

COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS

Pre-Meeting Minutes

Virtual Meeting

November 7, 2022

Time Convened: 10:01 a.m.

Time Adjourned: 11:03 a.m.

Committee and Board members present:

David L. Brandon (Committee Chair), Richard P. Cole, Morteza “Mori” Hosseini (Board Chair), Thomas G. Kuntz (Board Vice Chair), Daniel T. O’Keefe, Rahul Patel, Amanda J. Phalin, Fred S. Ridley, and Anita G. Zucker.

Others present:

Joseph Glover, Provost and Senior Vice President for Academic Affairs; Chris Cowen, Senior Vice President and Chief Financial Officer; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Charlie Lane, Senior Vice President and Chief Operating Officer; Curtis Reynolds, Vice President for Business Affairs; Heather White, Vice President for Student Life; Maria Martin, Associate Vice President and Chief Development Officer; Eddie Daniels, Assistant Vice President for Business Services and Small Business Vendor Diversity Relations; members of the University of Florida community, and the public.

1.0 Call to Order and Welcome

Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 10:01 a.m.

2.0 Roll Call

Board Staff conducted a roll call of all Committee and Board members present.

3.0 Review Draft Agenda for December Meeting

3.1 Review Draft Minutes

Committee Chair Brandon noted the draft minutes from June 16, 2022, FCI Committee Meeting, August 9, 2022, FCI Committee Pre-meeting and August 11, 2022, FCI Subcommittee Minutes were available for review prior to the December meeting.

Committee Chair Brandon amended the order of discussion items 5.3 Housing Review Presentation and 5.4 Campus Construction Report to allow adequate time for the Housing Review Presentation.

Committee Chair Brandon asked Curtis Reynolds, Vice President for Business Affairs to begin the review with FCI1 action item as follows:

3.2 Review Action Items

FCI1 Educational Plant Survey Addendum

Vice President Reynolds gave an overview of the reporting cycle of the Board of Governors' Educational Plant Survey process. Vice President Reynolds reminded the committee of the Board's Capital Improvement Plan (CIP) approval in June 2022, which included the Chemical Engineering Building Renovation/Remodeling project. Vice President Reynolds stated the Board of Governors required the university to have an Educational Plant Survey conducted to confirm need to qualify the project for potential appropriations. Committee Chair Brandon gave a brief overview of the initial Board of Governors Survey Team's recommendation to demolish the building and after further consideration/discussions their decision to approve the Chemical Engineering Building renovation/remodeling project.

FCI2 Transportation and Parking Auxiliary–Covenants Relating to Facilities with Outstanding Revenue Bonds

Vice President Reynolds noted the Board of Governors requires that certain auxiliary facilities bond covenants must have the Board approve a detailed revenue and expense budget, which shall be set forth in facility maintenance repair and reserve accounts. Vice President Reynolds highlighted debt service reserves, maintenance/equipment reserves and general reserves for Transportation and Parking Services and noted the operations were financially sound and meet the requirements for reserves accounts.

FCI3 Construction Projects Budget Amendments

Vice President Reynolds discussed the budget amendments relating to the following projects: UF-632 Data Science and Information Technology Building, UF-642 SW Campus Transportation Road Improvement, UF-656 Landscape Master Plan, and UF-657 Peabody Hall Dean of Students Renovation. Committee Chair Brandon noted detailed information for this action item will be available in the Construction Report back-up documentation as well as a footnote on the master construction report.

FCI4 Naming: B.J. & Eve Wilder Therapeutic Horticulture Garden at Wilmot Botanical Gardens

Maria G. Martin, Associate Vice President/Chief Development Officer, UF Foundation gave a overview of the B.J. & Eve Wilder Therapeutic Horticulture Garden at Wilmot Botanical Gardens naming and a brief bio of B.J. Wilder. Miss Martin noted all due diligence has been performed and prior approvals have been received per the BOT Naming Policies and Governance Standards.

3.3 Review Discussion Items

- UF Food Services Provider Update

Committee Chair Brandon asked Vice President Reynolds to give an overview of the dining services transition from Aramark to Chartwells. Vice President Reynolds introduced Eddie Daniels, Assistant Vice President for Business Services, to provide the

update. Mr. Daniels gave a summary of the transition of the university's food services provider from Aramark to Chartwells which included the following:

- Customer feedback
- Opened for business on June 18, 2022
- Opened 38 food service locations
- 4,924 meal plans sold (vs 4,045 plans sold in prior year – an increase of 879 or 22% increase)
- Onboarding of new staff: Since June – 32 management professionals onboarded, 772 hourly associates, and 373 student workers
- Future plans for dining facilities: Design completed for Racquet Club Dining with construction to begin soon, and due to open summer of '23; Summer 2022 – completed a limited refresh of Gator Corner Dining Center (now Food Hall at Gator Corner); and a refresh of Broward Dining (now the Eatery at Broward Hall); full remodels planned for both locations in the next 2-3 years
- New technology: Self-ordering kiosks at various locations across campus for convenience and improved speed of service, and the addition of a mobile ordering app compatible with smart phones
- Provided great support for the campus during Hurricane Ian Emergency Operations; provided meals successfully for the residential students remaining on campus, the Emergency Operations Center, UPD and other first responders, Facilities Services workers, and the emergency shelter
- Food Concepts: Diversification of coffee on campus (from all Starbucks to various brands: Norman Hall Starbucks converted to local Opus coffee – currently doubling total daily sales from Starbucks prior year average
- Au Bon Pain converted to local SweetBerries Café at Newell Hall – currently doubling total daily sales from Au Bon Pain's prior year average

Committee Chair Brandon asked Mr. Daniels to provide the total capital commitment from Chartwells. Mr. Daniels informed the committee that the total capital commitment from Chartwells is approximately \$52 million which will include three primary renovation projects: Racquet Club Dining, Broward Dining, and Gator Corner Dining. Committee Chair Brandon noted there was need for a change in the dining services contract for the university. Trustee Patel asked Mr. Daniels how the transition was related to the existing workforce. Mr. Daniels noted Chartwells' staff numbers and that they offered employment to a substantial number of former Aramark hourly associates. In addition, Chartwells' hourly employee structure includes a substantial number of student employees. Trustee O'Keefe asked Mr. Daniels to explain how the customer feedback process was handled. Mr. Daniels gave examples of the dining services feedback process highlighting the following: Chartwells surveys, Business Services surveys and a secret shopper program which includes student shoppers.

Board Chair Hosseini commended Mr. Daniels and team for their great work. He asked Mr. Daniels to provide Chartwells' total commitment to the university. Mr. Daniels stated the total return for the 12-year contract with Chartwells is \$131 million. Board Chair Hosseini asked Mr. Daniels to conduct an annual student dining services feedback

survey and discuss the results with Chartwells and update the Board appropriately at its June 2023 meeting.

Board Chair Hosseini noted the meal plan participation plays a big role in the program success for the university and Chartwells. Board Chair Hosseini asked Mr. Daniels to provide information regarding a meal plan for the Honors Complex. Mr. Daniels noted that the current meal plans are purchased voluntarily but have seen increased sales since the transition to Chartwells. Mr. Daniels stated that he was in conversation with Student Life regarding the Honors Complex and potentially instituting a required meal plan for the campus at some future date. Board Chair Hosseini asked Mr. Daniels to have a discussion with Vice President White to provide a proposal regarding a mandatory meal plan.

- Campus Safety Plan Update
Vice President Reynolds outlined the conception of the Campus Safety Plan in 2018. Vice President Reynolds noted that safety consultants were engaged to identify and recommend key areas of campus that needed safety enhancements. Consultants identified three primary areas of focus: access control, technology/surveillance and exterior lighting. Vice President Reynolds stated he plans to discuss in detail the efforts accomplished within the three key areas and next steps for the safety plan implementation at the December meeting. Board Chair Hosseini asked to have the consultants attend a subsequent BOT meeting to assess the direction we are going and confirm safety enhancements for campus. He stated protecting the students has been a top priority for the Board.
- Campus Construction Report
Committee Chair Brandon informed the committee that the Campus Construction Report would be skipped during this pre-meeting to allow time to discuss the Housing Review.
- Housing Review Presentation
Committee Chair Brandon thanked Vice President Reynolds, Vice President White and appropriate staff for their efforts in preparing for the Housing Review. Committee Chair Brandon stated the committee was charged to find efficiencies or consolidations. He noted both potentially exist when some Housing operations are consolidated within the Business Affairs Departments (i.e., Facilities Services and Planning, Design and Construction), however, a phasing approach regarding such areas like warehousing, computer systems and deferred maintenance would be used. Committee Chair Brandon stated Phase 1 would begin on January 1, 2023, analyzing staffing through consolidation, focusing on efficiency without losing quality of service.

Committee Chair Brandon asked Vice President Reynolds to provide more context of the initial phase approach. Vice President Reynolds noted the following efficiency collaborations would be completed by July 1, 2023:

- Assess the On-Target classifications to confirm specific description of work function are without conflict per trade/staff positions.

- Areas of Considerations
 - Facilities Management
 - Construction Services
 - Warehousing Services (material/supplies)
 - Custodial Services
 - Pest Control Services
- Transition to a standardized Computerized Maintenance Management System (CMMS) named AssetWorks.
- Complete ISES Facilities Condition Assessment of Housing deferred maintenance to confirm consistency of need and nomenclature per BOG/SUS standards.
- Planning Design and Construction (PDC) shall manage all Housing major and minor construction projects.
- Consolidate warehousing services for procurement of material/supplies.
- Review all service contracts (i.e., elevators, fire, uniforms, etc.) for consolidation and collective renegotiation were appropriate.
- Maintain a consistent staffing level to meet work demands, however, we will anticipate vacancy savings where appropriate.

Committee Chair Brandon noted that efficiency and consolidation efforts would start in January 2023 and report the assessment results during the June board meeting for consolidation phases. He stated he would work with VP Reynolds, VP White, the CFO and Provost on the report. Committee Chair Brandon also noted there may be vacancy savings and services that can be co-mingled to have Facilities Services handle the work which would reduce internal cost. Committee Chair Brandon noted he was aware of other universities that had performed similar operational consolidations and lessons learned would be noted to avoid pitfalls without service quality deterioration.

Board Chair Hosseini noted the university leadership needs to be open-minded and consider what's best for the university as related to operational consolidation. Board Chair Hosseini also stated that the six-month time-period to the June 2023 board meeting should be enough time to determine how to move the consolidation forward. If needed, the Chief Financial Officer and the Finance Committee should be involved in preparing a comprehensive report to be presented at the June board meeting to determine how to move forward. Committee Chair Brandon reminded the committee of the 'One UF' approach and noted the contracts with third party vendors may be minimized to utilize in-house forces/staff to enhance net-cost savings opportunities. Committee Chair Brandon stated a full report will be presented in June.

4.0 New Business

There was no new business to come before the committee.

5.0 Adjourn

There being no further discussion, Committee Chair Brandon adjourned the meeting at 11:03 a.m.