Stakeholder Engagement  
(Internal – External – BOG)





# Florida A&M University Public Private Partnership Project

**Plan:** FAMU envisions a transformational development to serve as a catalyst project to aid in addressing critical housing issues, aesthetic concerns, and simultaneously create a viable marketplace that could promote the long term sustainability of the University.

Specifically, FAMU envisions that the P3 opportunity will consist of a three phase project:

**Phase 1:** Public-Private Partnership for the redevelopment of Cropper Hall, Wheatley Hall, and Jackson-Davis Building

**Phase 2:** Public-Private Partnership for the development of a new Mixed-Use Development along the “main street” corridor of the University campus and the construction of up to 418 beds of on-campus student housing and 50,000 gross square feet (“GSF”) of mixed-use space to create a vibrant place for both students and local City of Tallahassee residents to share

**Phase 3:** Subject to approval of the State Legislature as a Public-Private Partnership Project, the construction of an Athletic Facility, including up to a 35,000 seat football stadium, a Student Health Services Center, up to 300 additional parking spaces, a hotel, and a retail complex (if feasible)





# Florida A&M University Public Private Partnership Project

## Process:

Over the past 18 months, the FAMU project team has been working with its real estate and financial consultants, Jones Lang LaSalle (JLL) on bringing the P3 to fruition.

This process has included:

- 1) Request For Qualifications (RFQ) phase, which served to gauge initial developer interest and served to short-list qualified development firms
- 2) Due Diligence phase, during which JLL investigated the feasibility of various development options/scenarios, subsequently recommending that the University undertake a student housing demand study
- 3) The Invitation To Negotiate phase, which is the final phase in the process to select a preferred developer





# Florida A&M University Public Private Partnership Project

## Due Diligence

### Feasibility Study

- Given the 5-year trend of declining enrollment at FAMU, developers are expected to downscale the Student Housing phase component and are likely to split the development over several sub-phases to ensure market absorption.

### Student Housing Study

The 1,400 beds being considered by FAMU for potential future development or renovation should be developed in a gradual, phased manner:

- +/- 600 new beds could be delivered in fall 2019
- +/- 400 beds could be developed by 2021
- +/- 400 beds could be developed by 2023

#### *Note:*

This demand is driven by the University's projected enrollment increases, as well as the need for modernization of on-campus stock needed to compete with area off-campus alternatives.





# Florida A&M University Public Private Partnership Project

## Construct 2 Group

## Rise

Proposed Site:	Construct 2 Group	Rise
<b>Development Plan:</b>	Southern Corridor of Campus  Student Housing 1,078 beds Mixed Use 87,600 SF Hotel (5) Stories 60,000 SF Athletic Facility 75,207 SF Conference Center 50,000 SF Stadium 35,000 seats Surface Parking 1,766 spaces Structure Parking 1,523 spaces Grass Parking 1,370 spaces	Cropper-Wheatley, Truth Hall, Jackson-Davis Bldgs.  Student Housing: 664 beds Parking Garage: 600 spaces
<b>Financing:</b>	<p><b>Potential Student Housing Funding Opportunities</b>            Student Housing Revenue Bonds/ Black Business Investment Fund, Inc./ EB-5 Visa Vouchers/Bank Financing</p> <p><b>Potential Stadium Funding Opportunities</b>            Many “out-of-box” creative ideas, but a defined plan will be subject to negotiations with FAMU:            Public and Private Grants/ Private Funding/Sponsorship (naming rights)/ Public Private Partnership/ Donor In-Kind Goods and Services /Professional Fundraisers (capital campaign)/ New Market Tax Credits/ Sports Pass University Advancement Fee / Business Energy Investment Credit /Blueprint 2000/ University Foundation Funding/ National Healthy Food Financing Initiative/Leon County Commission/Cross-Collateral of Housing Loan/EB-5 Visa Vouchers/ Tourist Development Tax/ CDBG Entitlement Program</p>	Project Owner: A qualified 501(c)(3) organization Financing Type: Long-Term Tax-Exempt Bonds Ground Lease: Unsubordinated Ground Lease Term: Extending beyond the term of financing Security: Project Assets and Revenues; University Marketing & Operating Support Reserve Funds: Fully Funded Debt Service Reserve; Capitalized Interest During Construction + 6 Months; Operating Reserve Funded from Cash Flow Coverage Requirement: Minimum 1.20x Project Credit Rating: Baa3/BBB Estimated Cost of Capital (TIC): 4.88%





# Florida A&M University Public Private Partnership Project

## Construct 2 Group

## Rise

Term:	40-year ground lease	Up to 35 years
<b>FAMU Obligations:</b>	<p><i>Student Housing:</i> "FAMU covenants not to sponsor competing housing, not to assign students away from Concession facilities, and to maintain its policy of requiring freshman students to live on-campus, among other items."</p> <p><i>Athletic Facilities:</i> No clear plan at this time</p>	<p><i>Student Housing:</i> Oversee student residence life program; not sponsor competing housing; further parameters to be defined</p> <p><i>Parking:</i> \$1.168 MN annual master lease (debt service of parking garage)</p>





# Florida A&M University Public Private Partnership Project

**Key Components:** Because the proposals are completely different, the FAMU Negotiation team reviewed the similar components as it relates to **student housing and parking garage** offerings. The team reviewed various factors including per unit cost for a comparison to determine which firm to commence final negotiations.

After two deliberation sessions and scoring, it appears that both firms have the ability to meet the housing needs of the university.

Construct Two Group - Provided a solution for (3) three phases, housing, mixed use, and Athletic Facility/Sports Complex (if feasible).

RISE – Proposed a solution for (1) one phase, housing and garage.

Mr. John Pittman at UCF provided a cursory review of both proposals. Mr. Pittman was in agreement that the project is doable and recommends seeking assistance in debt management as well as managing contract performance.





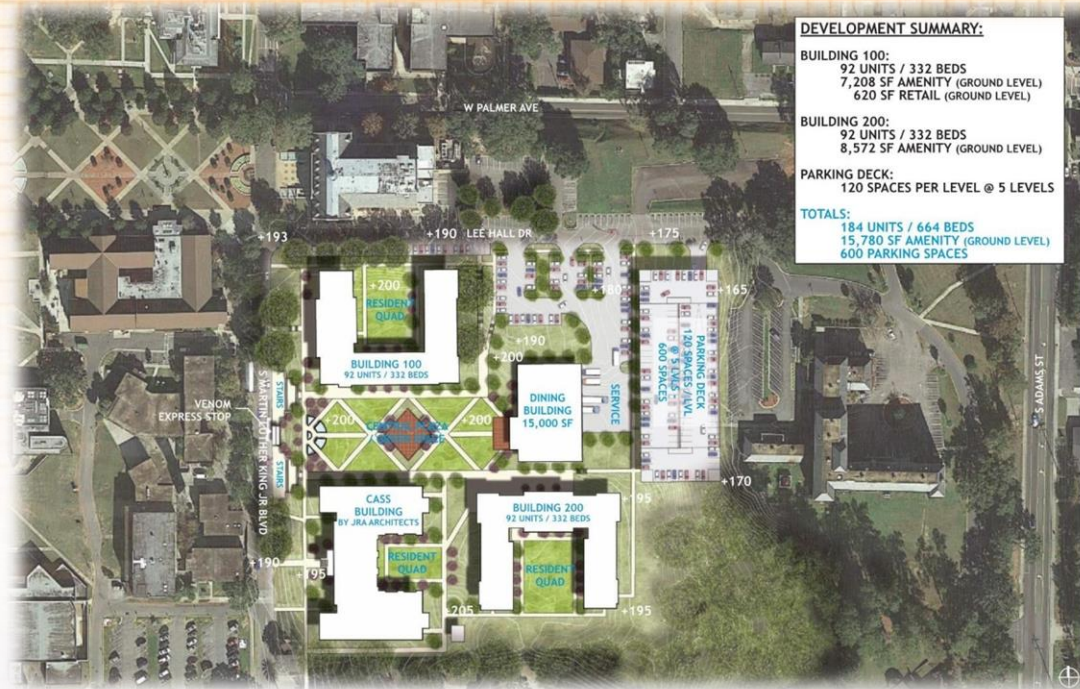


# Florida A&M University Public Private Partnership Project

## Construct 2 Group



## Rise





# Florida A&M University Public Private Partnership Project

## Next Steps:

### *Operating and Financial Review:*

- The Negotiation committee will review and approve the planned operations and operating budget to ensure operational efficiencies and life-cycle saving, while ensuring the project budget is in the University's best interest and aligns with other financial obligations
- Based on the negotiations, Construct Two Group will refine and present the refined proposal (Best and Final Offer)





# Florida A&M University Public Private Partnership Project

## Next Steps (Continued):

### *Contract Approval:*

- The University and its Consultant will draft Contract Documents (Development Agreements, Operating Agreements, etc.)
- Risk trigger metrics will be established, which will give the BOT early indicators of possible problems
- The President and BOT will review and approve the Final Contract documents including all substantial changes
- Final Contract provisions will be reviewed and approved by President and BOT
- Project will be reviewed and approved by BOG and the Division of Bond Finance





## **University Construction (at-a-glance)**

PRESENTED BY

**Facilities Planning Construction and Safety**

Florida Agricultural and Mechanical University



# Bragg Memorial Stadium Structural Repairs

## Project Description:

The scope of work is in accordance with the 100% Construction Documents provided by Barkley Consulting Engineers, dated February 1, 2017. The final GMP for the project is \$390,968.35.

The Bragg Stadium Task I Structural Repairs scope of work includes, but not limited to metal structural fabrications, cast in place reinforced concrete & masonry electrical, plumbing and selective painting. A notice to proceed was submitted to the CM on March 28, 2017 in order to complete repairs on schedule (substantial completion by end of July 2017).





# Bragg Memorial Stadium Structural Repairs

## Current Status:

- Steel repairs to East side column row A are complete and inspected by the Engineer
- Concrete repairs to column row A East/West are complete and inspected by the Engineer
- Column row B East/West concrete repairs will be completed week of 5/16
- All stairs for East side are fabricated, painted and ready to be installed
- Steel column repairs to West side are progressing approximately 20% complete
- Stairs for West side are 75% fabricated and ready for paint
- East side stair installation will begin after storm drain pipes are reinstalled and column row B repairs are complete





# Student Service Center Addition and Renovation

## Project Description:

- Kitchen prep & cooking area
- Combination freezer/cooler
- Dry storage
- Auxiliary & kitchen staff offices
- Student dining area

## Current Status:

- The installation of all major HVAC roof top equipment/AHUs, has been completed
- Kitchen equipment is being installed
- Interior wall framing and drywall installation currently in progress
- Exterior Bricks are being installed on all sides
- Due to MEP Conflicts, Substantial Completion has been changed from June to July





# Allied Health Simulation Lab

**Project Description:** The new School of Allied Health Sciences Multidisciplinary Simulation Laboratory consist of 2,937 square feet of space. The lab will consist of 6 state of art hospital set up rooms with medical gas, oxygen, suction and vacuum. A real hospital bed will be placed in each of the six rooms. The six simulator lab rooms are monitored by 3 control rooms where the Professors/staff can watch the students behind 1 way glass and provide real world scenarios for them to solve. There are two debriefing rooms so that the students and the professor can watch videos and discuss the pros and cons of what took place in the simulation rooms regarding the student efforts.

## Current Status:

- Substantial Completion is scheduled for the end of June 2017
- Final completion scheduled for the end of July
- Project Budget is \$695,920.00 and is paid out of Title III funds







# Tallahassee Center for Biological Control

## Program Description:

FAMU's College of Agriculture and Food Sciences (CAFS) Entomology Program has been identified as preeminent for more than 40 years and is the only Entomology Program at the undergraduate levels among the 106 Historically Black Colleges and Universities (HBCU) in the country. Moreover with a Cooperative degree program with the University of Florida, FAMU is the only University among HBCUs which offers a PhD degree in Entomology. The Entomology faculty has been lauded as having foremost experts in the areas of aquatic Entomology, Biological Control, Integrated Pest Management and Public Health Entomology.

## Purpose:

The College of Agriculture and Food Sciences (CAFS) is pursuing a collaborative partnership of individuals, companies, and agencies for construction of a building to house and combine the expertise of the Entomology Program and the Center for Biological Control (CBC) at FAMU with that of their partners at the United States Department of Agriculture (USDA), the Agricultural Research Services (ARS) and the Animal and Plant Health Inspection Services (APHIS).





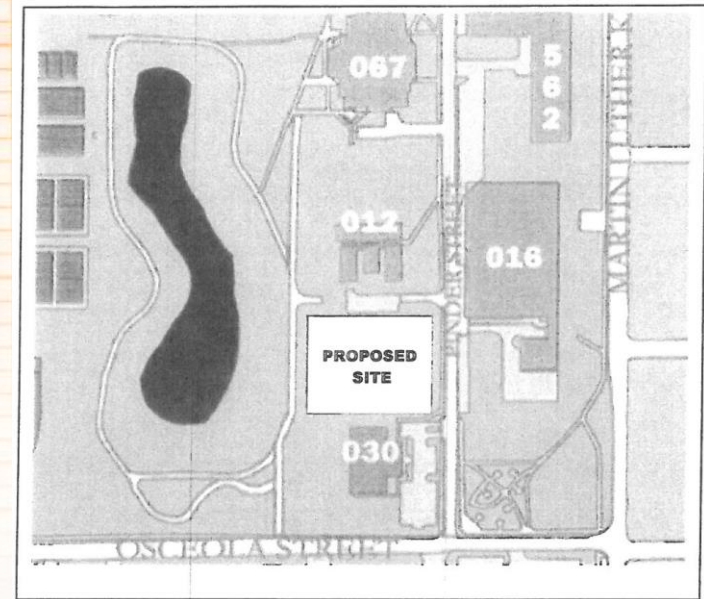
# Tallahassee Center for Biological Control

## Project Description:

The new building alleviates the pressing and growing needs for entomological teaching, research and continuing education and would include state-of-the-art laboratories, "smart" classrooms, conference rooms and a permanent home for the Mayfly Collection Museum.

The construction of this facility will attract renowned faculty, staff, and students and demonstrates our commitment to improving educational opportunities for the study of Entomology, Agricultural and Life Sciences while nurturing and producing the next generation of entomologists, professional pest control practitioners and business leaders.

The construction cost of the building is estimated at \$17 million and the building will be named the William L. Peters Entomology Building.



*The site between the Teleconference Center and the University's Greenhouse on Pinder Drive is considered for the proposed building*





# Tallahassee Center for Biological Control

## Next Steps:

- Project will be included in the Capital Improvement Program and the Master Plan update
- Project Manager will be assigned to work closely with the College and Division of Research in further refining the building program, site identification, cost and schedule development





**Item X – Succession Planning – Update**  
**June 7, 2017**

PRESENTED BY

**Ms. Joyce Ingram, Associate Vice President/Chief Human Resources Officer**

Florida Agricultural and Mechanical University



# Succession Planning - Deliverables

## What we said we would do .....

- Benchmark resources
- Develop a comprehensive framework
- Continue implementation of tools, systems and processes
  - Career Development and Talent Review (Human Resources)
  - Diversity and Inclusion (New Leadership - Engagement)





# Succession Planning - Benchmark

## Benchmark Resources

- Board of Trustees (BOT)
- Education Advisory Board (EAB)
- CEB (formerly Corporate Executive Board)
- Human Resources Knowledge Centers

Society for Human Resource Management (SHRM)

College and University Professional Association for HR (CUPA)





# Succession Planning - Comprehensive Framework





# Succession Planning – Comprehensive Framework

## Replacement Planning (RP)

- Focused on temporary back-ups and providing good risk management (typically functional roles)
- More Tactical
- Foundation for establishing talent pools
- Uses job enlargement and enrichment to cultivate skills as part of career development
- Just-in-time (Short Term)
- Can use internal and external talent to fill positions
- Does not guarantee promotion or new position

## Succession Planning (SP)

- Focused on the expected and permanent succession to a particular role (typically leadership)
- More Strategic
- Uses RP pools to focus on potential talent needed for the future
- Uses focused development plans to put candidate on the playing field
- Longer Term
- Can use internal and external candidates to fill positions
- Does not guarantee promotion or new position







# Succession Planning – Comprehensive Framework

## Career Development Plans (Tools)

### In replacement planning:

- Individual development plans (IDPs) may be used to target areas of interest;
- Development through cross training and job enlargement (developing existing or new skills);
- Job enrichment (creating opportunities for achievement and empowerment- self-actualization);
- Progress gauged on ability to fill in temporarily;
- Identifies broad potential talent through demonstration.





# Succession Planning – Comprehensive Framework

## Career Development Plans (Tools) .....continued

### In succession planning:

- Individual development plans or readiness assessments are focused on the expected and permanent succession to a particular role or position;
- Competencies that are needed for specific positions are established and developed in the employee;
- Progress is gauged on level of competency needed for role or position;
- Identifies specific talent and potential through demonstration and competency achievement( e.g. 9 square; IDP; Competency Gap Analysis).





# Next Steps

## Build the Infrastructure

- Complete Career Development and Talent Review for HR/Pilots
- Identify Key/Critical Positions – Aligned with Strategic Plan
- Conduct analysis of positions identified
- Develop competencies, attributes and skills needed
- Establish career development at replacement and succession planning levels
- Develop Replacements Plans down to Functional Levels (for risk management/ talent pool)
- Develop Succession Plans for Key Leadership Roles (future leadership/continuity)
- Support ongoing organizational transition as needed
- Monitor, Evaluate, and Revise





## **Item XI – Cost Savings (Quarterly Update)**

PRESENTED BY

**Dr. Wanda Ford, Interim Vice President Finance and Administration/CFO**

Florida Agricultural and Mechanical University



# Current Year Cost Savings – Central Strategies

Status of major areas to realize savings:

Strategy	Approx. Savings
<b>Currently in process for this year:</b>	
• Reduce use of consultants	\$ 300,000 *
• Procurement from shared SUS contracts	\$ 13,000 *
• Mandatory use of University’s copy center	TBD **
• Outsourcing bulk mail, shipping, and printing	TBD **
Strategy	Estim. Implementation
<b>Currently under review:</b>	
• Bulk purchases for IT/equipment	July 2017
• Recommend hiring freeze for current vacant positions	TBD
• Virtual Payable Process	December 2017

**Legend:** \* Cost Savings \*\* Cost Avoidance





## **Item XII – Upcoming Meeting Topics**

PRESENTED BY

**Trustee Kimberly Moore**

Florida Agricultural and Mechanical University



# Upcoming Meeting Topics

- a) Food Service Vendor
- b) Law School Prep Fee





**Thank you**

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**Questions?**

