



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Finance & Facilities Committee Meeting

Tuesday, February 25, 2020
4:00 PM - 5:00 PM

Florida Polytechnic University – Student Development Center
4700 Research Way, Lakeland, FL 33805

Dial In Number: 1-415-655-0001 | Access Code: 649 312 790

Frank Martin, Chair
Dr. Victoria Astley

Henry McCance, Vice Chair
Rear Admiral Philip Dur

Bob Stork
Gary Wendt

AGENDA

- | | |
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| I. Call to Order | Frank Martin, Chair |
| II. Roll Call | Edwina Hall |
| III. Public Comment | Frank Martin, Chair |
| IV. Approval of the December 10, 2019 Minutes
Action Required | Frank Martin, Chair |
| V. 2018-2020 Finance and Facilities Committee Work Plan Review | Frank Martin, Chair |
| VI. 2020-2021 Budget Development Process Discussion | Frank Martin, Chair |
| VII. University Financial Review | Mark Mroczkowski
VP & CFO |
| VIII. Resolution for Signature Authority on Depository Accounts
Action Required | Mark Mroczkowski
VP & CFO |
| IX. Foundation Financial Review | Larry Locke, Director
Finance & Development Ops |
| X. Review Results of BOG Internal Control and Business Process Assessment | Mark Mroczkowski
VP & CFO |

- | | |
|---|--|
| XI. Applied Research Center (ARC) Update | David Calhoun, AVP
Facilities and Safety Services |
| XII. Approval of Contracts over \$500,000
Action Required | Mark Mroczkowski
VP & CFO |
| XIII. Review of Contracts over \$200,000 | Mark Mroczkowski
VP & CFO |
| XIV. Closing Remarks and Adjournment | Frank Martin, Chair |

Florida Polytechnic University
Board of Trustees

**Board of Trustees
Finance & Facilities Committee Meeting**

DRAFT MEETING MINUTES

**Tuesday, December 10, 2019
4:00 PM – 5:00 PM**

**Florida Polytechnic University, Student Development Center
4700 Research Way, Lakeland, FL 33805**

I. Call to Order

Committee Chair Frank Martin was unable to attend; therefore, Vice-Chair Henry McCance assumed the lead role for the meeting.

Committee Vice-Chair Henry McCance called the Finance & Facilities Committee meeting to order at 3:35 p.m.

II. Roll Call

Winnie Hall called the roll: Committee Vice Chair Henry McCance, Trustee Bob Stork, Trustee Victoria Astley, Trustee Philip Dur, and Trustee Gary Wendt were present (Quorum).

Committee members not present: Trustee Frank Martin

No other Trustees were present.

Staff present: Mr. Mark Mroczkowski, Mrs. Gina Delulio, Mrs. Kathy Bowman, Mrs. Maggie Mariucci, Mr. David Brunell, Mr. David Calhoun, Mrs. Treasa McLean, Mr. John Sprenkle, Mrs. Kris Wharton, and Mrs. Winnie Hall were present.

III. Public Comment

There were no requests received for public comment.

IV. Approval of September 11, 2019 Minutes

Trustee Bob Stork made a motion to approve the Finance and Facilities Committee meeting minutes of September 11, 2019. Trustee Gary Wendt seconded the motion; a vote was taken, and the motion passed unanimously.

V. 2018-2020 Finance and Facilities Committee Work Plan Review

The 2018-2020 Finance and Facilities Work Plan remains unchanged and no discussion occurred.

VI. University and Foundation First Quarter 2019-2020 Financial Review

Mr. Mark Mroczkowski presented the 1st Quarter Financial Review of the University's and the Foundation's financial results for the quarter ended September 30, 2019. The Committee learned that the audit of the Annual Financial Report was currently underway.

Trustee Henry McCance suggested that in the future, items on the quarterly financial review which are semester-based, such as tuition or financial aid, should be represented with one-half reflected in the first quarter and the other half in the third quarter.

Discussion and questions ensued but no further action was taken.

VII. University Annual Financial Report for Year-End June 30, 2019

Mr. Mroczkowski shared the full unaudited Annual Financial Report for the year ended June 30, 2019, for the Board's review. He did not discuss this report in its entirety because it was presented at the September 11th Board of Trustees meeting. The full report includes the final pension numbers which accrued and which were estimated at the time of the previous meeting. There was no significant difference between the estimate and the final pension numbers.

Discussion and questions ensued but no further action was taken.

VIII. Approval of Revised Carry Forward Budget for Previously Unbudgeted Costs

Mr. Mroczkowski reviewed the University's amended Capital Outlay Budget to include an additional \$115,403 of Carryforward funds to be used for repairs and improvements. After the amendment, the University retains \$4,024,739 in available Carryforward funds.

Trustee Philip Dur made a motion to approve the revised carry forward budget for previously unbudgeted costs in the amount of \$115,403. Items include replacement of a broken window in the IST building, enhancements to wi-fi coverage in the IST building, and enhancements to the blue light (emergency) poles on campus. Trustee Victoria Astley seconded the motion; a vote was taken, and the motion passed unanimously.

IX. Approval of Revision to Regulation FPU-4.003 Special Fees, Fines, and Charges

Mr. Mroczkowski discussed the revisions to Regulation FPU-4.003. This amendment would update the regulation to remove the reference to 2.3% as the percentage charged. As amended, the convenience fee assessed will be the actual amount imposed by the payment processor and will not be higher than the transaction cost for accepting such payments.

Trustee Gary Wendt made a motion to approve the revised Regulation FPU-4.003 Special Fees, Fines, and Charges. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.

X. Approval of Regulation FPU-1.0033 Unmanned Aircraft Systems (UAS) and Model Aircraft

Mr. Mroczkowski reviewed the details of Regulation FPU-1.0033. This new regulation would govern the use of drones over the campus to ensure safety and risk management. The Regulation would

apply to the University community as well as visitors and the public and would establish a committee to govern UAS use and ensure that users obtain permissions and insurances as needed.

Mr. David Brunell, representing the Office of General Counsel, provided clarification regarding which individuals and specific equipment would be bound by the restrictive parameters of this regulation, if the Board votes to approve it. This instrument has been adapted from the Federal Aviation Administration (FAA) regulations and a subcommittee of the existing University Safety Committee would be responsible for preparing more detailed procedures in the future. Mr. Mroczkowski added this regulation is necessary to ensure safety and regulatory compliance.

Trustee Philip Dur made a motion to approve Regulation FPU-1.0033 Unmanned Aircraft Systems (UAS) and Model Aircraft. Trustee Bob Stork seconded the motion; a vote was taken, and the motion passed with three votes for the motion and 2 votes against the motion.

XI. Review of Contracts Over \$200,000

Mr. Mroczkowski reviewed two new contracts in excess of \$200,000:

1. Adobe, Inc.: Adobe Pro and Adobe Sign Software Licenses Renewal
2. Campus Logic, LLC: Comprehensive student financial success platform

This item was for informational purposes only. No further action was requested or taken.

XII. Applied Research Center (ARC) Update

David Calhoun, presented the committee with an update on the design, schedule, construction, and budget for the Applied Research Center. Discussion and questions ensued but no further action was taken.

XIII. Approval of Foundation Board Appointments

Kathy Bowman, Vice President of Advancement, presented the two nominees for Foundation Board appointment who will represent the current Florida Poly student body and alumni, Ryan Perez and Travis Hills.

Trustee Gary Wendt made a motion to approve the appointment of Ryan Perez for service to the Florida Polytechnic University Foundation, Board of Directors. Trustee Victoria Astley seconded the motion; a vote was taken, and the motion passed unanimously.

Trustee Gary Wendt made a motion to approve the appointment of Travis Hills for service to the Florida Polytechnic University Foundation, Board of Directors. Trustee Philip Dur seconded the motion; a vote was taken, and the motion passed unanimously.

XIV. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 4:51 p.m.

**Florida Polytechnic University
Finance & Facilities Committee
Work Plan 2018-2020**

September 5 , 2018	December 5. 2018	March 13, 2019	May 21-22, 2019
<ul style="list-style-type: none"> • University and Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • University and Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • Educational Plant Survey • University & Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • 2018 Legislative Session Appropriations • 2019-2020 Legislative Budget Request (Operating and Fixed Capital Outlay) • 2019-2020 University Operating Budget • 2019-2020 Foundation Operating Budget • University & Foundation Financial Update • Contract Review • Construction Update
September 11, 2019	December 11, 2019	February, 2020	May, 2020
<ul style="list-style-type: none"> • University & Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • University & Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • University and Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • 2019 Legislative Session Appropriations • 2020-2021 Legislative Budget Request (Operating and Fixed Capital Outlay) • 2020-2021 University Operating Budget • 2020-2021 Foundation Operating Budget • University & Foundation Financial Update • Contract Review • Construction Update
September, 2020	December, 2020		
<ul style="list-style-type: none"> • University and Foundation Financial Update • Contract Review • Construction Update 	<ul style="list-style-type: none"> • University and Foundation Financial Update • Contract Review • Construction Update 		

Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020

Subject: 2020-2021 Budget Development Process Discussion

Proposed Committee Action

No action required – Discussion only.

Background Information

Chair Martin will lead a discussion on the budget process.

Supporting Documentation:

1. Budget Development Process Presentation

Prepared by: Frank Martin, Chair



FLORIDA POLYTECHNIC
UNIVERSITY

Budget Development Process

Budget Office

February 25, 2020

Outline

- **Budget Process**
 - **Budget Timeline**
 - **Change to Adaptive-Workday**
-



Budget Process

We currently use budget templates, developed in Workday to manage the entire budget process:

- Budget templates are distributed to Cost Center Managers and Vice Presidents.
- Templates are pre-loaded with existing salaries and benefits for filled and open positions, prior expense budget and current YTD expense.
- Cost Center Managers complete their templates with their proposed budget which then route to their Vice Presidents.
- Vice Presidents review and approve templates. If changes are requested the VP sends the template back to the Cost Center Manager for revisions then sent to Budget Office.

Budget Process

In addition:

- The Budget Office manages the process and runs a summary report for Budget Council review and approval.
 - Once the plan is approved by Executive Budget Council, it goes to the Board of Trustees (BOT) for approval.
 - Once BOT approves the Operating and Capital Outlay Budgets, it is uploaded to the ERP system.
-

Budget Process Support

- The Budget Office conducts two general sessions on how to navigate and complete the Workday Budget templates.
 - One-on-one training is also available as requested. In addition, the Budget Office follows up with Cost Center Managers to ensure that requests are maintained within budget guidelines.
 - The Budget Office requests participation from various Cost Center Managers to implement and test Adaptive Planning.
-

Outline

- Budget Process
 - Budget Timeline
 - Change to Adaptive-Workday
-

Budget Timeline

January – February

- Executive Budget Council approves budget guidelines, budget templates, and budget projections for the upcoming year.
 - Budget Office distributes budget guidelines and templates to Vice Presidents.
 - Budget Office offers workshops for Cost Center Managers/Administrators.
 - Florida Legislature begins budget deliberations.
-

Budget Timeline

March-April

- Cost Center Managers prepare budget requests for their corresponding Vice-President's approval.
 - Vice-Presidents submit approved budget requests from Cost Center Managers to the Budget Office.
 - Internal budget hearings with the Executive Budget Council are held to prioritize budget requests.
 - Executive Budget Council makes adjustments to, and approves budgets.
 - Florida Legislative session ends and the Appropriation Bill is finalized.
-

Budget Timeline

May

- Florida Poly all sources budget is presented to the Board of Trustees for approval.

June

- The Governor approves the State budget.
 - Florida Poly Budget Office uploads the approved budgets into Workday to open the new Fiscal Year on July 1.
-

Budget Timeline

July-August

- University submits Legislative Budget Request to the Board of Governors (BOG).
- Budget Office submits detailed Operating Budgets and position data to the BOG.

September

- BOG approves the University's Operating Budget submission.

October

- Budget Office prepares the Expenditure Analysis file for submission to the BOG.
-

Outline

- Budget Process
 - Budget Timeline
 - **Change to Adaptive-Workday**
-

Change to Adaptive-Workday

We are in the process of implementing the new planning Workday software, ADAPTIVE, which is a budget planning and forecasting tool. Some of the benefits of this software will be:

- Reporting and dashboards are in real-time.
- It provides the ability to model various budget scenarios.
- It provides budget and expense data comparisons on a monthly basis.

We are parallel testing Adaptive with the current Workday Planning tool with proposed deployment for FY 2021-22.

Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020

Subject: University Financial Review

Proposed Committee Action

No action required – information only.

Background Information

Mark Mroczkowski, Vice President and Chief Financial Officer will provide the Committee with the half-year financial review of the University.

Supporting Documentation:

1. 2019-2020 Half-Year Financial Review for the University

Prepared by: Mark Mroczkowski, Vice President & CFO



FLORIDA POLYTECHNIC
UNIVERSITY

2019-2020
2nd Quarter Financial Review

Mark Mroczkowski
Vice President and CFO



University Financial Dashboard

6 Months YOY Summary			Financial Ratios		
Revenue	\$31,614,126	+16.34%	Metric	University	Benchmark*
Expenses	\$32,073,086	+7.61%	Primary Reserve Ratio	163.19%	40%
Net Loss	(\$458,960)	-104.24%	Net Income Ratio	(1.45%)	2-4%
Assets	\$219,845,284	-3.05%	Return on Net Assets	(4.15%)	3-4%
Liabilities	\$23,823,245	+6.92%	Viability Ratio	14,008.40%	125-200%
Net Position	\$196,022,039	-4.14%			

Florida Poly has enjoyed financial growth and has sustainable financial strength with a composite financial index score of 121.25 compared to the benchmark of 10.

*National Association of Colleges & University Business Officers (NACUBO) performance benchmarks

Outline

- Introduction
- **University Q2 Financial Review**
- **Summary**



University Budget Update

(Revenues)

	Approved FY 20 Budget	6 Months Budget 12-31-2019	6 months Actuals 12-31-2019	Budget Variance
<u>Revenues</u>				
<u>Education & General</u>				
General Revenue	37,347,306	18,673,653	18,692,364	0.10%
Lottery	363,360	181,680	181,680	0.00%
Student Tuition	2,054,602	1,027,301	1,237,287	20.44%
Phosphate Research	2,945,111	1,472,556	756,347	-48.64%
<u>Contracts & Grants</u>				
Other US Grants	472,500	236,250	225,417	-4.59%
<u>Auxiliaries</u>				
Sales of Goods/Services	5,019,143	2,509,571	2,613,826	4.15%
Concessions	35,000	17,500	16,813	-3.93%
<u>Local Funds</u>				
Fees	952,803	476,402	487,173	2.26%
Investment Income	1,277,542	638,771	885,971	38.70%
<u>Transfers</u>				
FIPR to General Revenue	200,421	100,211	100,211	0.00%
Financial Aid	10,000,000	5,000,000	6,329,930	26.60%
Other Unrestricted	250,000	125,000	87,107	-30.31%
Total Revenues	60,917,788	30,458,895	31,614,126	3.79%



University Budget Update (cont.)

(Operating Expenditures)

	Approved FY 20 Budget	6 Months Budget 12-31-2019	6 months Actuals 12-31-2019	Budget Variance
<u>Operating Expenditures</u>				
<u>Education & General</u>				
Salaries & Benefits	29,488,731	14,744,365	11,830,398	-19.76%
Other Personal Services Expenses	1,772,565	886,282	964,590	8.84%
Financial Aid	8,654,393	4,327,196	3,901,036	-9.85%
Phosphate Research	50,000	25,000	25,000	0.00%
	2,945,111	1,322,556	1,270,166	-3.96%
<u>Contracts & Grants</u>				
Expenses	472,500	236,250	145,032	-38.61%
<u>Auxiliaries</u>				
Salaries & Benefits	998,752	449,376	426,477	-5.10%
Other Personal Services	40,800	20,400	20,853	2.22%
Expenses	3,953,945	1,801,973	1,626,582	-9.73%
<u>Local Funds</u>				
Salaries & Benefits	251,119	95,560	93,582	-2.07%
Other Personal Services	60,000	28,000	26,202	-6.42%
Expenses	702,330	351,165	273,580	-22.09%
<u>Transfers</u>				
Financial Aid	10,000,000	5,000,000	5,132,560	2.65%
Other Unrestricted	250,000	125,000	123,110	-1.51%
Total Operating Expenditures	59,640,246	29,413,123	25,859,168	-12.08%



University Budget Update (cont.)

(Non-Operating Expenditures and Total)

	Approved FY 20 Budget	6 Months Budget 12-31-2019	6 months Actuals 12-31-2019	Budget Variance
<u>Non-Operating Expenditures</u>				
Fixed Capital Outlay (see note)	22,628,683	5,100,000	4,691,102	-8.02%
Carry Forward	10,010,778	1,920,301	1,522,816	-20.70%
Total Non-Operating Expenditures	32,639,461	7,020,301	6,213,918	-11.49%
Total Operating and Non-Operating	92,279,707	46,139,854	32,073,086	-10.36%
Net Loss			(458,960)	

Note: Fixed Capital Outlay includes repair expenses in the amount of \$1.9 million and depreciation expense of \$2.8 million.

University Budget Update

(Revenues Analysis)

Variations in the University Budget to Actual Revenues are primarily related to:

- E&G Tuition is over budget \$209 thousand due to early receipt of Spring tuition payments.
- E&G Phosphate Research is under budget \$716 thousand due to the decrease in severance tax receipts.
- Local Funds Investment Income is over budget \$247 thousand due to higher than expected yields on the University's investment portfolio.
- Transfers Financial Aid is over budget \$1.3 million due to Florida Bright Futures funding the Spring payment in advance.

University Budget Update

(Expenditure Analysis)

Variances in the University Budget to Actual Expenditures are primarily related to:

- E&G Salaries & Benefits (including OPS) is under budget \$2.8 million due to faculty vacancies.
- Contracts and Grants is under budget \$91 thousand due to lower than anticipated progress on a grant.
- Local Funds Expenses is under budget \$77 thousand due to a lack of activity related to the student Athletic Fees.
- Transfers Financial Aid is over budget \$133 thousand due to increased students participation in Federal financial aid programs Florida Bright Futures.

University Budget Update (cont.)

(Expenditure Analysis)

Variiances in the University Budget to Actual Expenditures are primarily related to:

- Non-Operating Fixed Capital Outlay is under budget \$409 thousand due to the timing of expenditures related to the pergola replacement at IST.
 - Non-Operating Carry Forward is under budget \$397 thousand due to the timing of the expenditures related to OPS salaries and miscellaneous repair projects.
-



University Revenues

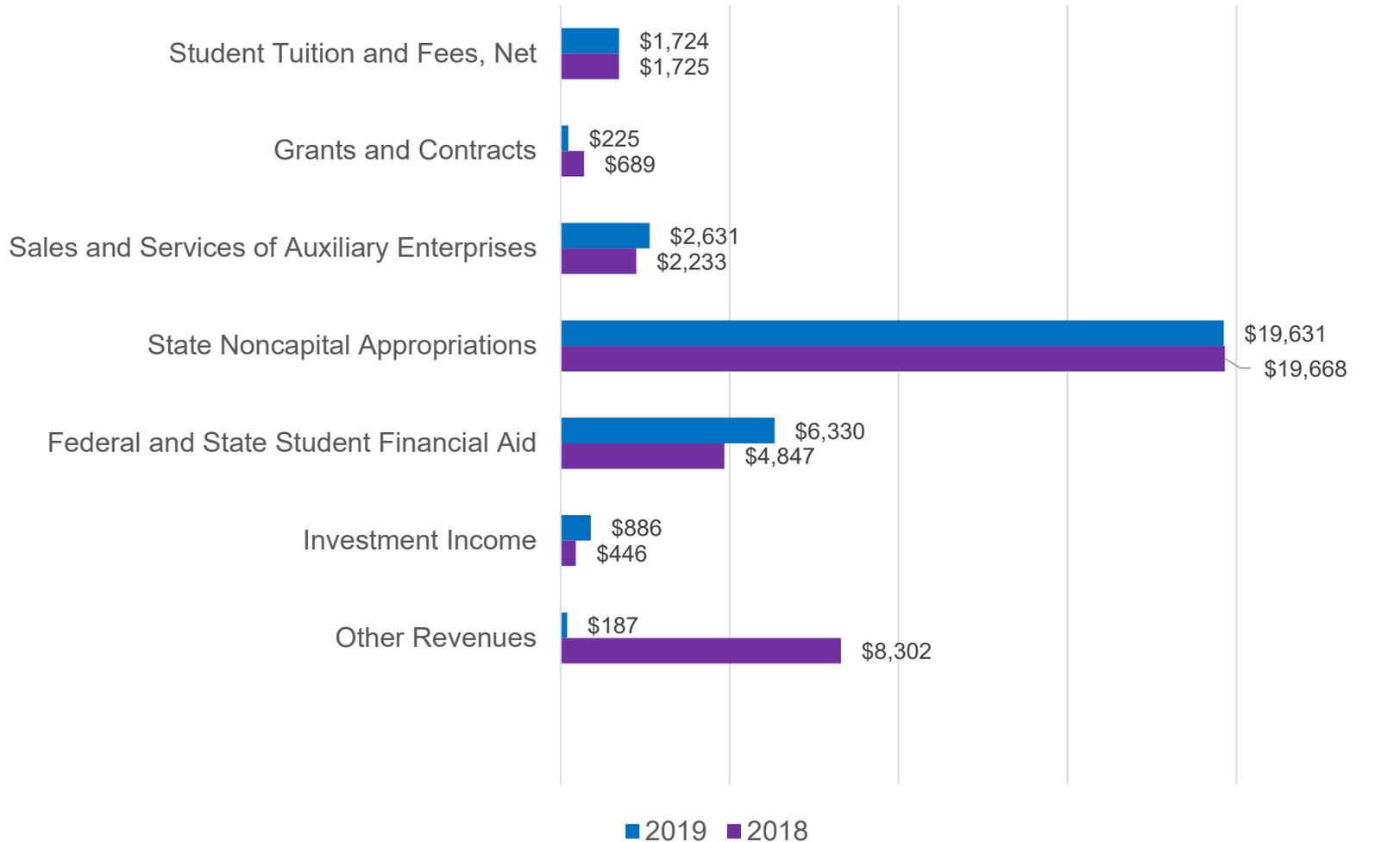
(in thousands)

For the Six Months Ended December 31,

	<u>2019</u>	<u>2018</u>	<u>YOY Change</u>
Student Tuition and Fees, Net	\$ 1,724	\$ 1,725	-0.06%
Grants and Contracts	225	689	-67.34%
Sales and Services of Auxiliary Enterprises	2,631	2,233	17.82%
State Non-capital Appropriations	19,631	19,668	-0.19%
Federal and State Student Financial Aid	6,330	4,847	30.60%
Investment Income	886	446	98.65%
Other	187	8,302	-97.75%
Total Revenues	<u><u>\$ 31,614</u></u>	<u><u>\$ 37,917</u></u>	<u><u>-16.62%</u></u>

University Revenues

(in thousands)





Financial Aid Analysis

(Fall 2019)

Student Financial Aid Sources	<u>Total Financial Aid</u>	<u>University Revenue</u>	<u>Refunded to Students</u>
Student Payments	\$ 734,959	\$ 529,141	\$ 205,818
Florida Prepaid	364,449	59,907	304,542
Bright Futures	1,260,882	635,876	625,006
Federal grants and loans	1,832,942	199,727	1,633,215
Foundation contributions	139,122	70,552	68,570
Third party aid to students	233,343	103,837	129,506
Institutional	131,375	125,419	5,956
Tuition and Fee Waivers	1,700,388	1,700,388	-
Total Aid all Sources	6,397,461	3,424,848	2,972,613
Less: Tuition and Fee Waivers	(1,700,388)	(1,700,388)	-
Funded Fiancial Aid	\$ 4,697,073	\$ 1,724,460	\$ 2,972,613

University Aid Retained As:

	<u>University Revenue</u>
Tuition	\$ 1,237,287
Fees	418,756
Auxiliary Operations	59,987
Misc Fees	8,430
Total	\$ 1,724,460

University Revenues

(Analysis)

Changes in Revenues for the second quarter are primarily related to:

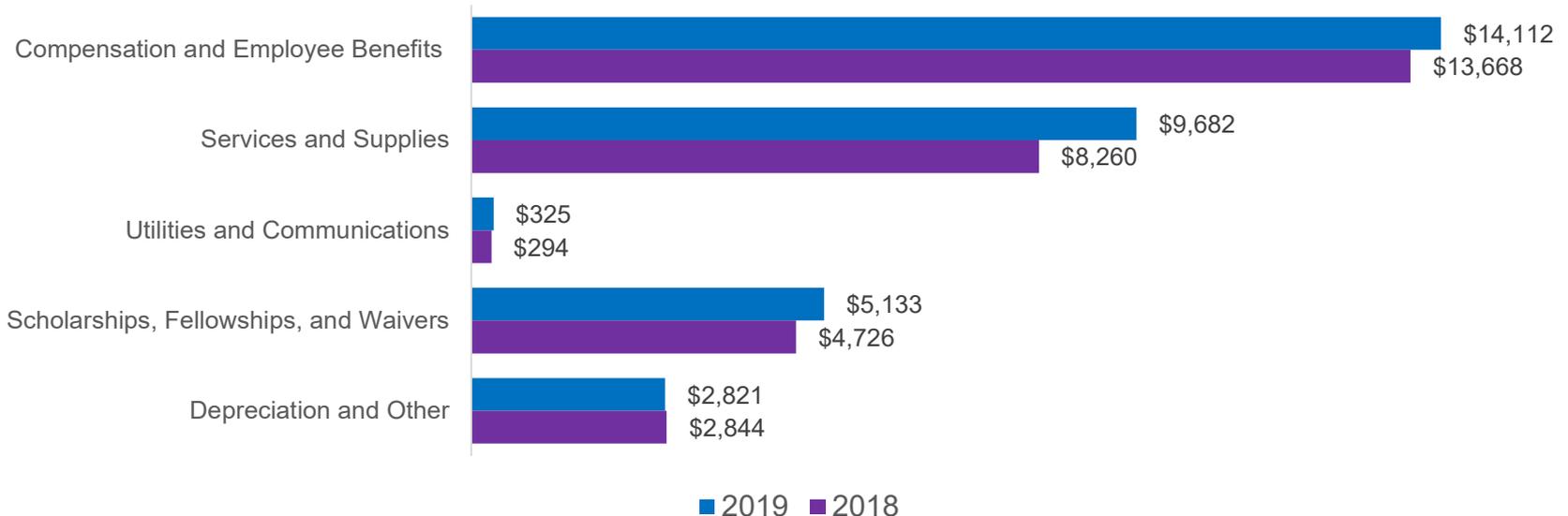
- Grants and Contracts decreased \$464 thousand due to the Department of Transportation grant ending in FY 2019.
- Sales and Services of Auxiliary Enterprises increased \$398 thousand due to increases in student meal plan sales.
- Students are increasingly taking advantage of Federal and State financial aid resulting in a \$1.4 million increase in Bright Futures Scholarships and Federal Student Loans. \$1.2 million of the increase is a result of Bright Futures funding the Spring semester in advance.
- Investment income increased \$440 thousand due to higher yields on the University's investment portfolio.
- Other revenues decreased \$8.1 million because of the one-time insurance reimbursement received last year for the pergola damage to IST.



University Expenses

(in thousands)

	2019	2018	YOY Change
Compensation and Employee Benefits	\$ 14,112	\$ 13,668	3.25%
Services and Supplies	9,682	8,260	17.22%
Utilities and Communications	325	294	10.54%
Scholarships, Fellowships, and Waivers	5,133	4,726	8.61%
Depreciation and Other	2,821	2,844	-0.81%
Total Expenses	\$ 32,073	\$ 29,792	7.66%



University Expenses

(Analysis)

Changes in Expenses for the second quarter are primarily related to:

- Compensation and benefits increased \$444 thousand. Approximately \$355 thousand related to increased hiring and approximately \$75 thousand due to one-time performance payouts for faculty in accordance with the Collective Bargaining Agreement.
 - Services and supplies increased \$1.4 million for IST Pergola repairs.
 - Scholarships, fellowships and waivers increased \$407 thousand due to increases in student loans and Florida Bright Futures recipients.
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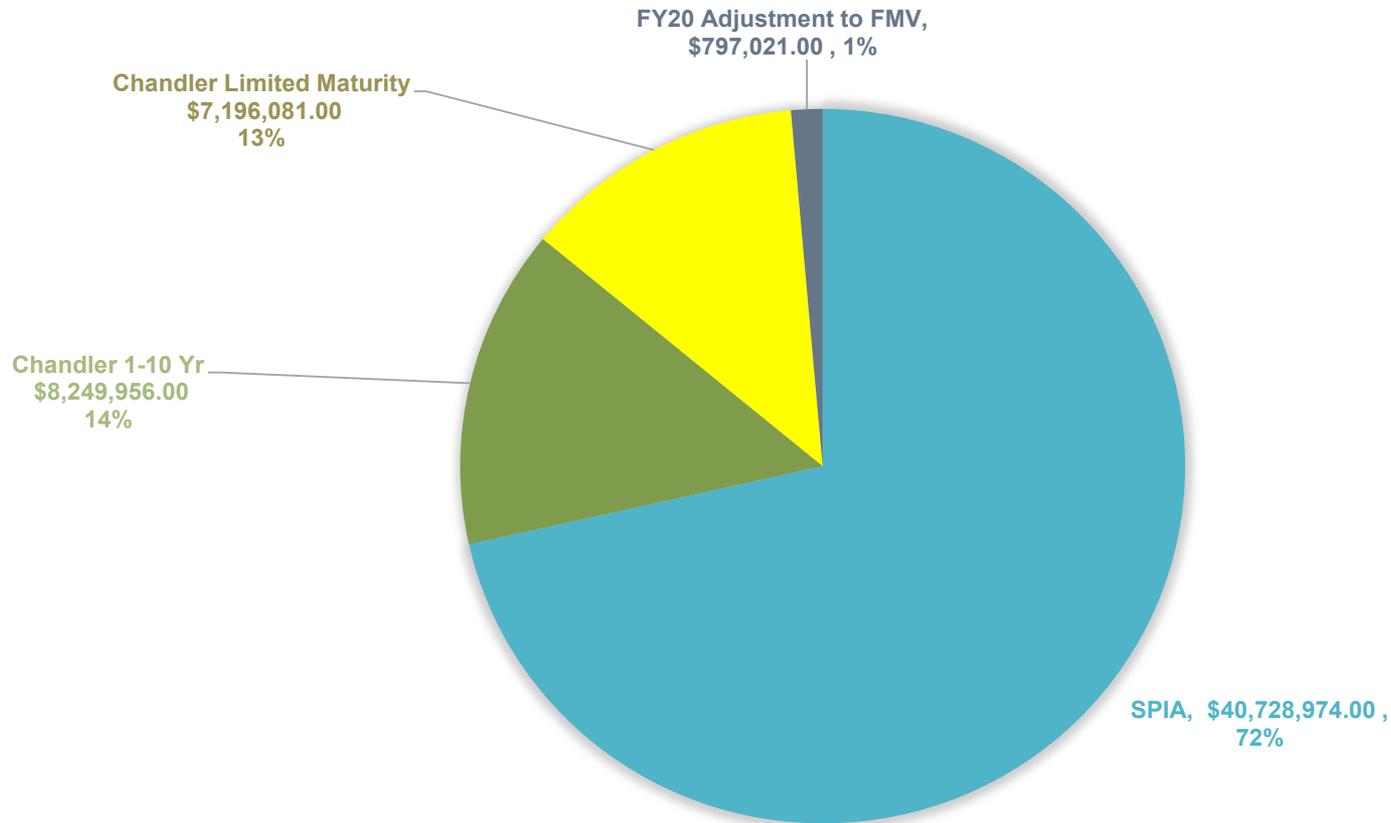
University Q1 Balance Sheet

Florida Polytechnic University
Condensed Statement of Net Position
As of December 31, 2019

	12/31/2019	12/31/2018	\$ Change	% Change
Assets:				
Cash and Investments	\$ 57,531,348	\$ 55,643,619	\$ 1,887,729	3.39%
Receivables	8,083,169	13,630,213	(5,547,044)	-40.70%
Total Current Assets	65,614,517	69,273,832	(3,659,315)	-5.28%
Property, Plant and Equipment (Net)	144,043,390	147,111,276	(3,067,886)	-2.09%
Other Non Current Assets	10,187,377	10,383,845	(196,468)	-1.89%
Total Non Current Assets	154,230,767	157,495,121	(3,264,354)	-2.07%
Total Assets	\$ 219,845,284	\$ 226,768,953	\$ (6,923,669)	-3.05%
Liabilities:				
Current Liabilities	\$ 1,813,721	\$ 2,146,067	\$ (332,346)	-15.49%
Non Current Liabilities	22,009,524	20,135,111	1,874,413	9.31%
Total Liabilities	23,823,245	22,281,178	1,542,067	6.92%
Net Position	196,022,039	204,487,775	(8,465,736)	-4.14%
Total Liabilities and Net Position	\$ 219,845,284	\$ 226,768,953	\$ (6,923,669)	-3.05%

Investment Analysis

INVESTMENTS SUMMARY DECEMBER 2019





Investment Analysis (cont.)

December 31, 2019

<u>Investment</u>	<u>Market Value</u>	<u>Average Rating</u>	<u>Maturity</u>	<u>Average Return YTD</u>
SPIA	\$ 41,372,492	AA	2.82 years	3.22%
Chandler Limited Maturity	\$ 7,241,016	AA	1.79 years	2.25%
Chandler 1-10 Year	<u>\$ 8,358,523</u>	AA-	4.37 years	3.22%
Total	<u><u>\$ 56,972,031</u></u>			



Investment Analysis (cont.)

Investment Balance Summary As of December 31, 2019

Account	Investment Market Balance	Income Earned YTD	YTD Fees	Unrealized Gain/Loss	Total Return on Investment
SPIA	\$ 41,372,492	\$ 721,325	\$ 25,632	\$ 643,518	\$ 1,339,211
Chandler Limited Maturity	\$ 7,241,016	\$ 64,016	\$ 1,819	\$ 44,935	\$ 107,132
Chandler 1-10 Year	\$ 8,358,523	\$ 78,609	\$ 1,847	\$ 108,568	\$ 185,330
Totals	\$ 56,972,031	\$ 863,950	\$ 29,298	\$ 797,021	\$ 1,631,673

Investment Balance by Fund

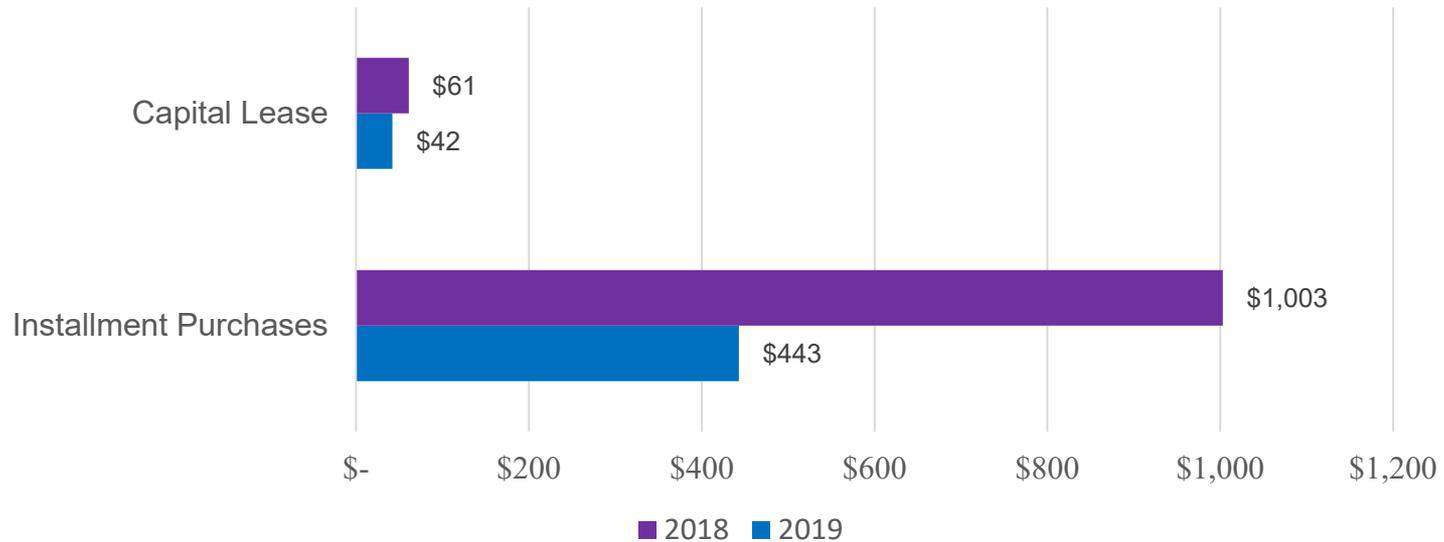
Fund	Balance	% of Total
101 - E&G	\$ 10,202,043	17.91%
102 - FIPR	\$ 7,154,380	12.56%
104 - Auxiliaries	\$ 651,517	1.14%
106 - Other Unrestricted	\$ 2,187,880	3.84%
107 - E&G Carryforward	\$ 11,810,721	20.73%
503 - Capital Carryforward	\$ 24,965,490	43.82%
	\$ 56,972,031	100.00%



University Debt Administration

(in thousands)

	2019	2018	YOY Change
Installment Purchases	\$ 443	\$ 1,003	-55.83%
Capital Lease	42	61	-31.15%
Total Outstanding Debt	\$ 485	\$ 1,064	-54.42%



Balance Sheet Variance Analysis

Changes in the Condensed Statement of Net Position for the first quarter are primarily related to:

- Cash and Investments increased \$1.8 million primarily due to receiving Bright Futures funding for Spring semester in advance.
- Receivables consist of amounts due from students \$125 thousand, less allowance for doubtful accounts (\$48 thousand), grants and other \$309 thousand, interest and dividends receivable \$172 thousand and, amounts due from the State for PECO funds \$7.5 million. Overall, the total receivable balance decreased \$5.5 million primarily due to the release of the Foundation's scholarship pledge.
- Current Liabilities decreased \$332 thousand due to the repayment of installment purchases and capital leases.
- Non current liabilities increased 1.9 million due to the accrued amount of estimated future pension obligations.

Outline

- Introduction
- University Q2 Financial Review
- **Summary**

Summary

- **University's composite financial index remains strong at 121.25.**
 - The primary reserve ratio is a strong 163.19% against a benchmark of 40% due to the University's strong net position.
 - The viability ration is 14,008.40% compared to the benchmark of 125-200% due the University's lack of debt.
- **The University had a half year net loss of \$489 thousand.**
 - Net loss is expected and primarily related to expenses for the pergola repairs at IST. These expenses were offset by insurance recovery that was recorded in the prior fiscal year.
 - Net loss includes depreciation expense of \$2.8 million.

Summary (cont.)

- **Responsibilities moved to Director, Finance & Development Operations.**
 - Monitor the Foundation general ledger and maintain it's integrity. Prepare and present Foundation and University Board reports.
 - Record Foundation investment transactions and prepare reconciliations.
 - Work with University Finance and Accounting to troubleshoot any integrations from 3rd party software into Workday.
- **Responsibilities remaining with University Finance and Accounting.**
 - Entering and processing gift transactions into 3rd party software for integration into Workday.
 - Process accounts payable transactions for payment.
 - Perform bank reconciliations.

**Florida Polytechnic University
Finance and Facilities Committee
Board of Trustees
February 25, 2020**

Subject: Resolution for Signature Authority on Depository Accounts

Proposed Committee Action

Recommend approval of the Resolution for Signature Authority on Depository Accounts to the Board of Trustees.

Background Information

Section 1011.42, Florida Statutes requires signature authority be established for University depository accounts. Due to a change in staff, the University proposes removing Derek Horton, the prior University Controller who is no longer a University employee and adding Penelope Farley, the new University Controller. The remaining signatories remain unchanged.

Supporting Documentation:

- Resolution 2020-001
- Attachment A

Prepared by: Mark Mroczkowski, Vice President and CFO

THE FLORIDA POLYTECHNIC UNIVERSITY BOARD OF TRUSTEES

**Board of Trustees
Resolution 2020-001**

SUBJECT: Signature Authority on Depository Accounts

The Florida Polytechnic University Board of Trustees hereby adopts the following Resolution:

The Florida Polytechnic University Board of Trustees hereby resolves to establish signature authority on University depository accounts in accordance with section 1011.42, Florida Statutes:

WHEREAS, the University desires to update the authorized signatories for checks, payments and transfers of funds respecting the designated depository for deposit of funds for the University pursuant to this Resolution;

NOW THEREFORE, BE IT RESOLVED, that pursuant to section 1011.42(7), Florida Statutes, which requires that the Board "specifically designate and spread upon the minutes of the board the legal name and position title of any university employee authorized to sign checks to pay legal obligations of the university":

The University employees listed on Attachment A attached hereto are each authorized, on behalf of the University, in connection with the depository account(s) specified for the relevant employee, to:

1. sign checks and make payments of legal obligations of the University from such accounts, and
2. to transfer funds to, within or between, depositories for investment or payment of expenditures of the University, including signing related documentation.

Each of the designated employee's authority will automatically terminate when the employee is no longer employed by the University in the specified position or when such authority is terminated by the Trustees or by the President of the University or his designee with notice to the Trustees, whichever is sooner. The Vice President and Chief Financial Officer in consultation with the internal auditor shall approve internal controls for withdrawals and transfers of funds.

The individuals designated for removal of signatory authority on Attachment A are removed as authorized signatories for the Wells Fargo N.A effective February 24, 2020.

Resolution 2016-001 Signature Authority on Deposit Accounts is rescinded; to the extent this Resolution conflicts with any other prior resolutions, the terms of this Resolution control.

Resolution adopted by the Florida Polytechnic University Board of Trustees on February 26, 2020.

Chair's signature: _____

Don Wilson, Chair

Attachment A

To Florida Polytechnic University Board of Trustees Resolution
Resolution 2020-001

(1) Depository:

- Wells Fargo Bank, N.A.

(2) Signature Authority:

- Wells Fargo Bank, N.A.
 - o All Accounts
 - Randy K. Avent, President
 - Mark Mroczkowski, Vice President and Chief Financial Officer
 - Penelope Farley, University Controller

(3) Remove Signature Authority

- Wells Fargo Bank, N.A.
 - o All Accounts
 - Derek Horton, University Controller

Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020

Subject: Foundation Financial Review

Proposed Committee Action

No action required – information only.

Background Information

Larry Locke, Director of Finance & Development Operations, University Advancement, will provide the Committee with a financial review of the Foundation's second quarter and the 2019 Annual Fund Update.

Supporting Documentation:

1. Foundation 2nd Quarter Financial Review
2. Foundation Fundraising Overview

Prepared by: Larry Locke, Director, Finance and Development Operations, University Advancement



FLORIDA POLYTECHNIC
UNIVERSITY

Foundation Financial Review

**Larry Locke, Director, Finance &
Development Operations**

February 25, 2020

Foundation Revenue 2nd Quarter

FOUNDATION FY20 BUDGET TO ACTUALS

FY20 Actuals - through December 31, 2019

	<u>1101-Endowment Fund</u>	<u>1102 - Unrestricted Fund</u>	<u>1901 Investment Fund</u>	<u>1104/1105 - Temp. Restricted Fund</u>	<u>Combined Fund Totals</u>	<u>FY20 Budget</u>
Revenue						
Donations & Other operating revenue	\$ 193,478.00	\$ 33,470.00	\$ -	\$ 96,714.00	\$ 323,662.00	\$ 1,283,111.00
Interest & Realized Gain or Loss on Investments	\$ -	\$ 19,358.00	\$ -	\$ 76,478.00	\$ 95,836.00	\$ 354,296.00
Unrealized Gain on Investments	\$ -	\$ -	\$ 273,328.00	\$ -	\$ -	\$ -
In-Kind Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Assets Released from Restrictions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 193,478.00	\$ 52,828.00	\$ 273,328.00	\$ 173,192.00	\$ 419,498.00	\$ 1,637,407.00



FLORIDAPOLY

Foundation Expenses 2nd Quarter

Expenses	1101- Endowment Fund	1102 - Unrestricted Fund	1901 Investment Fund	1104/1105 - Temp. Restricted Fund	Combined Fund Totals	FY20 Budget
Operational Expenses						
Expenses : Services (non-detailed spend category)		\$ 109,927.30			\$ 109,927.30	\$ 775,920.00
Expenses : Consulting Services		\$ 72,000.00			\$ 72,000.00	\$ 12,150.00
Expenses : Contracted Services		\$ 15,746.92			\$ 15,746.92	\$ 12,850.00
Expenses : Bank Charges & Custodial Fees		\$ -			\$ -	\$ -
Expenses : Other Services-Non Employee		\$ -			\$ -	\$ -
Expenses : Office Supplies-General		\$ 554.90			\$ 554.90	\$ 6,050.00
Expenses : Community Engagement & Sponsorships		\$ 3,285.00			\$ 3,285.00	\$ -
Expenses : Misc Operating Expenses		\$ 126.40			\$ 126.40	\$ 8,080.00
Expenses : Software		\$ -			\$ -	\$ -
Expenses : Uniforms		\$ -			\$ -	\$ -
Expenses : Memberships, Licenses & Dues		\$ 89.95			\$ 89.95	\$ 7,700.00
Expenses : Rentals - Equipment		\$ 40.00			\$ 40.00	\$ 4,500.00
Expenses : Rentals - Other		\$ -			\$ -	\$ -
Expenses : Printing Reproduction - Other		\$ 5,199.65			\$ 5,199.65	\$ 10,500.00
Expenses : Postage/Courier Service		\$ 2,470.97			\$ 2,470.97	\$ 10,250.00
Expenses : Insurance		\$ -			\$ -	\$ -
Expenses : Awards & Commendations		\$ -			\$ -	\$ -
Expenses : Food & Beverages Human Consumption		\$ 2,971.49			\$ 2,971.49	\$ -
Expenses : Entertainment Expense		\$ 1,595.00			\$ 1,595.00	\$ 9,500.00
Expenses : Meeting/Program Expenses		\$ -			\$ -	\$ -
Expenses : In-Kind Salaries		\$ -			\$ -	\$ -
Expenses : Janitorial Services		\$ -			\$ -	\$ -
Expenses : Lecturers		\$ -			\$ -	\$ -
Expenses : Advertising & Marketing		\$ 47.98			\$ 47.98	\$ 24,500.00
Expenses : In-state/out of state travel		\$ 3,380.44			\$ 3,380.44	\$ 31,000.00
Total Operational Expenses:	\$ -	\$ 217,436.00	\$ -		\$ 217,436.00	\$ 913,000.00
Scholarship/Salary Expense						
Expenses : Component Unit Transfer to FPU	\$ -	\$ -	\$ -	\$ 70,912.11	\$ 70,912.11	\$ 724,407.00
Total Expenses:	\$ -	\$ 217,436.00	\$ -	\$ 70,912.11	\$ 288,348.11	\$ 1,637,407.00
Net Profit:	\$ 193,478.00	\$ (164,608.00)	\$ 273,328.00	\$ 102,279.89	\$ 131,149.89	\$ -

Foundation Investments 2nd Quarter



TIAA-CREF INVESTMENT SUMMARY

	Average Investment	Total Income Earned	Fees	Unrealized Gain or Loss	Total Return on Investment	Net Annualized ROR
FY18 (start July 17, 2017)	\$ 6,613,760.50	\$ 217,177.32	\$ 28,601.18	\$ 89,396.15	\$ 277,972.29	4.2146%
FY19	\$ 5,759,376.85	\$ 303,249.17	\$ 28,754.12	\$ 24,677.48	\$ 299,172.53	5.8032%
FY20 (through Qrt 1 and Qrt 2)	\$ 6,103,971.35	\$ 106,017.27	\$ 15,238.12	\$ 273,327.69	\$ 644,262.09	11.8170%

Foundation Cash Summary 2nd Quarter

CASH SUMMARY					
<i>1901 - Investment Fund balance Dec. 2019</i>			<i>Cash in Investment</i>		
* Book value	\$ 6,128,894.22		1101 - Endowment Fund	\$ 1,615,815.64	
* Accrued interest	\$ 8,227.57		1103 - Facility Fund	\$ 534,404.82	
Total Book Value	\$ 6,137,121.79		1104 - Scholarship Fund	\$ 513,167.98	
* Unrealized gain or loss	\$ 273,372.69		1105 - Restricted Donation *	\$ 2,935,844.72	
Total TIAA Cref Market Value - Dec. 31, 2019	<u>\$ 6,410,449.48</u>		1106 - Restricted Interest	\$ 42,398.46	
			1102 - Unrestricted/Oper. Fund	<u>\$ 495,490.17</u>	
			<i>Total Cash in Investment</i>	<u>\$ 6,137,121.79</u>	
			Adj. Wells Fargo Oper. Fund Check Bal. Dec. 2019:	\$724,387.64	
			Total FOUNDATION Cash Balance Dec. 31, 2019:	<u>\$ 6,861,509.43</u>	
			* \$2,750,000.00 - Health and Infomatics restricted money		

Foundation Financial Summary of Findings

- **Focus #1: Need for a focused effort from the Foundation on raising funds for the Operational budget**
 - **Focus #2: Examine Policy and Procedures of the Foundation to ensure continuity, conformity, and uniformity with each other and with gift agreements.**
 - **Focus #3: Re-forge Health and Informatics agreement with anonymous donor**
 - **Focus #4: Restructure budget to better align with true revenue and expenses.**
 - **Focus #5: Revisit investment strategy**
-



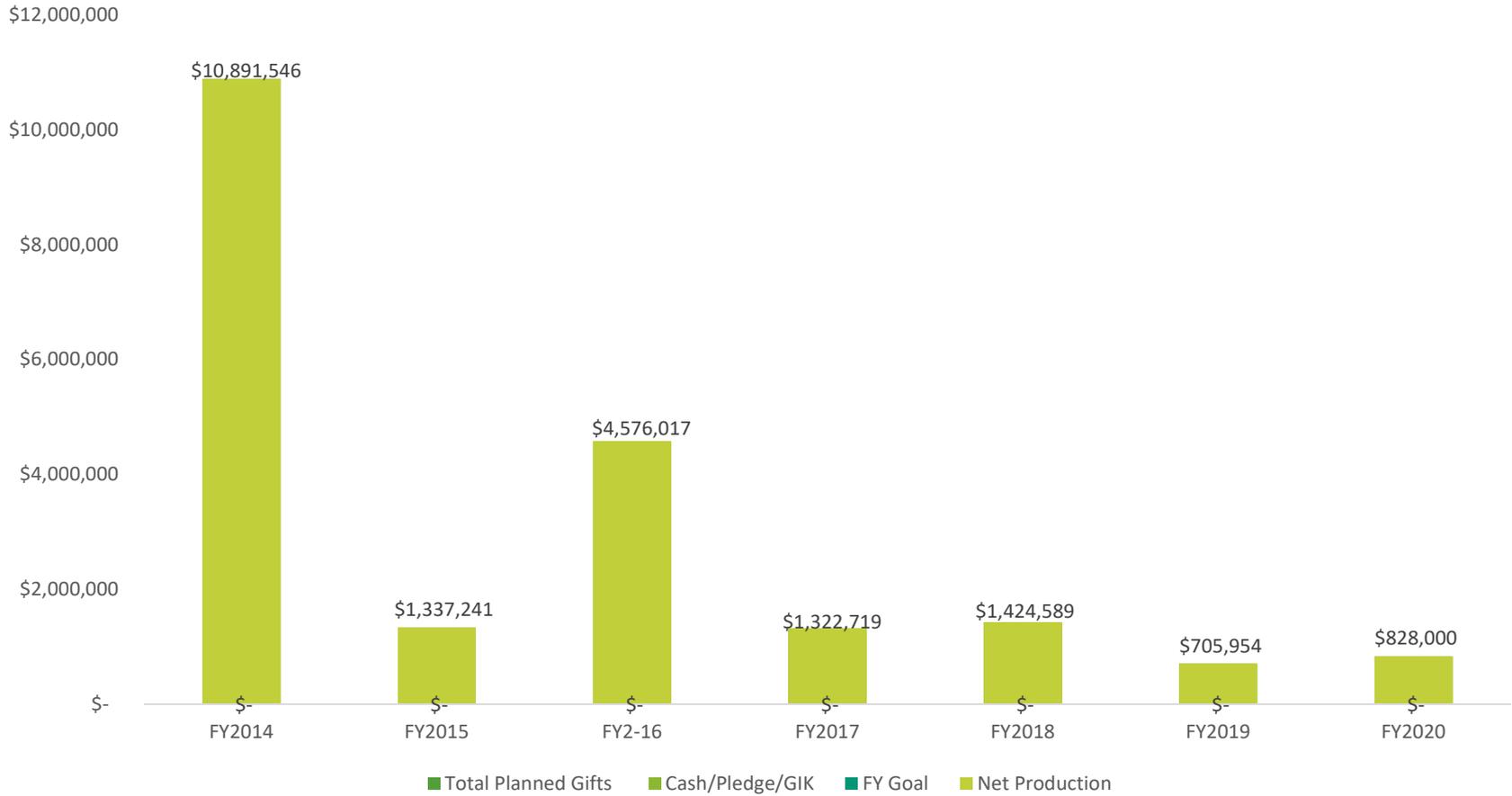
FLORIDA POLYTECHNIC
UNIVERSITY

Advancement

Kathy Bowman, CEO Florida Poly Foundation
February 25, 2019

Foundation Giving History

Giving History



2019 Annual Fund Update

Solicitations

- **Fuel the Phoenix- Faculty/Staff**
 1. Email Campaign October 28 to November 11 - one per week
 2. President Letter mailed November 18
- **End of calendar year- all community last three weeks**
- **Senior class gift- Graduating Seniors**
- **Benches and Bricks – Parents**

Results

- **Total annual funds raised**
\$50,667.91

Faculty and Staff	\$27,465.56
Private Donors	\$19,837.83
Graduating Seniors	\$2,043.84
Parents	\$1,320.57

Total Expense of solicitations \$6,456.64

Florida Poly Alumni Report

2018/2019 Report

- **Added 111 winter graduates**
 - 40/111 or 36%
- **Added 201 summer graduates**
 - 97/201 or 48.2%
- **Accomplished 137/312 or 43.9% senior class gift participation rate**
- **Approved the formal creation and staffed the Alumni Advisory Board**
- **Published the first alumni newsletter**
- **Published 5 alumni feature stories**
- **Provided an opportunity for alumni to volunteer**
- **Provided one opportunity for an alumni Social**

2019/2020 Outlook

- **Added 79 winter graduates**
 - **642 total alumni as of January, 2020**
 - **Alumni Advisory Board are planning a spring, summer and winter Event**
 - **Rolling out an official alumni association & list of benefits**
 - **Updating the alumni website**
 - **Continued alumni feature stories**
 - **Sending out our first alumni survey this summer**
-

**Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020**

Subject: Results of the BOG Internal Control and Business Process Assessment performed by Crowe, LLP.

Proposed Committee Action

No action required – information only.

Background Information

The Board of Governors (the “Board” or “BOG”) of the Florida State University System (SUS) engaged Crowe LLP to perform a system-wide “Internal Management and Accounting Control and Business Process Assessment.” The purpose of this assessment was to evaluate the existing internal controls and review business processes to identify any areas of risk for the SUS.

Crowe focused the scope of their assessment on financial and operational risks, and regulatory compliance risks among the twelve universities within the SUS.

Supporting Documentation:

1. Florida SUS Summary
2. FPU Final Report

Prepared by: Mark Mroczkowski, Vice President & CFO



Smart decisions. Lasting value.™

Florida Board of Governors State University System
Summary Report
Internal Control and Business Process Assessment
December 2019

Florida Board of Governors State University System
Internal Control and Business Process Assessment
Summary Report
December 2019

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- V. CONCLUSION 10

I. Executive Summary

The Board of Governors (the “Board” or “BOG”) of the Florida State University System (“SUS”) engaged Crowe LLP (“Crowe”) to perform a system-wide “Internal Control and Business Process Assessment”. The objective of this assessment was to evaluate the existing internal controls and review business processes to identify areas of risk for the SUS and to provide recommendations to enhance internal control over the system. We performed these consulting services in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants. These services do not constitute an audit, review, or examination in accordance with standards established by the American Institute of Certified Public Accountants, and therefore, Crowe does not express an opinion on the accuracy or efficacy of the material reviewed during the performance of these services.

The scope of the assessment was business process risks among the twelve universities within the SUS.

We have presented a summary of the overall results of our assessments of the twelve universities within the SUS in this report. We used our risk rating methodology to evaluate and score business process risks grouped into twelve categories. Our conclusions were based on the level of residual risk and any control gaps or weaknesses noted during our assessment. Residual risk refers to the level of risk after considering the internal controls and other activities implemented to mitigate that risk. An in-depth discussion of our approach and rating methodology can be found in the *Assessment Overview* section of this report.

Conclusion

Based on our procedures performed, we noted no risk categories with a high level of residual risk, or significant control gaps or weaknesses in any of the twelve universities’ control design structures.

We found opportunities to strengthen controls at 11 of the 12 universities (we noted no observations for the University of South Florida (“USF”)). We have highlighted these observations as specific opportunities to improve controls or further mitigate risks. The risk rating for each observation is indicative of the risk to university objectives posed by a specific gap in internal controls. This means that an observation is focused on a specific issue and not on an entire function or entity. Conversely, we also assigned ratings to entire risk categories (e.g. Accounts Payable, Procurement, Information Technology, etc.). These ratings represent the average score of all individual risks within that category. Additional information on these observations, our recommendations, and university management responses can be found in each university report.

We also noted several observations and “themes” which were common throughout the SUS, and we have formed recommendations to address these areas for the BOG’s consideration. The themes that were consistent throughout the SUS are summarized below.

1. Each university carries a risk that management override of controls and/or collusion to bypass controls may adversely impact universities’ compliance with existing rules and regulations as well as operating objectives. In our experience, this risk is difficult to address solely through the implementation of controls. Alternatively, an organization’s culture, values, and its focus on ethics, compliance, and risk management tend to be a more effective and holistic approach to addressing this threat.

We noted that the BOG and each of the universities has implemented clear mission and values statements and has focused on ethics and compliance as a key function of senior management (e.g. the establishment of the Compliance and Ethics Officer position). We also believe that the SUS could benefit from establishing an enterprise risk management framework and program which would be embedded within the BOG and each university in order to strengthen risk management practices and internal controls.

2. The universities could benefit from enhanced information security controls. Information security is becoming increasingly critical function, with new cyber risks and threats emerging that can impact the universities financially, reputationally and strategically.
3. The universities could benefit from strengthening their third-party risk management practices, including vendor setup and contract management roles and responsibilities. Strong monitoring and oversight activities are especially important for vendors who have been granted access to sensitive or personally identifiable information.
4. The universities could benefit from additional guidance and clarification on how to interpret the active BOG regulations. It became apparent in our discussions with various members of university management and trustees, that they sought additional clarity, especially those regulations that pertained to the use of Educational and General (E&G) funds, since the regulations were being interpreted in different ways.

We have provided additional information on these key observations and recommendations for the SUS in the *Conclusion* section of this report. A common thread, or connection among these themes is effective communication and the exchange of information. We believe that with an increased focus on this area, as outlined in this report, the SUS will be able to leverage significant enhancements to its risk management practices and system of internal controls.

II. Assessment Overview

The objective and scope of this assessment, to evaluate existing controls and business processes to identify areas of risk for the SUS, covered a broad range of university functions and corresponding risk factors. In order to manage the scope more effectively we identified inherent risk factors across these functional areas. Based on our experience and industry knowledge, we identified sixty-five risk statements that represent relevant risks to the business process objectives within our scope. We have listed the twelve functional areas (i.e. risk categories) covered within our risk assessment as follows:

- Accounts Payable
- Budgeting
- Capital Asset Management
- Cash Management
- Financial Reporting
- Governance
- Grant Management
- Information Technology
- Investment Management
- Payroll
- Procurement
- Revenue

As part of our assessment, we obtained an understanding of BOG regulations, university policies, procedures, processes and business requirements. In addition, we sent surveys and conducted interviews with various members of universities management. Based on this information, we developed risk and control assessments for each university. A summary of our ratings for each functional risk area is included in the *Observations and Themes* section of this report.

The risk assessment methodology used during this assessment was designed to maintain consistency and comparability across the twelve, distinct universities within the SUS. Our approach included an assessment of inherent risks, control design effectiveness, and residual risks. An explanation of these components is included in the paragraphs below.

Inherent Risk Assessment

We developed an inherent risk assessment for each university in the SUS. The inherent risk assessments consisted of a list of risk factors which, based on our research and experience, are relevant, impactful, and likely to occur in a university environment. We rated some inherent risks differently across universities due to environmental or organizational variables (e.g. research-based universities, student enrollment, campus location(s), age of infrastructure, student housing, etc.). At this point in the assessment we did not yet consider the specific risk management and controls that each university had in place to mitigate these risks. It was designed to provide a baseline upon which to measure control effectiveness at the university level.

Risk Rating Scale

Impact	Score
Low	1
Minor	2
Moderate	3
High	4
Severe	5

Likelihood	Score
Remote	1
Improbable	2
Possible	3
Probable	4
Almost Certain	5

Risk Rating	Score
Low	1
Minor	2
Moderate	3
High	4
Severe	5

We established the threshold for reportable risk levels at a residual risk score of 4 or higher.

We established a risk rating methodology to assign a score to each risk factor in the assessment as illustrated above. Our risk rating methodology considered two criteria, "Impact" and "Likelihood". The "Risk Rating" represents the average of those two scores. The impact criterion addressed the effect on financial, operational, or compliance objectives if the risk factor were to occur. The likelihood criterion addressed the probability that the risk would occur in the current environment. Our scores were based on a five-point rating scale with one (1) representing the lowest, and five (5) representing the highest risk score. We labeled the risk rating in the same manner as the impact criterion for the purpose of simplicity and consistency.

Control Effectiveness Ratings

We also rated the effectiveness of controls according to the three criteria below. The percentage assigned to each rating represents the reduction in perceived levels of risk and was used to calculate the residual risk score.

- No Observations Noted (30% reduction to the inherent risk rating),
- Needs Improvement (15% reduction to the inherent risk rating), or
- Inadequate (0%, no reduction to the inherent risk rating)

We based the control effectiveness ratings on the results of our research, discussions with management, and the supporting documentation they provided to help us analyze each university's control structure.

Residual Risk Assessment

We assigned a control effectiveness rating to each control to arrive at a residual risk rating in a consistent manner. The residual risk assessment was intended to provide an overview of the university's risk management and control effectiveness. We recognized that each control and its related risk had unique components that would not be fully represented by the control effectiveness or residual risk rating. Therefore, we developed an observation and recommendation for controls rated as "Needs Improvement" or "Inadequate" in order to provide additional insight into that specific matter.

III. Procedures Performed

A summary of the procedures we completed during our assessment of each university have been summarized in the table below. Please note that internal controls are designed to provide reasonable, but not absolute, assurance that errors and irregularities will not occur, and that operations are performed in accordance with management's intentions. There are inherent limitations that should be recognized in considering the potential effectiveness of any system of internal controls. In the performance of most control procedures, errors can result from misunderstanding of instructions, mistakes in judgment, carelessness, or other factors. Internal control procedures can be circumvented intentionally by management with respect to the execution and recording of transactions, or with respect to the estimates and judgments required in the processing of data. Controls may become ineffective due to newly identified business or technology exposures. Further, the projection of any evaluation of internal control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, and that the degree of compliance with procedures may deteriorate.

Summary of Procedures
1. We reviewed BOG regulations, university policies, procedures, processes and business requirements.
2. We prepared a risk assessment, which includes risks arising from our review of the documents referenced in procedure number 1, as well as our experience in common risks within higher education, specific to financial and operational issues.
3. We analyzed risk/control questionnaires completed by university management and identified key controls in place to manage the risks identified above.
4. We conducted interviews onsite with university management for insight into risk management and control perspectives and activities.
5. We evaluated each university's risk management and control structure based on the information gathered above.
6. We have identified gaps in controls and process improvement opportunities. These have been documented in our university reports as observations and recommendations.
7. We have confirmed with university management the factual basis for our observations and recommendations. Management's written responses are included for each recommendation in the reports.

IV. Observations and Themes

Our procedures identified opportunities to strengthen controls at 11 of the 12 universities (i.e. we noted no observations for USF). These opportunities were documented as “observations” and are summarized below. These observations represent areas where we determined that controls were absent or were not adequate to mitigate the associated risk to an acceptable level. While the specific observations and recommendations can be seen in the tables below, we have identified a few themes that were persistent across the universities:

- **Information Security Controls.** We noted that almost all universities would benefit from an enhanced focus in the Information Technology risk category. While we have addressed specific risks in our observations and recommendations, overall the universities in the SUS could benefit from a more standardized approach to information security risk management.
- **Third Party Risk Management Practices.** We noted a common theme throughout our assessment that many universities would likely benefit from an enhanced focus in the areas where third-party risk management and data protection intersect. While we have addressed specific risks in our observations and recommendations, we understand that this is an area in which many universities are expanding or will be planning to expand their operational activities. Since the number of providers and types of services in this area is rapidly expanding, consequently, so are the associated risks. For example, student support centers, call centers, and collection agencies are commonly granted access to student account information. Payroll service providers receive and transmit data electronically, and cloud-based storage services are becoming an increasingly efficient and inexpensive way in which to manage large amounts of data, including personally identifiable and sensitive data.
- **Interfund Transfers.** While this issue was noted in only two universities, there has been increased scrutiny throughout the SUS over the proper use of funds at the university level. Strengthening controls over fund transfers would benefit the SUS by providing an additional level of assurance that the funds are used for their intended purpose. Again, the use of existing technology may enable universities to implement automated workflows to verify that transfers are appropriate and properly approved. System-assigned roles may also be implemented to allow only authorized individuals to make fund transfers. While we noted no specific occurrences of improper use of funds, we have identified this issue as one example of how management override of controls or collusion could adversely impact university operating and compliance objectives and also result in reputational damage.

Our overall recommendation in the *Conclusion* section of this report focuses on enterprise risk management as a way to address the themes noted above, as well as numerous other risks to the SUS. We consider the theme noted below to be a separate issue and our recommendation is focused on a more direct approach to addressing that area of focus.

- **Clarity of the BOG Regulations regarding the Use of E&G Funds.** In speaking with various university Board of Trustees members, as well as with university management, it was stated that this area of the BOG regulations was not completely clear and may be interpreted in various ways. In addition, the SUS may benefit from further clarification and distinction between the role and responsibilities of the BOG and the University Trustees in terms of fiscal governance and oversight duties. We have provided our analysis and recommendations to enhance the clarity of the regulations in the *Conclusion* section of this report.

Summary of Observations by Risk Category

The themes noted above were driven and supported by our observations. We noted a total of 21 distinct observations which included two (2) observations from the Financial Reporting risk category, two (2) from Procurement, one (1) from Grant Management, and sixteen (16) from Information Technology.

From the perspective of frequency of occurrence, Information Technology had the most observations and the most occurrences noted across the SUS, comprising 16 of the 21 (76%) distinct observations and 39 of the 45 (87%) occurrences noted. However, the majority of these observations (13 of 16, or 81%) were rated as “Low” risk.

From a risk ratings perspective, the observations pertaining to financial controls (e.g. interfund transfers and grant draw-down procedures) and third-party risk management controls (e.g. vendor oversight and shared services arrangements) were rated as “Moderate” risk, which was the highest ranking given during our assessment. The single observation in the Grant Management risk category was deemed to be Low risk. A summary of our observations by risk category is included in the table below.

Risk Category: Financial Reporting

Observation	Risk Rating	Number of Occurrences SUS-Wide: (3)
Restricted Funds – Interfund Transfers	Moderate	2
Monitoring of Budget-to-Actual Performance	Low	1

Risk Category: Procurement

Observation	Risk Rating	Number of Occurrences SUS-Wide: (2)
Contract Management - Shared Services Agreements	Moderate	1
Policies and Procedures – Vendor Setup and Monitoring	Moderate	1

Risk Category: Grant Management

Observation	Risk Rating	Number of Occurrences SUS-Wide: (1)
Segregation of Duties: Grant Drawdown Process	Moderate	1

Risk Category: Information Technology

Observation	Risk Rating	Number of Occurrences SUS-Wide (39)
Configuration Management Program	Moderate	3
Business Continuity Management – Incident Classification	Moderate	1
Information Security Governance Key Risk and Performance Indicators (2) Cybersecurity Risk Management Program (2) Policies and Procedures (2) “Clean Desk” Policy (4)	Low - Moderate	10
Employee Security Awareness Training	Low	6
Data Protection – Employee Removable Media (6) Employee Mobile Device Management Policy (5) Sensitive Data-Tracking (1) Data Handling and Classification (1) Data Center Moisture Detection Systems (1)	Low	14
Logging and Monitoring Policy	Low	1
Monitoring of Third-Party Service Providers	Low	1
User Termination and Role Changes	Low	2
IT Operations – Asset Tracking	Low	1

Summary of Observations by University

The table below illustrates the 21 observations by university. It is intended to show how the issues were spread across the various universities within the SUS, and further clarify our summary of observations and themes. Specifically, this illustrates the concentration of Information Technology observations at a Low risk rating, and fewer observations in the other risk categories with a higher risk rating of “Moderate”.

Risk Category	Observation	UWF	FSU	UNF	UF	UCF	FAMU	FPU	USF	NCF	FIU	FAU	FGCU
Financial Reporting	Monitoring of Budget-to-Actual Performance									Low			
Financial Reporting	Restricted Funds – Interfund Transfers					Moderate				Moderate			
Procurement	Contract Management - Shared Service Contracts	Moderate											
Procurement	Policies and Procedures - Vendor Setup and Monitoring	Moderate											
Grant Management	Segregation of Duties - Grant Drawdown Process												Moderate
Information Technology	Business Continuity Management - Incident Classification	Moderate											
Information Technology	Configuration Management - Configuration Management Program		Moderate			Moderate					Moderate		
Information Technology	Data Protection - Data Handling and Classification Policy										Low		
Information Technology	Data Protection - Employee Mobile Device Management Policy	Low		Low						Low	Low	Low	
Information Technology	Data Protection – Employee Removable Media	Low	Low			Low	Low	Low				Low	
Information Technology	Data Protection - Sensitive Data-Tracking		Low										
Information Technology	Employee Management – Employee Security Awareness Training	Low			Low	Low	Low					Low	Low
Information Technology	Employee Management - User Termination and Role Change		Low		Low								
Information Technology	Information Security Governance – Clean Desk Policy			Low		Low				Low		Low	
Information Technology	Information Security Governance - Cybersecurity Risk Management Program					Low					Low		
Information Technology	Information Security Governance - Key Risk and Performance Indicators		Moderate									Moderate	
Information Technology	Information Security Governance - Policies and Procedures						Low	Low					
Information Technology	Logging and Monitoring - Logging and Monitoring Policy											Low	
Information Technology	Data Protection - Data Center Moisture Detection									Low			
Information Technology	IT Operations - Asset Tracking											Low	
Information Technology	Monitoring of Third-Party Service Providers		Low										

V. Conclusion

The themes emphasized in this report and supported by our observations have led us to make two recommendations for the SUS to help strengthen risk management and control practices system-wide. We conclude our report with these recommendations as outlined in the paragraphs below.

1. Establish an Enterprise Risk Management Program for the SUS

We recommend that the BOG work collaboratively with university trustees and management to establish an enterprise risk management program for the SUS. This recommendation addresses the following themes:

- Information Security
- Third-Party Risk Management
- Management Override of Controls or Collusion

Based on our experience, we noted that the establishment of an enterprise risk management (“ERM”) program may be an effective approach to addressing the themes noted above. An effective ERM program can be a powerful tool to help the SUS maintain pace with the threats that have emerged and continue to evolve in Higher Education. These threats pose not only financial risks, but may also impact reputation, compliance with regulatory requirements, safety, and strategic initiatives. The paragraphs below provide specific examples of how ERM may help the SUS address the themes noted during our assessment.

Information Security

Crowe used a proprietary set of security standards which were based on well-known and utilized frameworks and best practices (e.g. NIST) throughout the public sector, including Higher Education. We found that universities varied on the extent to which they based their information security policies and practices on an established framework or a set of standards. Consequently, we noted a relatively high number of observations indicating gaps in information security control best practices.

The implementation of an ERM framework would enable universities to clearly state their risk appetite and tolerances accompanied by the standards they wish to be measured against. This statement could be evaluated by the BOG or other designated body to determine its reasonableness and alignment with an overall SUS risk appetite for information security.

Once an agreed-upon standard has been established, the relevant controls could be more easily identified and tested periodically to determine if the university is meeting its desired security objectives and maintaining an acceptable level of risk.

Third-Party Risk Management

The observations pertaining to third-party risk management were partially focused on the need to document policies and procedures, but more importantly on the absence of clearly defined roles and responsibilities for overseeing vendor setup and maintenance as well as data protection when vendors are granted access to sensitive or personally identifiable information.

From a data protection perspective, this area is related to the information security observations; however, this is not solely an “IT issue”. There are many employees across each university who are involved in some aspect of third-party risk management ranging from the individuals who manage a contract, to those who add or update vendor information, and those who approve access to systems.

An ERM approach may be effective here because there must be a risk response, or action plan, associated with the identified risk. A key component of any action plan is an assigned risk owner and specific roles, responsibilities, and tasks that must be taken to address or “respond” to that risk. In this case, the risk response and action plan would identify the owner(s) of each risk and associated tasks ranging from contract management to procurement to user access management. Again, the existence of the plan would enable a clear line of measurement against which to evaluate the university’s performance in this area.

Management Override of Controls or Collusion

While we did not identify any occurrences of management override of controls or employee collusion to bypass controls, this risk always remains relatively high from an inherent perspective due to the potential impact these could cause. This risk is further increased when an entity is facing budgetary constraints. In this case, an ERM framework can be an effective tool to consolidate existing statements, bylaws, regulations, and policies (e.g. mission, values, code of ethics) into an actionable mechanism. Additionally, risk appetite statements for an organization typically reference these components to clarify the entity’s position on what actions it is willing to take, and what actions it is not willing to take in pursuit of its mission and objectives. Specific examples such as inappropriate use of designated funds can be added to a risk appetite statement for clarity.

While there are many established frameworks, such as the model established by the *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), to establish an ERM program, it is considered a best practice to develop a tailored program that fits the organization’s unique culture, structure, and environment. We see an opportunity to develop a sustainable ERM program across the SUS, which could be established from the top-down and embedded into the decision-making practices at the BOG level, the university Board of Trustee levels, and into the management structure. There are many benefits that a sustainable ERM program could provide to the SUS, including:

- Improvement to decision-making and deployment of resources based on an established risk appetite and prioritized risk rankings.
- Integration of risk assessments with strategy, objective setting, and performance.
- Encouragement of open communication about significant risks and reduction of gaps and inconsistencies with the management of process level objectives.
- Enhancement of knowledge management and information sharing.
- Benchmarking and collaboration with other mature universities and similar organizations with an established risk management structure.
- Introduction of a collaborative approach to identifying and addressing the top SUS priorities from a risk-based perspective.
- Creation of a common language for communicating and reporting on risk and risk management activities.

Establishing a sustainable ERM framework and program requires a significant investment of time and resources; however, the benefits fit the issues that we have encountered during the course of our assessment.

2. Clarification of BOG Regulations

Throughout the course of our assessment we noted that, given the number and complexity of the active BOG regulations, even university employees who are highly knowledgeable expressed confusion and had come to varying conclusions on how to interpret the appropriate use of E&G funds. We completed an analysis of the active regulations at the time of our review in an attempt to recommend potential solutions to the varying interpretations and confusion.

After a search of the State University System of Florida Board of Governors Active Regulations, we found that E&G spending rules are outlined within BOG 9.007. State University Operating Budgets. Subsections 3(a)1-8 outline eligible uses of and reporting on E&G funds as summarized below.

- E&G operating activities such as, but not limited to general instruction, research, public service, plant operations and maintenance, furniture, fixtures, and equipment, student services, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities.
- Non-recurring expenditures. This is not defined further within the regulation.
- Carryforward expenditures included in the university's E&G Carryforward Spending Plan, some of which include capital outlay project expenditures as defined under BOG 14.0025. Action Required Prior to Fixed Capital Outlay Budget Request.

We have outlined several suggestions on areas where the active regulations may be clarified to guide the interpretation of how these funds may be spent.

- **Provide a Comprehensive List of E&G Operating Activities.** Section 9.007.3(a)1 provides a list of eligible uses of E&G funds; however, it qualifies the list with the phrase, "but not limited to", which implies that there are other eligible uses for E&G funds not stated in the active regulations. Providing a comprehensive list of eligible E&G fund uses may help alleviate confusion or varying interpretations of this regulation.
- **Clearly State E&G Cannot Be Used for Capital Projects.** If the BOG wants to designate E&G funds as ineligible for use on capital projects, the wording could be improved by adding an additional point that very clearly states E&G is not to be used for capital projects and remove all references that may indicate otherwise. For example, BOG 9.007.3(a)4 allows some exceptions to the rule; however, these exceptions may contribute to the universities' varying interpretations.
- **Clearly Define Capital Thresholds for Renovation.** A gray area exists related to the use of E&G funds for plant operations and maintenance. Specifically, at what point does building renovation turn into a capital project? Some sort of threshold would be useful to define this. Following is an example from another university:

"Structural remodeling/renovation and additions are capitalized when they enhance the use of or extend the life of the building beyond its original estimated useful life, and the total cost equals or exceeds \$100,000 or 20% of the building's cost, whichever is less."

- **Clearly Define Plant Operations and Maintenance.**

In addition, more clarity around what is included in plant operations and maintenance would narrow its interpretation. Adding it to the Definitions Section 9.001 would be of benefit. The Integrated Postsecondary Education Data System definition may help in this regard. It is:

"Operation and maintenance of plant (O&M): An expense category that includes expenses for operations established to provide service and maintenance related to campus grounds and facilities used for educational and general purposes. Specific expenses include: janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture, and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; security; earthquake and disaster preparedness; safety; hazardous waste disposal; property, liability, and all other insurance

relating to property; space and capital leasing; facility planning and management; and central receiving. This expense does include amounts charged to auxiliary enterprises, hospitals, and independent operations. Also includes information technology expenses related to operation and maintenance of plant activities if the institution separately budgets and expenses information technology resources (otherwise these expenses are included in institutional support).”

- **Establish a Discussion Forum**

Establishing an open forum for university management, trustee members, and BOG members to share questions and interpretations on active or proposed regulations may be an effective tool for identifying and prioritization regulatory issues for clarification. It may also help enhance the frequency of communications SUS-wide helping to resolve potential problems before they occur.

This concludes our report. We thank the Board of Governors, the various University Board of Trustee members, and the many members of university management who have given this opportunity and assisted us throughout this engagement.



Smart decisions. Lasting value.™

**Florida Board of Governors State University System
Florida Polytechnic University
Internal Management and Accounting Control and Business
Process Assessment**

November 2019

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I. Executive Summary

The Board of Governors (the “Board” or “BOG”) of the Florida State University System (SUS) engaged Crowe LLP to perform a system-wide “Internal Management and Accounting Control and Business Process Assessment”. The purpose of this assessment was to evaluate the existing internal controls and review business processes to identify any areas of risk for the SUS.

The scope of our assessment was focused on financial and operational risks, and regulatory compliance risks among the twelve universities within the SUS.

We have presented the results of our assessment of Florida Polytechnic University (FPU) in this report. We used our risk rating methodology to evaluate and score sixty-two (62) risks statements grouped into twelve categories. Our conclusions were based on the level of residual risk and any control gaps or weaknesses noted during our assessment. Residual risk refers to the level of risk after considering the internal controls in place and other activities implemented to mitigate that risk. An in-depth discussion of our approach and rating methodology can be found in the *Assessment Overview* section of this report.

Conclusion

While the scope of our assessment precludes us from issuing an opinion on FPU’s system of internal controls, based on our procedures we noted no risk categories with a high level of residual risk, or significant control gaps or weaknesses in FPU’s control structure.

We concluded that seven of the twelve risk categories we evaluated had a minor residual risk rating, and five categories had a low residual risk rating. We also found opportunities for FPU to strengthen internal controls, identified as “observations” in the table below. We have highlighted these observations as specific opportunities to improve controls or risk mitigation activities. The risk rating for each observation is indicative of the risk to university objectives posed by this gap in internal controls and is separate and distinct from the residual risk ratings in each category. Additional information on these observations, our recommendations to address them, and FPU management’s responses can be found in the *Observations and Recommendations* section of this report.

FPU Observations Summary

Risk Category	Description	Risk Rating
Information Technology	1. Information Security Governance – Policies and Procedures. FPU has not documented information security policies and procedures for the sections pertaining to: 1) Data Protection, 2) Logging and Monitoring, 3) Risk Management, 4) Change Management Program 5) Patch Management and 5) Mobile Device Management. This increases the risk that tasks will be performed inconsistently.	Low
Information Technology	2. Data Protection – Employee Removable Media. FPU does not have a method to manage the use of removable media. Technical controls have not been implemented to protect the access and provide data protection, such as encryption and device authentication.	Low

II. Assessment Overview

The Board of Governors (the “Board” or “BOG”) of the Florida State University System (SUS) engaged Crowe LLP to perform a system-wide “Internal Management and Accounting Control and Business Process Assessment”. The purpose of this assessment was to evaluate the existing internal controls and review business processes to identify any areas of risk for the SUS. We performed these consulting services in accordance with the Standards for Consulting Services established by the American Institute of Certified Public Accountants. These services do not constitute an audit, review, or examination in accordance with standards established by the American Institute of Certified Public Accountants, and therefore, Crowe did not express an opinion on the accuracy or efficacy of the material assessed during the performance of these services.

The scope of our assessment was focused primarily on financial and operational risks, and secondarily on regulatory compliance risks. It included the twelve universities within the SUS as follows:

- Florida Agricultural and Mechanical University (FAMU)
- Florida Atlantic University (FAU)
- Florida Gulf Coast University (FGCU)
- Florida International University (FIU)
- **Florida Polytechnic University (FPU)**
- Florida State University (FSU)
- New College of Florida (NCF)
- University of Central Florida (UCF)
- University of Florida (UF)
- University of North Florida (UNF)
- University of South Florida (USF)
- University of West Florida (UWF)

This report represents the results of our assessment of FPU. As part of our assessment, we obtained an understanding of BOG regulations, university policies, procedures, processes and business requirements. In addition, we sent surveys and conducted interviews with various members of FPU management. Based on this information, we developed a risk and control assessment, the results of which are summarized below.

Inherent Risk Assessment

We developed an inherent risk assessment for each university in the SUS. The inherent risk assessments consisted of a list of risk factors which, based on our research and experience, are relevant, impactful, and likely to occur in a university environment. We rated some inherent risks differently across universities due to environmental or organizational variables (e.g. research-based universities, student enrollment, campus location(s), age of infrastructure, student housing, etc.). At this point in the assessment we did not yet consider the specific risk management and controls that each university had in place to mitigate these risks. It was designed to provide a baseline upon which to measure control effectiveness at the university level.

Risk Rating Scale

Impact	Score
Low	1
Minor	2
Moderate	3
High	4
Severe	5

Likelihood	Score
Remote	1
Improbable	2
Possible	3
Probable	4
Almost Certain	5

Risk Rating	Score
Low	1
Minor	2
Moderate	3
High	4
Severe	5

We established the threshold for reportable risk levels at a residual risk score of 4 or higher.

We established a risk rating methodology to assign a score to each risk factor in the assessment as illustrated above. Our risk rating methodology considered two criteria, “Impact” and “Likelihood”. The “Risk Rating” represents the average of those two scores. The impact criterion addressed the effect on financial, operational, or compliance objectives if the risk factor were to occur. The likelihood criterion addressed the probability that the risk would occur in the current environment. Our scores were based on a five-point rating scale with one (1) representing the lowest, and five (5) representing the highest risk score. We labeled the risk rating in the same manner as the impact criterion for the purpose of simplicity and consistency.

Control Ratings

We also rated the internal controls in place according to the three criteria below. The percentage assigned to each rating represents the reduction in perceived levels of risk and was used to calculate the residual risk score.

- No Observations Noted (30% reduction to the inherent risk rating),
- Needs Improvement (15% reduction to the inherent risk rating), or
- Inadequate (0%, no reduction to the inherent risk rating)

We based the control ratings on the results of our research, discussions with management, and the supporting documentation they provided to help us analyze FPU’s control structure.

Residual Risk Assessment

We assigned a control rating to each control to arrive at a residual risk rating in a consistent manner. The residual risk assessment was intended to provide an overview of the university’s risk management and system of internal control. We recognized that each control and its related risk had unique components that would not be fully represented by the control or residual risk rating. Therefore, we developed an observation and recommendation for controls rated as “Needs Improvement” or “Inadequate” to provide additional insight into that specific matter.

We used the risk category ratings, as illustrated in **Exhibit 1** below, to summarize the sixty-two (62) risk statements which we evaluated and scored during this assessment. We assessed the risk factors from the perspective of “inherent risk” (i.e. prior to considering implementation of controls) and “residual risk” (i.e. after consideration of controls in place to mitigate the risk). In total we grouped risks into twelve categories and deemed seven categories to have a minor level of residual risk and five categories to have a low level of residual risk. FPU’s three highest categories of residual risk were Procurement, Cash Management, and Information Technology. However, based on our methodology, all risk categories were below our threshold for a reportable observation.

The bar graph illustrates the difference between the average inherent and residual risk scores for each risk category. Please note that if an individual risk factor exceeded the threshold, we would have reported an observation and recommendation for those factors. However, we did not note any individual risk factors that exceeded the threshold, and these key functions/risk categories also have average residual risk scores below our threshold. This is an indicator that our observations identified were not systemic to the functional area.

Exhibit 1: FPU Inherent vs. Residual Risk by Category

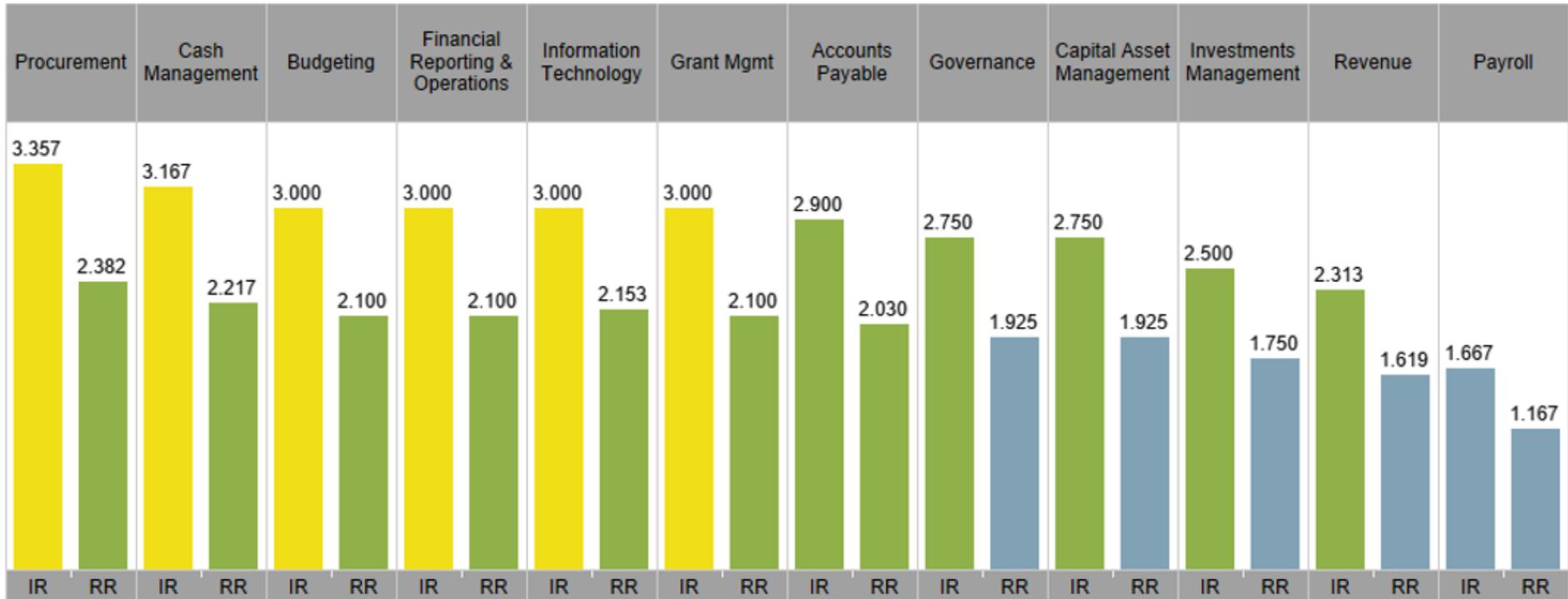


Exhibit 2 highlights similar information but uses different visualizations to illustrate how the control rating reduced the level of inherent risk (i.e. resulting in the residual risk score). The inherent risk represents the baseline score in each category prior to considering internal controls. The control mitigation score represents our assessment of the controls in each category. The residual risk score is the net result of the two scores and is used to indicate whether the control structure was adequately designed to mitigate the associated risks to a reasonable level. Again, this exhibit indicates that all risk categories had average residual risks below our threshold for reportable observations.

Exhibit 2: FPU Inherent vs. Residual Risk with Control Rating

Risk Factor Category	IR	Control Mitigation Effectiveness	RR
Accounts Payable	2.900	0.300	2.030
Budgeting	3.000	0.300	2.100
Capital Asset Management	2.750	0.300	1.925
Cash Management	3.167	0.300	2.217
Financial Reporting & Operations	3.000	0.300	2.100
Governance	2.750	0.300	1.925
Grant Mgmt	3.000	0.300	2.100
Information Technology	3.000	0.285	2.153
Investments Management	2.500	0.300	1.750
Payroll	1.667	0.300	1.167
Procurement	3.357	0.289	2.382
Revenue	2.313	0.300	1.619

Conclusion

Based on our procedures, we noted no individual risk factors which arose to the level of a reportable observation (i.e. a residual risk score of 4 or greater). However, our risk and control assessment enabled us to identify areas to improve risk management and control practices. Additional detail on these observations, our recommendations on how FPU could address these observations, and FPU management's responses to our recommendations have been provided in the *Observations and Recommendations* section of this report.

We also noted that the university would likely benefit from an enhanced focus in the Information Technology risk category. While we have addressed specific risks in our observations and recommendations, this is an area in which FPU could benefit from a more holistic approach to risk management. A strong risk management framework is critical to maintain pace with the threats that have emerged alongside technological advances. These threats pose not only financial risks, but may also impact reputation, safety, and strategic initiatives. FPU should consider strengthening their risk management practices through a more formal, systematic approach in order to provide an added level of assurance to its Board of Trustees and to the Board of Governors that the university has taken reasonable measures to manage the risks it faces in the course of pursuing its mission.

III. Objectives and Scope

The purpose of this assessment was to evaluate the existing internal controls and review business processes to identify any areas of risk for the SUS. We accomplished this by completing a risk and control assessment for each university within the SUS, which enabled us to identify gaps or weaknesses in internal controls and make recommendations to the university and the BOG for improvement. In summary, our objectives were to evaluate the risks, controls, and business processes related to financial accounting and operations at FPU, and to provide observations and recommendations to the FPU Board of Trustees, FPU leadership, and the BOG on improving the risk management, controls, and business processes within the university.

The scope of our assessment included the following activities and processes at FPU:

1. Internal Management and Accounting Controls over:
 - a. Accounting Operations (e.g. Accounts Payable, Accounts Receivable, Payroll)
 - b. Financial Statement Preparation and Issuance
 - c. Grant Management
2. Business Processes and Operations, including:
 - a. Procurement
 - b. Budget Management and Oversight (Capital and Operating)
 - c. Capital Program and Asset Management
 - d. Information Systems Management
 - e. Cyber Security
 - f. Contract Management
3. Compliance matters, including:
 - a. Data Privacy rules and regulations
 - b. Federal and State Grant reporting requirements
 - c. Financial Aid regulations

IV. Procedures Performed

It should be recognized that internal controls are designed to provide reasonable, but not absolute, assurance that errors and irregularities will not occur, and that procedures are performed in accordance with management's intentions. There are inherent limitations that should be recognized in considering the potential effectiveness of any system of internal controls. In the performance of most control procedures, errors can result from misunderstanding of instructions, mistakes in judgment, carelessness, or other factors. Internal control procedures can be circumvented intentionally by management with respect to the execution and recording of transactions, or with respect to the estimates and judgments required in the processing of data. Controls may become ineffective due to newly identified business or technology exposures. Further, the projection of any evaluation of internal control to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, and that the degree of compliance with procedures may deteriorate. A summary of the procedures we completed during our assessment of FPU have been summarized in the table below.

Summary of Procedures
1. We reviewed BOG regulations, university policies, procedures, processes and business requirements.
2. We prepared an inherent risk assessment, which includes risks arising from our assessment of the above, as well as our experience in common risks within higher education, specific to financial and operational issues.
3. We analyzed risk/control questionnaires completed by university management and identified key controls in place to manage the risks identified above.
4. We conducted interviews onsite with university management for insight into risk management and control perspectives and activities.
5. We evaluated FPU's risk management and control structure based on the information gathered above.
6. We have identified gaps in controls and process improvement opportunities. These have been documented in this report as observations and recommendations.
7. We have confirmed with FPU management the factual basis for our observations and recommendations. Management's written responses are included for each recommendation in this report.

V. Observations and Recommendations

Our procedures yielded two (2) observations which are summarized in the table below. These observations represent areas where we determined that controls were absent or were not adequate to mitigate the associated risk to an acceptable level. In the following section we have provided details and recommendations to address each of these observations. Management's responses to each of our recommendations are also included in this section.

Risk Category	Description	Risk Rating
Information Technology	1. Information Security Governance – Policies and Procedures	Low
Information Technology	2. Data Protection – Employee Removable Media	Low

Observations and Recommendations

Observation 1	Process Area	Priority Rating
Information Security Governance – Policies and Procedures	Information Technology	Low

Condition: Several policies and procedures have not been documented or need enhancement to reflect the current security configurations and industry standards. The following policies and procedures have not been documented:

- **Data Protection** – The organization does not maintain a documented data protection program which includes requirements for data inventory, data protection, and data sanitization.
- **Logging and Monitoring** – The organization does not maintain a documented logging and auditing requirements that includes the system types to be logged, procedures for log review, alerting thresholds, log retention requirements, and personnel to be alerted.
- **Risk Management** – The organization does not maintain a documented risk management program which includes documented risks, threats, and vulnerabilities.
- **Change Management Program** – The organization does not maintain a change management program with requirements which include documented change control criteria, functional testing, back-out procedures, and reporting.
- **Patch Management** – The organization does not maintain a documented patch management program that defines requirements for patch documentation, approvals, patch installation frequency, testing, exceptions, and emergency and critical patch processes.
- **Mobile Device Management** – The organization does not maintain a documented mobile device management program which includes standards for securing mobile devices and requirements for users to access company data from their mobile devices.

Criteria: We relied on the National Institute of Standards and Technology (NIST) SP 800-53 r5 PM-1 as the criteria upon which to evaluate these controls.

Root Cause: FPU has not yet prioritized resources to complete the development of the policies and procedures noted in the Condition above.

Implication: Lack of policies and procedures may result in potential conflicts when performing tasks due to inconsistent and/or lack of documentation. Policies help constitute what is acceptable behavior and formalized and up-to-date procedures provide guidance and clearly defined steps on how to execute the necessary task in a consistent manner.

Recommendation: FPU should develop policies and procedures around the noted program areas. These policies and procedures should, at a minimum, include the purpose, scope, roles and responsibilities, policy standards, violations, approval and ownership, and references (if applicable). Once the policy has been defined with approved security standards, Management should document procedures to verify the enforcement of the documented standards. At a minimum, Management should perform a yearly review, update, and approval of the policies and if applicable, the procedures, to reflect the current industry security standards and practices.

Management Response:

Management agrees. As a smaller institution, we mitigate risks by close managerial supervision. Based on Crowe's recommendation and their low-risk assessment, we have prioritized resources to complete the documentation of the policies and procedures noted in the Crowe observation by December 31, 2019. Planned for implementation by January 2020.

Observation 2	Process Area	Priority Rating
Data Protection – Employee Removable Media	Information Technology	Low

Condition: FPU does not have a method to manage the use of removable media. Technical controls have not been implemented to protect the access and provide data protection, such as encryption and device authentication.

Criteria: We relied on the National Institute of Standards and Technology (NIST) SP 800-53 r5 MP-1, MP-2, MP-5, MP-7 as the criteria upon which to evaluate these controls.

Root Cause: FPU has not prioritized resources to address the risk of employees using removable media.

Implication: Without restrictions and the protection of data confidentiality on the use of removable storage media through device encryption, there is the risk of unauthorized disclosure of business and customer information through the loss or misuse of the storage media.

Recommendation: To ensure the confidentiality and integrity of electronic data stored on a removable media, FPU personnel should only use encrypted devices and their use should be restricted (for both read and write capabilities) to only authorized individuals who have a legitimate business need. Removable media should also be centrally managed, and only company devices should be used. To account for all files that may be considered sensitive, technical controls should be implemented to force removable media encryption and reduce the risk of sensitive files being lost. Removable media encryption solutions are listed below:

USB Encryption Solutions	
DiskCryptor	https://diskcryptor.net/wiki/Main_Page
Rohos Disk Encryption	https://www.rohos.com/products/rohos-disk-encryption/
PGP Disk	http://www.symantec.com/encryption/
Gilisoft USB Stick Encryption	http://gilisoft.com/product-usb-stick-encryption.htm
Kakasoft USB Security	http://www.kakasoft.com/usb-security/
Iron Key (Encrypted USB)	http://www.ironkey.com/en-US/

Alternatively, if there is no business need for removable media, it can be restricted using third party tools or through Microsoft Group Policy. The following article provides a walkthrough on how this can be accomplished:

- [https://technet.microsoft.com/en-us/library/Cc772540\(v=WS.10\).aspx](https://technet.microsoft.com/en-us/library/Cc772540(v=WS.10).aspx)

Management Response:

Management partially agrees. All University employees receive and sign written guidance on the proper handling of removable media. The University adopted Data Classification and Protection Policy FPU-11.00122P that requires that the “highest level of access and security controls and protection will be applied both in storage and in transit,” and we have trained University employees on that policy. Based on Crowe’s recommendations, the University partially agrees and is exploring removable media management software to determine if the benefit exceeds the cost, considering the low-risk assessment noted by Crowe.

Timeline for implementation has not yet been determined.

VI. Appendix - List of Interviewees at FPU

The following individuals were interviewed during our onsite visit to FPU the week of July 29, 2019. The name, title, and interview subject are included below.

1. Accounts Payable & Procurement:
 - a. David O'Brien – Director of Procurement
 - b. Treasa McLean – Assistant Director of Procurement
 - c. Laura Marrone – Associate Director of Procurement
 - d. John Irvine – Director of Finance and Accounting, Accounts Payable, & Construction
2. Cash Management:
 - a. Derek Horton – University Controller
 - b. John Irvine – Director of Finance and Accounting, Accounts Payable, & Construction
3. Budget and Financial Reporting:
 - a. Regina Siewart, Budget Officer
 - b. Derek Horton, University Controller
 - c. John Sprenkle, Director of Finance and Accounting for Financial Reporting
4. Capital Asset Management:
 - a. John Irvine – Director of Finance and Accounting, Accounts Payable, & Construction
 - b. David Calhoun, Assistant Vice President of Facilities and Safety Services
5. Grants Management: Nicole Tardiff, Director of Sponsored Programs
6. Internal Audit and Compliance: David Blanton, Chief Compliance Officer and Chief Audit Executive
7. Information Technology: Ben Beachy, Chief Information Officer
8. Student Billing:
 - a. Derek Horton, University Controller
 - b. John Sprenkle, Director of Finance and Accounting for Financial Reporting
 - c. Andrew Strazi, Director of Reporting and Analytics
9. Governance: FPU Board of Trustees Chair, Don Wilson

Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020

Subject: Applied Research Center (ARC) Update

Proposed Committee Action

No action required – information only.

Background Information

Applied Research Center design, schedule, construction, budget update, and GMP 2 review.

Supporting Documentation:

1. Applied Research Center (ARC) Update Presentation

Prepared by: David Calhoun, Assistant Vice President of Facilities and Safety Services



**FLORIDA POLYTECHNIC
UNIVERSITY**

Facilities & Applied Research Center Update (ARC)

David Calhoun

February 25, 2020



ARC Overview

- **Total project budget (\$42.6M)**
- **Funded to Date**
 - PECO funding 16-17 (\$5.0M)
 - PECO funding 17-18 (\$2.0M)
 - CF funding 16-17 (\$5.0M)
 - CF funding 18-19 (\$15.9M)
 - CF funding 19-20 (\$2.0M)
- **Est. project cost remainder (\$12.7M)**
- **Est. Operation (\$2.0M)**
- **Proposed completion date 08/2021**
- **Building size**
 - New NAS (66,861) vs. (60,786)
 - New GSF (96,600) vs. (85,100)





ARC Budget Update

- **Building Cost Estimates**
 - Schematic Design (9/18/18)
 - Revised Schematic Design (11/2/18)
 - Advanced Schematic Design (12/12/18)
 - Design Development (7/5/19)
 - 60% Construction Document (10/19/19)
- **Design Development Construction Estimate**
 - Current Estimate = \$36.8M
 - Previous = \$34,606,562
 - Target Value = \$36.9M
 - Previous = \$34,999,652
 - Below target value \$100,000
 - Previous = \$393,090
- **Concurrent IST/ARC Planning Effort**
 - Complete
 - Objective - align both buildings with the Academic Mission.



ARC Project Milestones

Florida Polytechnic Applied Research Center		Master Schedule			
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Florida Polytechnic Applied Research Center_CURRENT		916	409	01-Jan-18 A	02-Sep-21
Milestones		647	388	01-Aug-18 A	02-Sep-21
MS-01	Award Pre-Construction Contract	0	0		01-Aug-18 A
MS-13	GMP #1 Execution/ Notice to Proceed	0	0		23-Sep-19 A
MS-05	ARC Building - Demo Start	0	0	04-Nov-19 A	
MS-03	GMP #2 - Execution	0	0		25-Feb-20
MS-16	GMP #2 - Board of Trustees Meeting	0	0		25-Feb-20*
MS-14	FPU Confirm 2020 Funding	0	0		06-Apr-20*
MS-04	GMP #3 - Execution	0	0		22-Apr-20
MS-15	GMP #3 - Interim Board of Trustees Meeting	0	0		22-Apr-20*
MS-06	Structure Top-Out	0	0		24-Apr-20
MS-17	North Bar Envelope Dried-In	0	0		11-Sep-20
MS-12	Receive 2020 Funding	0	0		15-Oct-20*
MS-19	Shop Closed-in (Potential Ability to Turn-over to Owner)	0	0		02-Nov-20
MS-07	South Bar Envelope Dried-In	0	0		05-Nov-20
MS-18	Atrium Envelope Dried-In	0	0		24-Nov-20
MS-11	Transformer Set & Power Available (By TECO)	0	0		06-Dec-20
MS-08	Power & Conditioned Air Ready	0	0		28-Dec-20
MS-09	Substantial Completion	0	0		30-Jun-21*
MS-10	Final Completion	0	0		02-Sep-21

ARC Phased Construction

- **Construction Manager Contract**
- **Phase 1 – Ground Enhancement, Foundations, & Structure**
 - GMP Approved - \$8.2M
- **Phase 2 – Building Shell**
 - GMP – approval requested \$17.7M
- **Phase 3 – Interior Build Out**
 - GMP – Estimated Interior Build Out GMP \$10.9



Guaranteed Maximum Price 2

- **Contract questions?**
- **What if the University does not receive the remaining \$12.7m from PECO this year?**
 - Completion of Phase II includes closing in the building with portions of it operational.
 - Is there a potential to use carryforward to supplement a portion of the PECO (\$12.7M) not received?
 - Portions of FF&E can be leased.
 - Wait for another budget cycle.

**Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020**

Subject: Approval of Contracts over \$500,000

Proposed Committee Action

Recommend approval of Skanska USA Building Inc. (Skanska), Guaranteed Maximum Price Phase II (“GMP 02”), in the amount of \$17.7M, for Applied Research Center construction contract to the Board of Trustees.

Background Information

All contracts greater than or equal to \$500,000 must be approved by the Florida Polytechnic University Board of Trustees. The University recommends approval of GMP 02 to the Construction Management Agreement with Skanska for mechanical, electrical, plumbing and fireproofing (MEPF) & exterior skin (Building Shell) of the Applied Research Center.

Supporting Documentation:

1. Executive Summary
2. Skanska –Agreement for Construction Management Services Agreement
3. Skanska – GMP 02, Mechanical, Electrical, Plumbing and Fireproofing (MEPF) & Exterior Skin (Building Shell)

Prepared by: Mark Mroczkowski, Vice President and CFO

EXECUTIVE SUMMARY

Information recommending the Florida Polytechnic University Board of Trustees approval of Applied Research Center (ARC) Agreement GMP 02, MEPF & Exterior Skin (build out), with Skanska USA Building Inc., in the amount of \$17.7M, at the February 25, 2020, Board of Trustees meeting. (Agenda Item XI “Approval of Contracts over \$500,000”).

BACKGROUND:

A competitive solicitation was issued in 2017 (PQS 17-005) Applied Research Center Construction Manager at Risk Services to construct the foundation and structure of the ARC. Skanska was one of 13 proposals submitted. On July 2, 2018, Skanska was awarded contract as Applied Research Center Construction Manager at Risk.

DESCRIPTION OF PROJECT:

Description of Project
FPU Project No: PC55327
FPU Project Name: Applied Research Center
Locations/Address: 4400 Polytechnic Circle
Description/Scope: New Teaching and Research Facility

The Project consists of the new construction of a 2 story – 95,000 GSF Laboratory, Office and Classroom building on the Florida Polytechnic University campus in Lakeland, FL. The project is known as the Applied Research Center and will offer a similar level of visual interest as the signature IST Building, which it is located adjacent to. There will be a high level of technology integration, flexibility of systems, and the need for attentiveness to architectural details.

The University has engaged the services of Hellmuth, Obata, & Kassalbaum, Inc. (HOK). to provide the design and Contract Administration Services as the “Architect” as defined in the Contract Documents.

This project will be completed in three phases with Skanska projected cost of \$36.8M. GMP 02 Proposal is the second phase of the project:

- Phase 1 – Ground Enhancement, Foundations, & Structure
GMP Approved - \$8.2M
- Phase 2 – Mechanical, Electrical, Plumbing and Fireproofing (MEPF) & Exterior Skin (Building Shell)
GMP – approval requested \$17.7M
- Phase 3 – Interior Build Out
GMP – Estimated Interior Build Out \$10.9

FISCAL IMPACT:

Applied Research Center total project budget is \$42.6M for all phases of project including Skanska contract of \$36.8M for construction services.

- Funded to Date (\$29.9M)
 - PECO funding 16-17 (\$5.0M)
 - PECO funding 17-18 (\$2.0M)
 - CF funding 16-17 (\$5.0M)
 - CF funding 18-19 (\$15.9M)
 - CF funding 19-20 (\$2.0M)
- Est. project cost remainder (\$12.7M)
- Proposed completion date 08/2021
- Building size
 - New NAS (66,861) vs. (60,786)
 - New GSF (96,600) vs. (85,100)

LEGAL CONSIDERATIONS:

The Office of General Counsel has approved this Applied Research Center GMP 02 for legal compliance and sufficiency.

FINAL COMMENTS:

Overall ARC project is moving forward as anticipated with completion of GMP 01. Board of Trustee approval is requested to execute GMP 02 to continue on schedule with proposed completion date of August 2021.

PREPARED BY: Treasa McLean, AVP, Procurement and Auxiliary Services
David Calhoun, AVP, Facilities and Safety Services

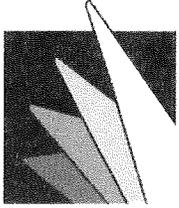
CF = Carry Forward

GSF = Gross Square Feet

MEPF = Mechanical, Electrical, Plumbing and Fireproofing

NAS = Net Assignable Square Feet

PECO = Public Education Capital Outlay



FLORIDA POLYTECHNIC
UNIVERSITY

**AGREEMENT FOR CONSTRUCTION
MANAGEMENT SERVICES**

Project Name:

Applied Research Center

Construction Manager:

Skanska USA Building Inc.

4030 Boy Scout Blvd., Suite 200

Tampa, FL 33607

(813) 282-3262

AGREEMENT FOR CONSTRUCTION MANAGEMENT SERVICES

FLORIDA POLYTECHNIC UNIVERSITY

THIS AGREEMENT for Construction Management Services (the "Agreement") is made and entered into this _____ day of June, 2018, by and between the Florida Polytechnic University for and on behalf of The Florida Polytechnic University Board of Trustees ("Owner") and Skanska USA Building Inc., Federal I.D. No. 22-3752540, ("Construction Manager") which is authorized to do business in Florida.

WITNESSETH:

WHEREAS, Owner solicited statements of qualifications from interested construction managers for the construction of the project described on Exhibit A (the "Project"); and

WHEREAS, based on Construction Manager's interview, qualifications statement and related submissions, Owner has selected Construction Manager for the Project; and

WHEREAS, Owner and Construction Manager desire to enter into this Agreement;

WHEREAS, the Owner intends to engage, or has engaged, one or more Professionals to perform architectural and for engineering service for the Project;

NOW THEREFORE, for and in consideration of the covenants herein contained and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Owner and Construction Manager agree as follows:

ARTICLE 1 GENERAL DESCRIPTION OF SERVICES

1.1 The Services. The Construction Manager agrees to furnish the pre-construction and construction services set forth herein and required for completion of the Project on a Guaranteed Maximum Price (hereinafter defined) basis. Construction Manager represents that it is thoroughly familiar with and understands the requirements of the Project scope and that they are experienced in the administration and construction of building projects of the type and scope contemplated by the Owner's program for the Project. Construction Manager represents to Owner that Construction Manager has all necessary construction education, skill, knowledge, and experience required for the Project and will maintain, at all times during the term of this Agreement, such personnel on its staff to provide the services contemplated hereby within the time periods required hereby. In addition, Construction Manager represents that it has, and all the subcontractors performing services under this Agreement will have, all applicable licenses required by the State of Florida to perform such services.

1.2 Project Schedule/Time of the Essence. Construction Manager has provided Owner with a preliminary schedule covering the pre-construction and construction of the Project which is incorporated herein as Exhibit B. This preliminary schedule shall serve as the framework for the subsequent development of all detailed construction schedules described herein and in the General Terms and Conditions. The Construction Manager shall at all times carry out its duties and responsibilities as expeditiously as possible and in accordance with the Project schedule, subject to delays in the schedule not the fault of Construction Manager or its subcontractors. Time is of the essence for achieving the milestones outlined in Exhibit B in the performance of this Agreement.

1.3 Preparation/Sufficiency of Site. The Construction Manager shall, among other things Construction Manager needs to do to perform its obligations under this Agreement, as and when appropriate, (i) visit and thoroughly inspect the Project Site and any structure(s) or other manmade features to be modified and become familiar with local conditions under which the Project will be constructed and operated; (ii) familiarize itself with the survey including the location of all existing buildings, utilities, conditions, streets, equipment, components and other attributes having or likely to have an impact on the Project; (iii) familiarize itself with the Owner's layout and design requirements, conceptual design objectives, and budget for the Project; (iv) familiarize itself with pertinent Project dates and programming needs, including the Project schedule, (v) review and analyze all Project geotechnical, Hazardous Substances, structural, chemical, electrical, mechanical, and construction materials tests, investigations and recommendations; and (vi) gather any other information necessary for a thorough understanding of the Project. If the Project involves modifications to any existing structure(s) or other manmade feature(s) on the Project site, the Construction Manager shall also review all as-built and record drawings, plans and specifications of which Construction Manager has been informed by Owner and thoroughly inspect the existing structure(s) and manmade feature(s) to identify existing deficiencies and ascertain the specific locations of pertinent structural components. Claims by Construction Manager resulting from Construction Manager's failure to familiarize itself with the Site or pertinent documents shall be deemed waived.

1.4 Project Team. The Construction Manager shall use the Project Team identified on **Exhibit C**. The Construction Manager shall not remove or replace any members of the Project Team, except with the written approval of Owner based upon good cause shown or as directed by Owner as provided hereunder. Further, if any member of the Project Team discontinues service on the Project for any reason whatsoever, Construction Manager shall promptly replace such team member with a qualified individual approved by Owner, in writing, which approval will not be unreasonably withheld.

1.5 Contract for Construction. The "Contract for Construction", which constitutes the entire agreement between Owner and Construction Manager, consists of this Agreement and all exhibits hereto; the General Terms and Conditions; special conditions, if any; proposal(s) submitted by Construction Manager and accepted by Owner, if any; the Construction Documents; any amendments or addenda executed by the Owner and the Construction Manager hereafter; Owner approved change order(s) or field orders if there is insufficient time to fully execute a change order; and the additional documents listed on **Exhibit A**, if any. Documents not included or expressly contemplated in this Section 1.5 do not, and shall not, form a part of the Contract for Construction. Without limiting the generality of the foregoing, shop drawings and other submittals from the Construction Manager or its subcontractors and suppliers do not constitute a part of the Contract for Construction.

ARTICLE 2 OWNER'S DUTIES, OBLIGATIONS, AND RESPONSIBILITIES

2.1 Project Information. Construction Manager acknowledges that Owner has provided Construction Manager with information regarding Owner's requirements for the Project as set forth in the Project's program.

2.2 Owner's Budget. The Owner shall establish and update a budget for the Project, including the amount allocated for construction, the Owner's other costs and reasonable contingencies related to these costs as appropriate.

2.3 Owner's Representative. The Owner shall designate a representative authorized to act on the Owner's behalf with respect to the Project.

2.4 Time for Performance. The Owner shall review and approve or take other appropriate action on all submittals within the timeframes set forth in **Exhibit B**.

2.5 Purpose of Owner's Review. Owner's review, inspection, or approval of any Work, Applications for Payment, or other submittals shall be solely for the purpose of determining whether the same are generally consistent with Owner's construction program and requirements. No review, inspection, or approval by Owner of such Work or documents shall relieve Construction Manager of its responsibility for the performance of its obligations under the Contract for Construction or the accuracy, adequacy, fitness, suitability, or coordination of the Work. Approval by any governmental or other regulatory agency or other governing body of any Work, Design Document, or Contract Documents shall not relieve Construction Manager of responsibility for the performance of its obligations under the Contract for Construction. A change order shall be issued when work is approved or directed to be completed differently than shown in contract documents. Payment by Owner pursuant to the Contract for Construction shall not constitute a waiver of any of Owner's rights under the Contract for Construction or at law, and Construction Manager expressly accepts the risk that defects in its performance, if any, may not be discovered until after payment, including final payment, is made by Owner. Notwithstanding the foregoing, prompt written notice shall be given by the Owner or Professional to the Construction Manager if the Owner becomes aware of any fault or defect in the Project or non-conformance with the Contract for Construction.

2.6 Status of Owner. The Owner shall not have control or charge of construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with the Work, nor shall the Construction Manager, for any of the foregoing purposes, be deemed the agent of the Owner.

2.7 Owner's Utilities. The Owner shall be responsible to provide and pay for consumption of, and connections to, utilities required for temporary service and construction for this project.

ARTICLE 3 CONSTRUCTION MANAGER'S SERVICES

3.1 The Construction Manager's Services under this Agreement include General Project Services, Pre-Construction Services, and Construction Services.

3.2 Upon execution of this Agreement and issuance of a Notice to Proceed by the Owner, the Construction Manager shall commence performance of Pre-Construction Services. Upon execution of **Exhibit D** and issuance of a Notice to Proceed by the Owner, the Construction Manager shall commence performance of Construction Services. The parties acknowledge that (i) the Owner may determine not to proceed with Construction Services, (ii) performance of Pre-Construction Services may overlap performance of Construction Services, (iii) categories of Work performed during Construction Services may be performed in separate phases, and (iv) payment of the Construction Manager for Pre-Construction Services shall be separate from payment, if any, for Construction Services.

3.3 General Project Services. The Construction Manager agrees to:

3.3.1 Provide all services, as agreed to and as defined in the GMP, required to professionally complete the Work in an expeditious and economical manner consistent with the Contract for Construction and the best interests of the Owner.

3.3.2 Endeavor to develop, implement and maintain, in consultation with the Owner, Professional, and the Subcontractors, a spirit of cooperation, collegiality, and open communication among the parties so that the goals and objectives of each are clearly understood, potential problems are resolved promptly, and, upon completion, the Project is deemed a success by all parties.

3.3.3 Perform its services in accordance with schedule requirements.

3.3.4 Work with Owner and Professional to pursue Owner's goal of obtaining Leadership in Energy and Environmental Design (LEED) certification for the Project, at the level set forth on **Exhibit E**.

3.3.5 Participate in, and cooperate with, design phase and construction phase commissioning, validation, and other quality assurance and quality control processes.

3.3.6 Complete the Work by the required date of Substantial Completion. The Construction Manager shall submit an initial Construction Schedule by the date set forth on **Exhibit B**; a final Construction Schedule with each Guaranteed Maximum Price proposal; and revised Construction Schedules in accordance with the General Terms and Conditions. The Construction Schedule shall complement, and shall not conflict with, the design schedule.

3.3.7 Comply with Owner's Building Design and Construction Standards applicable to this Agreement as referenced herein. A link to the policies is provided on **Exhibit A**.

3.4 Pre-Construction Services. The Construction Manager shall provide the following Pre-Construction Services as discussed more fully in Construction Manager's Pre-Construction proposal dated June 5, 2018, attached as Exhibit H:

3.4.1 The Construction Manager shall familiarize itself with the approved facilities program for the Project and actively and jointly participate with the Owner and the Professional in formation of the final Project design. The phasing of, and schedule for, design for this Project are set forth on **Exhibit B**.

3.4.2 Submit for Owner review within thirty (30) calendar days of the Owner's execution of this Agreement:

- (i) Project reporting procedures;
- (ii) Quality Control and Testing Program defined in **Exhibit F**;
- (iii) Safety Program.

3.4.3 The Professional is required, in accordance with schedule requirements, to provide design concepts, narratives, and drawings. At each phase of design, in keeping with the Owner's goals and the program for the Project, the Construction Manager shall familiarize itself with these design documents and, in accordance with the Schedule on **Exhibit B**, provide the Owner and Professional with a report detailing construction issues and concerns relating to the design, with detail appropriate to the phase of design. Without limitation of the foregoing, each construction report shall:

- (i) include an estimate of overall construction cost, with Construction Manager's contingency associated with the Cost of the Work at no greater percentages than the percentages set forth on **Exhibit E**, including a comparison of the estimate to Owner's budget for construction;
- (ii) identify conceptual decisions necessary to prepare accurate cost reports with the fewest assumptions, qualifications and exclusions;
- (iii) include an analysis and evaluation of jobsite management, site logistics, and schedule considerations;
- (iv) include an analysis and evaluation of the constructability of the design concepts, narratives, or drawings;
- (v) include an analysis and evaluation of the design concepts, narratives, or drawings in regard to the completeness of intended bid categories, conflicts or overlaps in the divisions of the Work, design details affecting construction including, without limitation, unusual or custom materials, value analysis, identification of long-lead materials affecting the Construction Schedule, availability of labor, and other factors affecting construction and, in the report provided during the Construction Documents Phase, suggestions for alternatives for matters which may delay the construction schedule;
- (vi) address problems, conflicts, defects or deficiencies in the design concepts and offer resolutions of same; and
- (vii) identify any other issues which Construction Manager reasonably believes may have a negative impact on the Project schedule, budget or performance.

3.4.4 The Construction Manager and the Professional shall jointly schedule and attend regular meetings with the Owner and evaluate the preliminary design drawings. The Professional shall prepare and distribute minutes of these meetings, and the Construction Manager shall verify the accuracy and completeness of the minutes.

3.4.5 The Construction Manager shall develop a comprehensive jobsite management and logistics plan for the Owner's review. This plan shall be submitted no later than the date set forth on **Exhibit E**.

3.4.6 The Construction Manager shall, in accordance with schedule requirements, assist the Professional with the resolution of all problems, conflicts, defects or deficiencies identified during the review and evaluation of the Construction Documents.

3.4.7 At each phase of design, the Construction Manager shall work with the Professional and for the Owner's cost consultant to reconcile, and make recommendations on, the differences between the estimates each has prepared at that phase of design. If the final estimates of the Construction Cost by the Construction Manager and the Professional and for the Owner's cost consultant differ materially, the Construction Manager and Professional and for Owner's cost consultant shall meet promptly to reconcile the discrepancies between their estimates so as to permit submission to the Owner of a final estimate of Construction Cost on which both the Professional and the Construction Manager agree.

3.4.8 If the Owner elects to phase and for "fast track" portions of the construction (such portions being described on **Exhibit E**), multiple Guaranteed Maximum Price proposals will be required.

3.4.9 The Construction Manager understands and acknowledges the Owner's intent that the Project will be completed within the budget set by Owner for the Project. Accordingly, throughout the Pre-Construction Services phase, the Construction Manger shall keep Owner informed if it believes that the Project may not be completed within Owner's budget, the reasons why it cannot be, and the Construction Manager's proposed solutions thereof.

3.5 Guaranteed Maximum Price Proposal

3.5.1 At the time set forth on Exhibit B, as it may be adjusted, which shall be prior to performance of Construction Services, the Construction Manager shall prepare and deliver to the Owner, with a copy to the Professional, a Guaranteed Maximum Price ("GMP") proposal. The Construction Manager shall, at a minimum, include in the GMP proposal:

- (i) a recital of the specific Construction Documents, including drawings, specifications, and all addenda thereto, used in preparation of the GMP proposal;
- (ii) the five (5) elements of the GMP:
 - a. Guaranteed Maximum Cost of the Work (hereinafter defined), detailed by each subcontract, trade or bid division;
 - b. the Construction Manager's Contingency for the Work;
 - c. General Conditions Costs consisting of:
 - Guaranteed Maximum Construction Manager's General Conditions Staffing Cost (hereinafter defined), detailed by expense category; and
 - Guaranteed Maximum General Conditions Cost (hereinafter defined), detailed by expense category;
 - d. Guaranteed Maximum for Construction Manager's Overhead and Profit.
 - e. Insurance and Bonds as follows:
 - Builder's Risk Insurance
 - Liability Insurance

➤ Payment and Performance Bonds

- (iii) a draft schedule of values;
- (iv) a description of all other inclusions to, or exclusions from, the GMP,
- (v) all assumptions and clarifications; and
- (vi) the final Construction Schedule.

3.5.2 The Construction Manager acknowledges that the Construction Documents may be incomplete at the time the Construction Manager delivers the GMP proposal, and that the Construction Documents may not be completed until after commencement of the Work. Nevertheless, the GMP proposal shall include all costs for the Work required by the completed Construction Documents, and if the GMP proposal is accepted by the Owner, the Construction Manager shall be entitled to no increase in the GMP if the Work required by the completed Construction Documents (i) is required by the Contract for Construction, (ii) is reasonably inferable from the incomplete documents, (iii) is consistent with the Owner's programmatic goals and objectives, (iv) is consistent with the Owner's Design and Construction Standards and the general industry standards for completion of the Work, (v) is not an enlargement of the scope of Work or (vi) conforms to the nature, type, kind or quality of Work depicted in the incomplete documents.

3.5.3 If the GMP proposal is unacceptable to the Owner, the Owner shall promptly notify the Construction Manager in writing. Within fourteen (14) calendar days of such notification, the Owner, Professional and Construction Manager shall meet to discuss and resolve any differences, inconsistencies, or misunderstandings and to negotiate recommended adjustments to the Work and for to the GMP.

3.5.4 The Owner may, at its sole discretion and based upon its sole judgment, (i) indicate its acceptance of a GMP proposal; (ii) reject a GMP proposal; (iii) terminate the Project; or (iv) proceed to construct the Project using a party or parties other than the Construction Manager.

3.5.5. If the Owner rejects a GMP proposal, neither party shall have any further obligation under the Contract for Construction. Owner shall pay all costs previously approved by Owner and incurred by Construction Manager prior to the notice of rejection of the GMP proposal.

3.5.6 If the Owner accepts a GMP proposal, the parties shall complete and execute **Exhibit D**, and the Owner shall issue a written Notice to Proceed to the Construction Manager establishing the date construction is to commence (the "Commencement Date"). The Construction Manager shall not expend any monies for construction prior to receipt of such Notice to Proceed without the written approval of the Owner.

3.5.7 Price Guarantees

- (i) Upon execution of **Exhibit D**, the Construction Manager guarantees that the sum of (a) the actual Cost of the Work, (b) Construction Manager's Contingency, (c) Construction Manager's Staffing Costs, (d) General Conditions Cost, and (e) Construction Manager's Overhead and Profit, shall not exceed the amount set forth in the agreed upon GMP. All costs or expenses that would cause this sum to exceed the GMP shall be borne by the Construction Manager unless adjusted by Owner approved change order.
- (ii) Upon execution of **Exhibit D**, the Construction Manager guarantees that the actual Cost of the Work, Construction Manager's Contingency, Construction Manager's Staffing Costs, General Conditions Cost, and Construction Manager's Overhead and Profit, shall not exceed the guaranteed maximum for each such category and that all costs or expenses that would cause any of these individual categories to exceed the guaranteed maximum for each such category in the agreed upon GMP shall be borne by the Construction Manager unless adjusted by Owner approved change order.
- (iii) Upon execution of **Exhibit D**, the Construction Manager certifies that all factual unit

costs supporting the GMP proposal are accurate, complete and current at the time of negotiations; and that any other factual unit costs that may be furnished to the Owner in the future to support any additional amounts that may be authorized will also be accurate and complete. Payments to the Construction Manager shall be reduced if the Owner determines such amounts were originally included due to materially inaccurate, incomplete, or non-current factual unit costs.

(iv) Upon execution of **Exhibit D**, the Construction Manager guarantees that to the extent the accepted GMP includes contingency, use of contingency shall be approved by Owner by change order or additional services authorization prior to expenditure by the Construction Manager.

3.6 Construction Services

3.6.1 Trade Contractor Selection Bidding and Negotiation

3.6.1.1 In accordance with Owner's policies on the subject in effect at the time Construction Manager commences construction, the Construction Manager shall prepare and assemble document packets for use in bidding subcontracts. Such packaging of the Work shall be broken down to maximize both competition and the involvement of small businesses in accordance with Owner's goals enumerated in Section 8.8 hereof.

3.6.1.2 The Construction Manager shall develop subcontractor and supplier interest for each division of the Work. The Construction Manager shall pre-qualify proposed subcontractors using a pre-qualification form approved by the Owner and Professional, which shall include, at a minimum, proof of licensure where applicable.

3.6.1.3 The Construction Manager shall, in accordance with Owner's policy in effect at the time the Construction Manager commences construction, competitively bid each trade category or, if approved by Owner, negotiate for the performance of a particular trade category.

3.6.1.4 The Construction Manager shall use its best efforts to obtain bids which are less than the final GMP estimates.

3.6.1.5 The Construction Manager shall conduct bid openings in the presence of the Owner's representative. The Construction Manager shall provide the Owner with a copy of its preliminary bid tabulation and copies of all bids.

3.6.1.6 The Construction Manager shall, for each subcontract, trade or bid division:

- (i) determine the final bid amounts, having reviewed and clarified the scope of Work in detail with bidders to determine which bids are the lowest bids and are complete but do not include duplicate scope items;
- (ii) prepare and furnish to the Owner a final bid tabulation summary which includes by subcontract, trade and for bid division, the applicable final GMP estimate and the related final bid amount and the details of all scope clarifications, copies of subcontractor contracts and purchase orders for Owner's review and approval;
- (iii) if requested by Owner, provide a list of all potential Owner Direct Purchase Materials (hereinafter defined);
- (iv) identify to the Owner in writing the subcontractors to which the Construction Manager recommends award of subcontracts; and
- (v) award and enter into a subcontract between itself and each subcontractor which it has recommended in accordance with this Agreement unless otherwise notified by the Owner.

3.6.1.7 No portion of the Work may be performed by the Construction Manager or its affiliates except with Owner's approval in accordance with Owner's policies on the subject in

effect at the time the Construction Manager commences construction.

3.6.1.8 The Construction Manager shall award Trade Contracts representing ninety percent (90%) of the Cost of the Work or more, within the timeframe outlined in **Exhibit D**.

3.6.1.9 The Construction Manager shall promptly inform the Owner in writing of any proposed replacements to the list of subcontractors and suppliers in the final bid tabulation sheet provided to Owner, the reasons therefore, and the name(s) and qualification(s) of proposed replacement(s). The Owner shall have the right, in its reasonable discretion, to reject any proposed replacement if such proposed replacement fails to meet any criteria or requirements established for subcontractors performing such portion of, or for, the Work.

3.6.2 Construction Supervision

3.6.2.1 Commencing with the award of the first subcontract and terminating on the date of Final Completion, the Construction Manager shall provide the services described herein.

3.6.2.2 The Construction Manager shall, as the Owner's construction representative during construction, advise and consult with the Owner and the Professional, and provide administration of the Construction Documents.

3.6.2.3 The Construction Manager shall supervise and direct the Work at the Site. The Construction Manager shall, at a minimum, staff the Project Site with personnel who shall:

- (i) supervise and coordinate the Construction Manager's personnel and act as its primary liaison with the Owner and the Professional;
- (ii) coordinate trade contractors and suppliers, and supervise Site construction management services;
- (iii) be familiar with all trade divisions and trade contractors' scopes of Work, all applicable building codes and standards, and the Contract for Construction;
- (iv) check, review, coordinate and distribute shop drawings and check and review materials delivered to the Site, regularly review the Work to determine its compliance with the Construction Documents and the Contract for Construction, confer with the appropriate Owner's consultant(s) as necessary to assure acceptable levels of quality;
- (v) prepare and maintain Project records, including process documents and daily logs;
- (vi) schedule and conduct weekly progress meetings with subcontractors to review such matters as jobsite safety, job procedures, construction progress, schedule, shop drawing status and other information as necessary and provide notification of, and minutes from, such meetings to Owner and Professional;
- (vii) schedule and conduct progress meetings as agreed with the Owner and Professional to review such matters as construction progress, schedule, shop drawing status, and other information as necessary;
- (viii) make provision for Project security to protect the Project site and materials stored off-site against theft, vandalism, fire and accidents as required by the General Terms and Conditions.
- (ix) promptly reject any Work which does not conform to the Construction Documents or which does not comply with any applicable law, statute, building code, rule or regulation of any public authority or agency of which it is aware, immediately notifying the Professional and the Owner in writing when it has rejected any Work;
- (x) comply with, and cause its subcontractors and suppliers to comply with, the Project Construction Schedule and applicable sub-schedules. The Construction Manager shall obtain and review schedules from subcontractors and suppliers, coordinate sub-schedules with the Construction Schedule, and enforce compliance

with the all applicable schedules to insure timely completion of the Work. If at any time the Project is delayed, the Construction Manager shall immediately notify the Owner and the Professional of the probable cause(s) and possible alternatives and make recommendations to minimize expense and delay to the Owner; and

(xi) provide documentation necessary to the Professional for, and otherwise assist the Professional with, the preparation of the final “as-built” or record drawings.

3.6.2.4 In accordance with Owner’s agreement with the Professional working on the Project, the Professional will visit the Project Site at intervals appropriate to the stage of construction to familiarize itself with the progress and quality of the Work and to inspect the Work. The Construction Manager shall request that the Professional visit the Site at additional times as the Construction Manager deems necessary to attend meetings, inspect the Work, and render interpretations regarding the Work necessary for the proper execution of the Work. The Professional’s interpretations and decisions after conferring with the Owner shall be final regarding the Construction Documents and the Work.

3.6.3 Owner Direct Purchase Program. The Owner may elect to implement an owner direct purchase program whereby it may purchase materials and equipment included in any Subcontractor’s bid for a portion of the Work directly from the supplier of such materials or equipment in order to achieve sales tax savings. Such materials and equipment are referred to as “Owner Direct Purchase Materials.” If Owner elects to implement an owner direct purchase program, it shall so notify Construction Manager in writing, and the terms of this paragraph shall govern, along with Owner’s policies on the subject in effect at the time Construction Manager commences construction of the Project. Construction Manager shall submit to the Owner a list of appropriate materials and equipment that exceed \$5,000 per purchase requisition for consideration by the Owner as Owner Direct Purchase Materials. Construction Manager shall obtain Builder’s Risk insurance on the Owner Direct Purchase Materials naming Owner as the insured or an additional insured, provided Owner shall reimburse Construction Manager for the cost of such insurance as provided by this Agreement. Construction Manager shall be responsible for safeguarding all Owner Direct Purchase Materials on the Project site on Owner’s behalf.

3.6.4 If Owner elects to purchase any Owner Direct Purchase Materials, it shall so notify the Construction Manager and the Construction Manager shall thereafter promptly furnish to the Owner, at least fourteen (10) days prior to the date such Owner Direct Purchase Materials must be ordered, a direct purchase order request on Florida Poly DPO form reflecting the approved Owner Direct Purchase Materials. A change order shall be executed both to reduce the Guaranteed Maximum Price by the amount(s) being directly purchased including related sales tax. The sales tax will remain in the GMP and be moved to Owner contingency once the DPO has been paid in full. In addition, the Construction Manager shall reduce the applicable Subcontractor’s subcontract amount by the cost of the Owner Direct Purchase Materials and sales tax related thereto on the next application for payment following the change order execution to reduce the Guaranteed Maximum Price.

3.6.5 Reporting. The Construction Manager shall provide a monthly report on **Thumb-Drive** summarizing the progress of the Project to the Owner, Professional, and Owner’s user group representatives, including information on the subcontractors’ Work, percentage of completion of the Work, current estimating, subcontract buyouts, updated monthly Critical Path Method scheduling unless stated otherwise in Exhibit F and Project accounting reports, including projected time to completion and estimated cost to complete the Work, LEED status, digital progress photographs, project directory, logs for Requests for Information, submittals and shop drawings, Change Orders, cost change proposals, field directives, safety meetings, deficiencies, weather conditions and meeting minutes. Owner recognizes that the Design Professional is ultimately responsible for the administration and submittal of all documentation provided by the Construction Manager and required by the U.S. Green Building Council for LEED certification.

ARTICLE 4 COMPENSATION OF CONSTRUCTION MANAGER

4.1 Payment for Pre-Construction Services. The Owner agrees to pay the Construction Manager, and the Construction Manager shall accept as complete payment for performance of Pre-Construction Services, the fee set forth on **Exhibit E**, payable pursuant to the schedule set forth thereon.

4.2 Payment for Construction Services.

4.2.1 The Owner shall pay, and the Construction Manager shall accept, as full and complete payment for the Construction Services, only the sum of the following items, which sum shall not exceed the GMP:

- (i) the aggregate net cost directly paid by the Construction Manager to subcontractors pursuant to written subcontracts to perform the Work (CSI Divisions 2-17) (the "Cost of the Work"), not to exceed the guaranteed maximum set forth on **Exhibit D**;
- (ii) the compensation for the Construction Manager's provision of management services (the "Construction Manager's Staffing Costs"), not to exceed the guaranteed maximum set forth on **Exhibit D**;
- (iii) the aggregate net cost of the Construction Manager's General Conditions (the "General Conditions Cost"), not to exceed the guaranteed maximum set forth on **Exhibit D** and paid for actual cost incurred during the construction period; and
- (iv) Construction Manager's Overhead and Profit, not to exceed the guaranteed maximum set forth on **Exhibit D**.

4.2.2 Staffing Costs. Construction Manager's Staffing Costs include and are limited to actual expenditures or negotiated amounts for the following items as authorized in the GMP Proposal approved by Owner

- (i) the cost of its supervisory, technical, administrative and clerical personnel engaged in supervision and management of the Work on the Project Site;
- (ii) the cost of periodic site visits for supervision, inspection, oversight, or management of the Project by specific "home office" personnel as agreed upon and identified in the GMP proposal;
- (iii) direct costs incurred in the Work with the exception of those specifically enumerated compensable as a General Conditions Cost or a Cost of the Work;
- (iv) reasonable expenses for transportation, meals, and temporary lodging of principals and employees when traveling in connection with services and duties specifically related to this Project, at the rates set forth as specified in §112.061, Florida Statutes, for meals and transportation. In accordance with Owner travel policy, when the single room rate exceeds \$150 per night, a written justification explaining why a more economical room was not used is required. Justification must be accompanied by a comparison of other comparable hotel rates in the same area;
- (v) expenses incurred for relocation and temporary living allowances of personnel required for the Work, if required by the Project; and
- (vi) any costs or expenses incurred by the Construction Manager, not included in the General Conditions Cost, for provision of management services necessary to complete the Project in an expeditious and economical manner consistent with the Contract for Construction and the best interests of Owner.

4.2.3 General Conditions Costs. General Conditions costs include and are limited to actual expenditures or negotiated amounts for the following items as authorized in the GMP Proposal approved by Owner:

- (i) costs, including transportation and storage, installation, maintenance, dismantling and

removal of materials, supplies, temporary facilities, machinery, equipment, and hand tools not customarily owned by construction workers, that are provided by the Construction Manager at the site and fully consumed in the performance of the Work; and cost (less salvage value) of such items if not fully consumed, whether sold to others or retained by the Construction Manager. Cost for items previously used by the Construction Manager shall mean fair market value;

- (ii) costs incurred to provide sitesafety;
- (iii) costs of removal of debris from the site;
- (iv) costs of document reproduction including bid sets, facsimile transmissions and long-distance telephone calls, postage and parcel delivery charges, telephone service at the site and reasonable petty cash expenses of the site office;
- (v) that portion of insurance and bond premiums directly attributable to this Contract for Construction. Premiums shall be net of trade discounts, volume discounts, dividends and other adjustments;
- (vi) sales, use, or similar taxes imposed by a governmental authority and paid by the Construction Manager, and directly related to the Work;
- (vii) fees and assessments for the building permit and for other permits, licenses and inspections for which the Construction Manager is required by the Contract for Construction to pay, including deposits lost for causes other than Construction Manager's fault;
- (viii) data processing costs directly related to the Work and as approved by Owner in writing;
- (ix) the cost of obtaining and using all utility services required for the Work;
- (x) the cost of crossing or protecting any public utility, if required, and as directed by the Owner;
- (xi) all reasonable costs and expenditures necessary for the operation of the Site office, such as stationary, supplies, furniture, fixtures, office equipment and field computer services provided that quantity and rates are subject to Owner's prior written approval;
- (xii) the cost of secure off-site storage space or facilities approved in advance by Owner;
- (xiii) printing and reproduction of the Construction Documents;
- (xiv) rental charges for temporary facilities, and for machinery, equipment, and tools not customarily owned by construction workers; however any rental charge shall not exceed the purchase price of such facilities, machinery, equipment or tools;
- (xv) cost of surveys, measurements and layout work reasonably required for the execution of the Work or by the Construction Documents; and
- (xvi) other expenses or charges properly incurred and paid in the prosecution of the Work, with the prior written approval of the Owner.

4.2.4 Construction Manager's Overhead and Profit. The Construction Manager's Overhead and Profit is a fixed percentage of the (i) Guaranteed Maximum Cost of the Work, (ii) Construction Manager's Contingency, (iii) Guaranteed Maximum Construction Manager Staffing Costs and (iv) Guaranteed Maximum General Conditions Cost (excluding bond and insurance costs), as agreed upon in **Exhibit D**. Overhead and Profit covers the costs of all of Construction Manager's overhead and expenses related to the Work, including home or branch office employees or consultants not at the Project Site, except those staffing costs paid pursuant to Section 4.2.2(ii) and general operating expenses of the Construction Manager's principal and branch offices related to the Work (non-field offices), such as telegrams, telephone service and long-distance and zone telephone charges, postage, office supplies, expressage, and other similar expenses.

4.2.5 Construction Manager's Contingency.

4.2.5.1 The Construction Manager's Contingency, established in the GMP, may be utilized, with the Owner's concurrence, via "no cost" change order for the following reasons:

- (i) Errors and omissions in the Construction Manager's bidding and scoping processes;
- (ii) reasonable schedule recovery;
- (iii) means, methods, and materials reasonably inferred from the Construction Documents;
- (iv) subcontractor non-performance or default;
- (v) Work not included in the Construction Documents which is necessary to cause the Project to conform to applicable building codes but was not identified as missing during the review of Construction Documents (through no fault of the Construction Manager);
- (vi) other costs incurred by the Construction Manager that are not Cost of the Work, General Conditions Cost or Construction Manager Staffing Costs; and
- (vii) costs and expenses incurred by the Construction Manager, not included in the General Conditions Cost, for provision of management services necessary to complete the Project in an expeditious and economical manner consistent with this Agreement and the best interests of Owner.
- (viii) legal costs reasonably and properly resulting from prosecution of the Project for the Owner, including handling claims for changes by Subcontractors and Vendors, subject to the following limitations:
 - (a) The Owner approved incurring such cost in advance, which approval shall not be unreasonably denied; and
 - (b) The legal costs were not incurred as a result of the Construction Manager's own negligence or default.

This paragraph does not provide for payment of legal cost incurred in preparing or asserting claim or request by Construction Manager itself for change orders or in enforcing the obligations of this contract.

4.2.5.2 If upon completion of 75% of the Work, the remaining amount of contingency exceeds one-half of the amount of the initial post-buyout contingency, Owner may make a request to Construction Manager to transfer such excess including related overhead and profit via change order to the Owner and upon mutual agreement Construction Manager may transfer such excess or another mutually agreed upon amount to Owner.

4.2.6 Buyout Savings.

- (i) If Construction Manager receives bids for portions of the Work which are less than the amounts budgeted in the GMP proposal approved by Owner for such portions of the Work, such buyout savings shall first be utilized to offset shortfalls on other bid packages.
- (ii) If, after offsetting any shortfalls, buyout savings remain, at the time provided on **Exhibit D** for the award of subcontracts, Owner may, at its sole discretion, direct Construction Manager to return all buyout savings including related overhead and profit to the Owner via "no cost" change order.

4.2.7 Use of Buyout Savings Sales Tax Savings. The net amount of buyout savings and savings from Owner's purchase of Direct Purchase Materials may be utilized by the Owner for the following or other reasons:

- (i) customer or designer-requested changes;
- (ii) additive bid alternates and deductive credits;
- (iii) design errors or omissions in the Construction Documents which were not detected by the Construction Manager through no fault of Construction Manager, including Work necessary to cause the Project to conform to applicable building codes;
- (iv) differing unforeseen existing conditions, as permitted in the General Terms and Conditions;
- (v) retained by Owner for future projects and not part of this contract.

4.2.8 Compensation for Change Orders. Construction Manager shall be entitled to compensation for Additional Services it provides, at the amounts agreed to by Construction Manager and Owner, in writing, prior to performing such additional services. Amounts owed by the Owner to the Construction Manager shall be adjusted by duly authorized change order in accordance herewith and the General Terms and Conditions. Upon performance of additional services, Construction Manager shall submit to Owner an Application for Payment with each additional service identified beneath the basic service milestones, or on a continuation page as required, associated monetary value, and appropriate back-up documentation in preparation for an audit thereof. In addition to Change Orders for Additional Services, Construction Manager shall be entitled to submit a request for an equitable adjustment to the GMP for impacts beyond its reasonable control, such as: (i) delays beyond Construction Manager's reasonable control, so long as CM is otherwise in compliance with all responsibilities and obligations on the Project (ii) a change in applicable law, (iii) a written interpretation modifying the Contract Documents, and (iv) down time after an order from the Owner directing Construction Manager to stop the Work that is documented by Construction Manager and agreed-to by Owner as a construction delay.

4.2.8.1 Increase in Cost of Work. If the Cost of the Work is increased by change order, the Owner shall pay the Construction Manager the aggregate net cost directly paid by the Construction Manager to subcontractors or suppliers for the performance of the Work and the Construction Manager shall receive Overhead and Profit on such amount, as a percentage as set forth in **Exhibit E**, and an amount for any increased bond and insurance costs associated therewith.

4.2.8.2 Decrease in Cost of Work. If the Cost of the Work is decreased by change order, payment due from the Owner to the Construction Manager including related overhead and profit shall be reduced by the amount the Construction Manager is no longer obligated to pay subcontractors or suppliers for performance of the Work. Decreases in the Cost of the Work shall inure to the benefit of the Owner and shall not become part of the Construction Manager's Contingency.

4.2.8.3 Change Order Disputed. If the Construction Manager disputes a change order decision pursuant to the General Terms and Conditions, it must give the Owner its written notice of dispute, including the reasons therefore, within seven (7) calendar days of the disputed decision.

4.2.9 Applications for Payment for the Work. Applications for payment shall be submitted in detail sufficient for an audit thereof in accordance with Owner's policies on the subject in effect at the time Construction Manager commences construction. The Construction Manager's accounts receivable representative will coordinate with the Facilities Project Manager, (863) 874-8600, who is the University representative for processing accounts payable business documents, and prior to the first payment application, to assure the University receives the Division and Section data in an acceptable format following the Construction Specifications Institute (CSI) format, Divisions 1 - 17. Within twenty (20) days of receipt of the Construction Manager's application for payment, properly prepared pursuant to Owner's policies on the subject and request provided herein, the Owner shall pay the Construction Manager the amount approved by Professional, less retainage as defined in **Exhibit E**, unless there is a dispute about the amount of compensation due to the Construction Manager.

4.2.9.1 At Owner's discretion, retainage may be reduced at designated stage of completion as defined in **Exhibit E**.

4.3 Labor Burden. For purposes of calculating amounts due to Construction Manager under this Agreement for staffing, the parties agree that Construction Manager's labor burden for each employee staffing the Project shall be the labor burden approved by the Owner prior to, or upon execution of, this Agreement. For purposes hereof, labor burden means the actual cost of benefits and taxes that Construction Manager must pay or chooses to pay its employees and shall not include any profit, markup or expense unrelated to employee compensation. With respect to benefits Construction Manager chooses to pay, such benefits must be authorized by Owner under Owner's policy pertaining to labor burden in order to receive reimbursement from Owner.

4.4 Vendor Ombudsman. A Vendor Ombudsman has been established within the Owner's Office of Business Affairs. The duties of this individual include acting as an advocate for vendors who may be experiencing problems in obtaining timely payment(s) from the Owner. The Vendor Ombudsman may be contacted at 863-874-8432.

ARTICLE 5 LIQUIDATED DAMAGES FOR DELAY

5.1 Inasmuch as failure to Substantially Complete the Work within the time fixed on **Exhibit D** will result in injury to the Owner, and as damages arising from such failure cannot be calculated with any degree of certainty, it is agreed that if the Work is not Substantially Completed within the time provided on **Exhibit D**, or within such further time, if any, as shall be allowed for time extensions in accordance with the provisions of the Contract for Construction, the Construction Manager shall pay to the Owner as liquidated damages for such delay, and not as a penalty, the amount set forth in **Exhibit E** for each calendar day elapsing between the date fixed for Substantial Completion and the date such Substantial Completion is fully accomplished. The parties agree that said liquidated damages are reasonable given existing circumstances, including, without limitation, the range of harm that is foreseeable and the anticipation that proof of damages would be costly and impractical.

5.2 The liquidated damages shall be payable in addition to any excess expenses or costs payable by the Construction manager to the Owner under the General Terms and Conditions, and shall not preclude the recovery of damages by the Owner under other provisions of the Contract for Construction, except claims related to Construction Manager's delays in Substantial Completion. Owner's right to receive liquidated damages shall in no manner affect the Owner's right to terminate the Contract for Construction, as provided in the General Terms and Conditions or elsewhere in the Contract for Construction. The Owner's exercise of the right to terminate shall not release the Construction Manager from the obligation to pay said liquidated damages.

5.3 When the Owner reasonably believes (i) that Substantial Completion will be inexcusably delayed; or (ii) that the Construction Manager will fail to achieve Final Completion by the date of Final Completion, the Owner shall be entitled, but not required, to withhold from any amounts otherwise due the Construction Manager the daily amount specified for liquidated damages in this Article for each calendar day of the unexcused delay. If and when the Construction Manager overcomes the delay in timely achieving Substantial Completion or Final Completion, or any part thereof, for which the Owner has withheld payment, the Owner shall promptly release to the Construction Manager those funds withheld, but no longer applicable, as liquidated damages.

ARTICLE 6 INSURANCE AND BONDS

6.1 The Construction Manager shall carry the insurance and payment and performance bonds described in the General Terms and Conditions.

ARTICLE 7 AUDIT RIGHTS

7.1 Owner may, upon reasonable notice, audit the records of its Construction Manager and its subcontractors and suppliers during regular business hours, during the term of this Agreement and for a period of three (3) years after final payment is made by Owner to Construction Manager under this Agreement or longer, if required by law. Such audits may be performed by an Owner's representative or an outside representative engaged by Owner. Once agreed upon by Owner and Construction Manager, any billable rates, fixed rates, percentages, or multipliers in the Contract Documents, including the GMP Proposal shall be auditable only to confirm their proper application and may not be audited to review or confirm their composition."

7.2 For purposes hereof, Construction Manager's "records" means any and all information, materials and data of every kind and character, whether hard copy or in electronic form, which may, in Owner's judgment have any bearing on or pertain to this Contract for Construction, including, without limitation, books, subscriptions, recordings, agreements, purchase orders, leases, contracts, commitments, arrangements, notes, daily diaries, written policies and procedures, time sheets, payroll registers, payroll records, cancelled payroll checks, subcontract files (e.g., including proposals of successful and unsuccessful bidders, bid recap), original estimates, estimating work sheets, correspondence, change order files (including documentation covering negotiated settlements), back-charge logs and supporting documentation, invoices and related payment documentation, general ledgers, records detailing cash and trade discounts earned, insurance rebates and dividends, superintendent reports, drawings, receipts, vouchers and memoranda.

7.3 Owner's authorized representative shall have reasonable access to the Construction Manager's facilities, shall be allowed to interview all current or former employees to discuss matters pertinent to this Contract for Construction, shall be provided adequate and appropriate work space at Construction Manager's facilities, may count employees at the Site, may be present for the distribution of payroll and shall have such other rights of access as may be reasonably necessary to carry out an audit.

7.4 If an audit discloses overpricing or overcharges, Construction Manager shall refund the overpayment. If an audit discloses overpricing or overcharges of one percent (1%) of the total amount paid hereunder, but in any event more than \$200,000, whichever is less, in addition to making adjustments for the overcharges, the reasonable actual cost of the Owner's audit shall be reimbursed to the Owner by the Construction Manager. Any adjustments and for payments that must be made as a result of any such audit or inspection of the Construction Manager's invoices and for records shall be made within ninety (90) calendar days from presentation of Owner's findings to Construction Manager.

7.5 Construction Manager shall ensure notice of Owner's audit rights is provided to its subcontractors, suppliers and any other vendor providing services or materials for the Project and shall ensure that each agreement it enters into pursuant hereto includes the provisions

ARTICLE 8 MISCELLANEOUS PROVISIONS

8.1 The Owner and Construction Manager respectively, bind themselves, their partners, successors, assigns and legal representatives to the other party to this Agreement and to the partners, successors, assigns and legal representatives of such other party with respect to all covenants of this Agreement. Neither Owner nor Construction Manager shall assign this Agreement without the written consent of the other.

8.2 The Contract for Construction shall be governed by, and construed under, the laws of the State of Florida, without regard to its choice of law provisions and venue shall lie in the courts in Polk County, Florida.

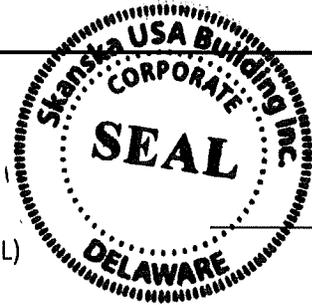
8.3 The Construction Manager represents and warrants that it has not employed or retained any company or person (other than a bona fide employee working solely for the Construction Manager) to solicit or secure this Agreement, and that it has not paid or agreed to pay any person, company, corporation individual or firm (other than a bona fide employee working solely for the Construction Manager) any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the award or making of this Agreement.

- 8.4** This Agreement may be unilaterally canceled by the Owner for refusal by the Construction Manager to allow public access to all documents, papers, letters, or other material subject to the provisions of Chapter 119, Florida Statutes, and made or received by the Construction Manager in conjunction herewith.
- 8.5** Owner's performance and obligation to pay hereunder is contingent upon an annual appropriation by the Legislature.
- 8.6** The Construction Manager warrants that it is not on the convicted vendor list for a public entity crime committed within the past thirty six (36) months. The Construction Manager further warrants that it will neither utilize the services of, nor contract with, any supplier, subcontractor, or consultant for an amount in excess of \$15,000.00 in connection with this Project if the supplier, subcontractor or consultant has been placed on the convicted vendor list within the past thirty six (36) months.
- 8.7** All capitalized terms used herein but not defined herein shall have the meaning ascribed thereto in the General Terms and Conditions.
- 8.8** Owner is an equal opportunity institution and, as such, encourages the use of small businesses, including women and minority-owned small businesses in the provision of construction related services. Small businesses should have a fair and equal opportunity to compete for dollars spent by the University of West Florida to procure construction-related services. Competition ensures that prices are competitive and a broad vendor base is available. Construction Manager shall use good faith efforts to ensure opportunities are available to small businesses including women and minority-owned businesses on the Project.
- 8.9** Building information modeling (BIM) models will be made available to the Construction Manager as described in Exhibit A.
- 8.10** Construction Manager is an independent contractor to Owner.
- 8.11** All exhibits referenced herein are attached hereto and incorporated herein by reference.
- 8.12** Any modifications to this Agreement or the Contract for Construction are set forth on Exhibit F.
-

END

IN WITNESS WHEREOF, the parties have affixed their signatures, effective on the date first written above. FOR THE CONSTRUCTION MANAGER:

ATTEST:



Skanska USA Building Inc.

(CORPORATE SEAL)

BY: Chuck Jablon

NAME: Chuck Jablon

AS WITNESSED BY: Melanie Tavares

TITLE: Sr. VP Operations

DATE: 6/29/2018

FOR THE OWNER:

THE FLORIDA POLYTECHNIC UNIVERSITY BOARD OF TRUSTEES

AS WITNESSED BY:

BY: Mave

Dr. Randy Avent, President on behalf of the University Board of Trustees

Laura Marone
7-2-18

DATE: 7/2/18

Approved as to form and legality:
Neil Mill 7/2/18
FPU Attorney

EXHIBITS

The following exhibits will be created as a part of the final Agreement for Construction Manager Services.

Exhibit A – description of the project.

Exhibit B – preliminary schedule.

Exhibit C – project team of the Construction Manager.

Exhibit D – GMP approval, payments schedule and notice to proceed.

Exhibit E – LEED certification, logistics and the GMP proposal.

Exhibit F – modifications to the Agreement.

Exhibit G – Remaining terms under discussion

Exhibit H – Pre-Construction Proposal dated June 5, 2018.

Exhibit A

The project includes the construction of an approximately 85,000 square foot teaching lab and research facility building on the existing Florida Polytechnic University campus in Polk County, Florida. The design of the project will be further developed during the preconstruction phase and a more detailed description may be provided in a revised Exhibit A attached to a GMP Amendment.

Exhibit B

The preliminary schedule for preconstruction phase services by Construction Manager will be developed and incorporated into this agreement via a preconstruction services amendment. The construction phase schedule will be developed during the preconstruction phase and upon approval of a GMP Proposal will be incorporated into this agreement via a GMP Amendment.

Exhibit C

The following people will be included in Construction Manager's preconstruction services Project team:

- Chuck Jablon- Operations Principal
- Mark McLaughlin- Project Executive
- Paul Ventresca- Superintendent
- Bryan Ray- Assistant Superintendent
- Don Crotty- Lab Subject Matter Expert
- Kelsey Stein- Innovation & Technology Subject Matter Expert

Exhibit D

Exhibit D will be developed during the preconstruction services phase and will be attached to Construction Manager's GMP Proposal and upon approval will be incorporated into the agreement via GMP Amendment.

Exhibit E

Exhibit E will be developed during the preconstruction services phase and will be attached to Construction Manager's GMP Proposal and upon approval will be incorporated into the agreement via GMP Amendment.

Exhibit F

Exhibit F will be developed during the preconstruction services phase and will be attached to Construction Manager's GMP Proposal and upon approval will be incorporated into the agreement via GMP Amendment.

Exhibit "G"

Remaining Terms Under Discussion

Skanska USA Building Inc. ("Skanska") and Florida Polytechnic University Board of Trustees ("University") mutually agree that the following terms in the Agreement for Construction Management Services (the "Agreement") will remain under discussion and will continue to be negotiated during the preconstruction phase as the cost impact of leaving these terms unrevised are explored and the associated risks associated with these terms are further defined.

- (a) limiting the time-of-the-essence provision to specifically agreed-upon milestone dates for the Project;
- (b) establishing that the liquidated damages may be subject to an aggregate cap;
- (c) including consideration of a mutual waiver of consequential damages based on industry standard provisions;
- (d) confirming that any final decisions made by the Architect with regard to interpretations of the Contract Documents during construction are ultimately subject to dispute resolution; and
- (e) discussing whether implied warranties are appropriate in light of the express warranties and terms of the contract negotiated by the parties.

Exhibit H

Exhibit H will be developed through joint discussions and Construction Manager will submit a Preconstruction Services Proposal. Upon approval of the Preconstruction Services Proposal it will be incorporated into the agreement via a Preconstruction Services Amendment.

February 26, 2020

Mr. David Calhoun
Florida Polytechnic University
4700 Research Way
Lakeland, Florida 33805

Re: Applied Research Center GMP 02 (MEPF & Exterior Skin)

Dear Mr. Calhoun,

Skanska USA Building, Inc. is pleased to submit its MEPF & Exterior Skin Package Component Guaranteed Maximum Proposal - "GMP 02" - for the above referenced project, which includes all scopes of work for this portion of the work.

This Component GMP Proposal Price totals Seventeen Million Six Hundred Ninety Thousand Two Hundred Seventy Five dollars (\$17,690,275). This GMP 02 Proposal is a supplemental amendment to the Agreement for Construction Services and GMP Proposal 01.

In accordance with FPU's CM Guideline Preparation of GMP 02, we have included the following information in this deliverable:

- Description of Project and Authorization for Construction and Amendment (Exhibit A)
- Preliminary Schedule (Exhibit B)
- Proposed Project Team of Construction Manager (Exhibit C)
- GMP Approval, Payment Schedule and Notice to Proceed - Assumptions, Clarifications, Value Engineering and Exclusions (Exhibit D)
- LEED Certification, Logistics and the GMP Proposal (Exhibit E)
- Modifications to the Agreement (Exhibit F)
- Remaining Terms Under Discussion (Exhibit G)
- FPU (Initial) Bid Tabulation Forms

FPU's Bid Award & Analysis Forms and Bid Award Summary Form will be submitted when subcontractor bid leveling and buy-out is complete.

We trust the information provided herein meets the requirements of Florida Polytechnic University, and we look forward to beginning work on this exciting project.

Sincerely,

Mark McLaughlin
Project Executive

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- Preliminary Schedule (Exhibit B).....Page 27
- Proposed Project Team of Construction Manager (Exhibit C).....Page 43
- GMP Approval, Payment Schedule and Notice to Proceed (Exhibit D).....Page 45
- LEED Certification, Logistics and the GMP Proposal (Exhibit E).....Page 61
- Modifications to the Agreement (Exhibit F).....Page 64
- Remaining Terms Under Discussion (Exhibit G).....Page 65
- Bid Tabulation Summary Sheets.....Page 66

Executive Summary

The attached GMP 02 proposal is based upon the following documents:

- o ASI-001 dated October 18, 2019
- o ASI-002 dated November 25, 2019
- o ASI-003 dated November 21, 2019
- o 100% Permit Construction Documents dated November 01, 2019

The documents were prepared by HOK Architects and its respective consultants ("The Design Team"), and as identified on the document log provided in Exhibit A of this proposal with modifications set forth in Exhibit D and the Bid Package Specific Assumptions and Clarifications.

This GMP 02 Proposal consists of the following work scopes:

- a. General Conditions and Requirements
- b. General Requirements Trade Work
- c. Masonry
- d. Roofing
- e. Exterior Weatherscreen
- f. Metal and Concrete Rainscreen Panels
- g. Exterior Curtainwall
- h. Elevators
- i. Fire Protection
- j. HVAC
- k. Electrical
- l. Site Concrete – ASI-002 (Allowance)
- m. Underground Plumbing (Allowance)

The project schedule upon which this GMP Proposal is appended to this proposal. This GMP proposal is valid for a period of 60 days after the date of this GMP Proposal.

This GMP 02 Proposal is the second of the anticipated to be three incremental GMP proposals:

- o GMP 1 Sitework/ Foundations/ Structure – executed 09.23.19 for \$8,167,767
- o GMP 2 MEPF & Exterior Skin for \$17,690,275
- o GMP 3 Interior Build-Out

This proposal includes the cost of all documents, logistics plans and the project schedule in the GMP 02 value of \$17,690,275. This amends the current Applied Research Center value to \$25,858,042.

Sincerely,

Mark McLaughlin
Project Executive - Skanska USA Building Inc.



EXHIBIT A

PROJECT DESCRIPTION AND AUTHORIZATION FOR CONSTRUCTION AND AMENDMENT

Description of Project

FPU Project No: PC55327
 FPU Project Name: Applied Research Center
 Locations/Address: 4400 Polytechnic Circle
 Description/Scope: New Teaching and Research Facility

The Project consists of the new construction of a 2 story – 95,000 GSF Laboratory, Office and Classroom building on the Florida Polytechnic University campus in Lakeland, FL. The project is known as the Applied Research Center and will offer a similar level of visual interest as the signature IST Building, which it is located adjacent to. There will be a high level of technology integration, flexibility of systems, and the need for attentiveness to architectural details. Skanska USA Building, Inc. (“Skanska”) shall act as the Construction Manager for the Project and coordinate the work of multiple subcontractors in order to complete the structure of the building. The scope of construction within Skanska’s GMP 02 is limited to the work necessary to facilitate a complete envelope enclosure and the MEPF scopes of the Applied Research Center, per the list of documents shown below. Scope also includes the early completion of the Shop Area (Capstone Shop, Shop, and Automotive Shop) for occupancy, with limited capabilities, in the fall of 2020.

Florida Polytechnic University (“FPU”) has engaged the services of HOK, Inc. to provide the design and Contract Administration Services as the “Architect” as defined in the Contract Documents.

1.6/3.3 Documents, Conditions, and Guidelines

1. Owner’s policies and project management guides listed under ‘Forms & Standards’.
 To the extent that any requirements impact Skanska or its subcontractors as a result of policies or procedures that were not previously provided to Skanska notice will be provided.
2. Plans, Specifications, and attachments as listed in this proposal
3. Exclusions, Qualifications, and Assumptions included in this proposal
4. Skanska’s Project Schedule included in this proposal
5. Skanska’s Logistics Plan included in this proposal

This Authorization for Construction and Amendment to Agreement is made and entered into as of this 26th day of February, 2020 by and between The Florida Polytechnic University Board of Trustees (“Owner”) and Skanska USA Building Inc. (“Construction Manager”),

WITNESSETH:

Whereas, the parties entered into an Agreement for Construction Manager Services dated July 2, 2018 for construction of the Project (the "Agreement");

Whereas, the Project is an **93,500 square foot teaching lab and research facility building commonly referred to as the Applied Research Center (ARC)**;

Whereas, the Project is being performed in phases as permitted by the Agreement;

Whereas, the Owner has executed Phase 1 on September 23, 2019;

Whereas, Owner desires to authorize Construction Manager to commence Phase 2 of the Project; and

Whereas, the Owner and Construction Manager desire to finalize Exhibits A through G to the Agreement and incorporate them into the Agreement as contemplated by the Agreement.

NOW THEREFORE, for and in consideration of the covenants contained herein the parties agree as follows:

1. **Component GMPs**. At Owner's request, the Construction Manager is preparing proposed GMP Amendments in components starting with an early release package, a Component Guaranteed Maximum Price ("Component GMP"), which shall be calculated and administered hereunder in the same manner as the GMP. As each Component GMP is signed by the parties, the costs and time thereunder shall be combined, as appropriate, so that there is a single GMP and only one Required Substantial Completion Date and Required Final Completion Date. Component GMPs shall not create a "line-item GMP" with respect to each component of the Work. Nor shall Component GMPs create multiple completion dates for purposes of calculating liquidated damages or otherwise.
2. **Final Exhibits**. Exhibits A, B, C, D, E, F and G, attached hereto and incorporated herein by reference are the final exhibits to the Agreement. This Authorization for Construction and Amendment shall serve as Exhibit A to the Agreement. Exhibit G is hereby deleted and shall have no force or effect.
3. **Phase 2 of the Work**. Construction Manager shall commence Phase 2 (masonry, roofing, curtainwall, exterior weatherproofing, rainscreen, mechanical, electrical, plumbing, elevators, and fire protection) of the Work within ten (10) calendar days after the date indicated on the Notice to Proceed or once the building permit is received, whichever date is the latter.
4. **Time for Performance**. The date of Substantial Completion shall be: **646 days from the date of execution of GMP 1**. The date of Final Completion shall be in accordance with the Project Schedule.
5. **Trade Contracts**. In accordance with Section 3.6.1.8 of the Agreement, the Construction Manager shall award Trade Contracts representing ninety percent (90%) or more of the Cost of the Work for Phase 2 within **ninety (90)** days of issuance of the Notice to Proceed for Construction Services.
6. **GMP**. The Construction Manager's Guaranteed Maximum Price ("GMP") proposal dated February 26, 2020 **for Phase 2 of the Work**, attached hereto and incorporated herein, is accepted by the Owner. The elements of the GMP as described in Section 3.5.1 (ii) of the Agreement are as found in Exhibit D.
7. **Ratification**. Except as modified hereby, all of the terms, covenants, and conditions of the Agreement shall remain in full force and effect and are hereby ratified and affirmed.
8. **Conflict**. In the event of a conflict between the terms of this Amendment and the Contract for Construction, the terms of this Amendment shall control.

9. **Capitalized Terms.** All capitalized terms used herein but not expressly defined herein shall have the meaning ascribed thereto in the Agreement.

Choice of Law and Venue. This Authorization for Construction and Amendment and any further amendments to the Agreement are governed by the law of Florida. Venue for any action arising from this Authorization for Construction and Amendment or any successive amendment will be exclusively in the state courts of Polk County, Florida.

IN WITNESS WHEREOF, the parties have affixed their signatures, effective on the date first written above.

UNIVERSITY:

The Florida Polytechnic University
Board of Trustees

Signature

Dr. Randy Avent
Print Name

Date

CONTRACTOR:

Skanska USA Building Inc.

Signature

Print Name

Date

Approved as to form and legality:

BY: David J. Brunell
Florida Poly Attorney

DATE: February 12, 2020

Approved by University Board of Trustees

DATE: _____

DRAWINGS & SKETCHES, SPECIFICATIONS, ADDENDA and OTHER DOCUMENTS

The Contract Documents include the following documents:

Drawings & Sketches

Drawing or Sketch No.	Description	Rev No.	Date
	GENERAL		
G000	COVER SHEET	CD (Permit)	11.01.19
G001	DRAWING INDEX	CD (Permit)	11.01.19
G002	GENERAL NOTES, ABBREVIATION, SYMBOLS & LOCATION MAP	CD (Permit)	11.01.19
G004	RESTROOM AND MOUNTING HEIGHT DIAGRAMS	CD (Permit)	11.01.19
G005	REGULATORY SIGNAGE DIAGRAMS	CD (Permit)	11.01.19
G010	CODE SUMMARY	CD (Permit)	11.01.19
G101	LIFE SAFETY PLAN – LEVEL 1	CD (Permit)	11.01.19
G102	LIFE SAFETY PLAN – LEVEL 2	CD (Permit)	11.01.19
G201	EGRESS PLAN – LEVEL 1	CD (Permit)	11.01.19
G202	EGRESS PLAN – LEVEL 2	CD (Permit)	11.01.19
	CIVIL		
C001	EXISTING CONDITIONS MAP	CD (Permit)	11.01.19
C002	DEMO & EROSION CONTROL PLAN	ASI-002	11.25.19
C003	SITE PLAN	RFI #28	12.20.19
C004	PAVING, GRADING & DRAINAGE PLAN	ASI-002	11.25.19
C005	UTILITY PLAN	ASI-002	11.25.19
C006	GENERAL CONSTRUCTION DETAILS & NOTES	ASI-002	11.25.19
C007	COL UTILITY NOTES	ASI-002	11.25.19
C008	WATER DETAILS	ASI-002	11.25.19
C009	WASTEWATER DETAILS	ASI-002	11.25.19
C010	SWPPP	ASI-002	11.25.19
	LANDSCAPE		
L100	SITE PLAN	RFI #24	12.12.19
L101	ENTRY PLAZA ENLARGEMENT	CD (Permit)	11.01.19
L102	SIDE ENTRANCE ENLARGEMENTS	CD (Permit)	11.01.19
L140	SITE DETAILS	CD (Permit)	11.01.19
L300	SOILS PLAN	CD (Permit)	11.01.19
L301	PLANTING PLAN	CD (Permit)	11.01.19

L340	PLANTING DETAILS	CD (Permit)	11.01.19
L400	IRRIGATION PLAN	CD (Permit)	11.01.19
	STRUCTURE		
S001	GENERAL STRUCTURAL NOTES	60% CD	8.15.19
S102	THRESHOLD INSPECTION PLAN	ASI-001	10.18.19
S103	STRUCTURAL SYMBOLS AND NOTATIONS	60% CD	8.15.19
S104	CLASSES OF CONCRETE MATRIX AND COVER REQUIREMENTS	60% CD	8.15.19
S105	GENERAL REINFORCEMENT INFORMATION	60% CD	8.15.19
S121	LOAD KEY PLANS	ASI-001	10.18.19
S130	COMPONENTS AND CLADDING WIND PRESSURE DIAGRAMS	ASI-001	10.18.19
S131	COMPONENTS AND CLADDING WIND PRESSURE ELEVATIONS	ASI-001	10.18.19
S141	3D REPRESENTATIONS	ASI-001	10.18.19
S201	FOUNDATION PLAN	ASI-003	11.21.19
S201A	FOUNDATION PLAN – LEVEL 1A (PARTIAL PLAN)	ASI-003	11.21.19
S201B	FOUNDATION PLAN – LEVEL 1B (PARTIAL PLAN)	ASI-001	10.18.19
S201C	FOUNDATION PLAN – LEVEL 1C (PARTIAL PLAN)	ASI-001	10.18.19
S201D	FOUNDATION PLAN – LEVEL 1D (PARTIAL PLAN)	ASI-003	11.21.19
S201E	FOUNDATION PLAN – LEVEL 1E (PARTIAL PLAN)	ASI-003	11.21.19
S202	SECOND FLOOR FRAMING PLAN	ASI-003	11.21.19
S202A	SECOND FLOOR – LEVEL 2A (PARTIAL PLAN)	ASI-003	11.21.19
S202B	SECOND FLOOR – LEVEL 2B (PARTIAL PLAN)	ASI-001	10.18.19
S202C	SECOND FLOOR – LEVEL 2C (PARTIAL PLAN)	ASI-003	11.21.19
S202D	SECOND FLOOR – LEVEL 2D (PARTIAL PLAN)	ASI-001	10.18.19
S202E	SECOND FLOOR – LEVEL 2E (PARTIAL PLAN)	ASI-003	11.21.19
S203	ROOF FRAMING PLAN	ASI-003	11.21.19
S203A	ROOF PLAN – AREA A (PARTIAL PLAN)	ASI-003	11.21.19
S203B	ROOF PLAN – AREA B (PARTIAL PLAN)	ASI-001	10.18.19
S203C	ROOF PLAN – AREA C (PARTIAL PLAN)	ASI-003	11.21.19
S203D	ROOF PLAN – AREA D (PARTIAL PLAN)	ASI-001	10.18.19
S203E	ROOF PLAN – AREA E (PARTIAL PLAN)	ASI-003	11.21.19
S301	BRACED FRAME ELEVATIONS	ASI-001	10.18.19
S302	BRACED FRAME ELEVATIONS	60% CD	8.15.19
S303	BRACED FRAME ELEVATIONS	ASI-001	10.18.19
S304	TRUSS ELEVATIONS	60% CD	8.15.19
S401	FOUNDATION TYPICAL DETAILS	60% CD	8.15.19
S402	FOUNDATION TYPICAL DETAILS	60% CD	8.15.19
S411	FOUNDATION DETAILS	ASI-003	11.21.19
S412	FOUNDATON DETAILS	ASI-003	11.21.19
S501	FRAMING TYPICAL DETAILS	60% CD	8.15.19

S502	FRAMING TYPICAL DETAILS	60% CD	8.15.19
S503	FRAMING TYPICAL DETAILS	ASI-001	10.18.19
S504	FRAMING TYPICAL DETAILS	60% CD	8.15.19
S505	MASONRY TYPICAL DETAILS	ASI-001	10.18.19
S511	FRAMING DETAILS	ASI-001	10.18.19
S512	FRAMING DETAILS	ASI-001	10.18.19
S513	FRAMING DETAILS	ASI-003	11.21.19
S514	FRAMING DETAILS	ASI-003	11.21.19
S515	FRAMING DETAILS	ASI-003	11.21.19
S516	FRAMING DETAILS	ASI-003	11.21.19
S517	FRAMING DETAILS	ASI-003	11.21.19
S518	FRAMING DETAILS	ASI-003	11.21.19
S519	FRAMING DETAILS	ASI-003	11.21.19
S520	STAIR SECTIONS AND DETAILS	ASI-001	10.18.19
S530	ELEVATOR SECTIONS AND DETAILS	ASI-001	10.18.19
S540	CLADDING STEEL ELEVATIONS	ASI-003	11.21.19
S541	CLADDING STEEL ELEVATIONS	ASI-003	11.21.19
S542	CLADDING STEEL ELEVATIONS	60% CD	8.15.19
S543	CLADDING STEEL ELEVATIONS	ASI-003	11.21.19
S550	TRUSS DETAILS	ASI-003	11.21.19
	ARCHITECTURE		
A001	ARCHITECTURAL SITE PLAN	CD (Permit)	11.01.19
A002	BUILDING FOOTPRINT	CD (Permit)	11.01.19
A003	BUILDING GEOMETRY PLAN	CD (Permit)	11.01.19
A005	RADON MITIGATION PLAN	CD (Permit)	11.01.19
A101	COMPOSITE PLAN – LEVEL 1	CD (Permit)	11.01.19
A102	COMPOSITE PLAN – LEVEL 2	CD (Permit)	11.01.19
A103	COMPOSITE PLAN – ROOF	CD (Permit)	11.01.19
A201A	FLOOR PLAN – LEVEL 1A (PARTIAL PLAN)	CD (Permit)	11.01.19
A201B	FLOOR PLAN – LEVEL 1B (PARTIAL PLAN)	CD (Permit)	11.01.19
A201C	FLOOR PLAN – LEVEL 1C (PARTIAL PLAN)	CD (Permit)	11.01.19
A201D	FLOOR PLAN – LEVEL 1D (PARTIAL PLAN)	CD (Permit)	11.01.19
A201E	FLOOR PLAN – LEVEL 1E (PARTIAL PLAN)	CD (Permit)	11.01.19
A202A	FLOOR PLAN – LEVEL 2A (PARTIAL PLAN)	CD (Permit)	11.01.19
A202B	FLOOR PLAN – LEVEL 2B (PARTIAL PLAN)	CD (Permit)	11.01.19
A202C	FLOOR PLAN – LEVEL 2C (PARTIAL PLAN)	CD (Permit)	11.01.19
A202D	FLOOR PLAN – LEVEL 2D (PARTIAL PLAN)	CD (Permit)	11.01.19
A202E	FLOOR PLAN – LEVEL 2E (PARTIAL PLAN)	CD (Permit)	11.01.19
A203A	ROOF PLAN – AREA A (PARTIAL PLAN)	CD (Permit)	11.01.19
A203B	ROOF PLAN – AREA B (PARTIAL PLAN)	CD (Permit)	11.01.19
A203C	ROOF PLAN – AREA C (PARTIAL PLAN)	CD (Permit)	11.01.19

A203D	ROOF PLAN – AREA D (PARTIAL PLAN)	CD (Permit)	11.01.19
A203E	ROOF PLAN – AREA E (PARTIAL PLAN)	CD (Permit)	11.01.19
A221	COMPOSITE FINISH PLAN – LEVEL 1	CD (Permit)	11.01.19
A221A	FINISH PLAN – LEVEL 1A (PARTIAL PLAN)	CD (Permit)	11.01.19
A221B	FINISH PLAN – LEVEL 1B (PARTIAL PLAN)	CD (Permit)	11.01.19
A221C	FINISH PLAN – LEVEL 1C (PARTIAL PLAN)	CD (Permit)	11.01.19
A221D	FINISH PLAN – LEVEL 1D (PARTIAL PLAN)	CD (Permit)	11.01.19
A221E	FINISH PLAN – LEVEL 1E (PARTIAL PLAN)	CD (Permit)	11.01.19
A222	COMPOSITE FINISH PLAN – LEVEL 2	CD (Permit)	11.01.19
A222A	FINISH PLAN – LEVEL 2A (PARTIAL PLAN)	CD (Permit)	11.01.19
A222B	FINISH PLAN – LEVEL 2B (PARTIAL PLAN)	CD (Permit)	11.01.19
A222C	FINISH PLAN – LEVEL 2C (PARTIAL PLAN)	CD (Permit)	11.01.19
A222D	FINISH PLAN – LEVEL 2D (PARTIAL PLAN)	CD (Permit)	11.01.19
A222E	FINISH PLAN – LEVEL 2E (PARTIAL PLAN)	CD (Permit)	11.01.19
A231	LEVEL 1 FURNITURE PLAN	CD (Permit)	11.01.19
A231A	FURNITURE PLAN – LEVEL 1A (PARTIAL PLAN)	CD (Permit)	11.01.19
A231B	FURNITURE PLAN – LEVEL 1B (PARTIAL PLAN)	CD (Permit)	11.01.19
A231C	FURNITURE PLAN – LEVEL 1C (PARTIAL PLAN)	CD (Permit)	11.01.19
A231D	FURNITURE PLAN – LEVEL 1D (PARTIAL PLAN)	CD (Permit)	11.01.19
A231E	FURNITURE PLAN – LEVEL 1E (PARTIAL PLAN)	CD (Permit)	11.01.19
A232	LEVEL 2 FURNITURE PLAN	CD (Permit)	11.01.19
A232A	FURNITURE PLAN – LEVEL 2A (PARTIAL PLAN)	CD (Permit)	11.01.19
A232B	FURNITURE PLAN – LEVEL 2B (PARTIAL PLAN)	CD (Permit)	11.01.19
A232C	FURNITURE PLAN – LEVEL 2C (PARTIAL PLAN)	CD (Permit)	11.01.19
A232D	FURNITURE PLAN – LEVEL 2D (PARTIAL PLAN)	CD (Permit)	11.01.19
A232E	FURNITURE PLAN – LEVEL 2E (PARTIAL PLAN)	CD (Permit)	11.01.19
A301	COMPOSITE REFLECTED CEILING PLAN – LEVEL 1	CD (Permit)	11.01.19
A301A	REFLECTED CEILING PLAN – LEVEL 1A (PARTIAL PLAN)	CD (Permit)	11.01.19
A301B	REFLECTED CEILING PLAN – LEVEL 1B (PARTIAL PLAN)	CD (Permit)	11.01.19
A301C	REFLECTED CEILING PLAN – LEVEL 1C (PARTIAL PLAN)	CD (Permit)	11.01.19
A301D	REFLECTED CEILING PLAN – LEVEL 1D (PARTIAL PLAN)	CD (Permit)	11.01.19
A301E	REFLECTED CEILING PLAN – LEVEL 1E (PARTIAL PLAN)	CD (Permit)	11.01.19
A302	COMPOSITE REFLECTED CEILING PLAN – LEVEL 2	CD (Permit)	11.01.19
A302A	REFLECTED CEILING PLAN – LEVEL 2A (PARTIAL PLAN)	CD (Permit)	11.01.19
A302B	REFLECTED CEILING PLAN – LEVEL 2B (PARTIAL PLAN)	CD (Permit)	11.01.19
A302C	REFLECTED CEILING PLAN – LEVEL 2C (PARTIAL PLAN)	CD (Permit)	11.01.19

A302D	REFLECTED CEILING PLAN – LEVEL 2D (PARTIAL PLAN)	CD (Permit)	11.01.19
A302E	REFLECTED CEILING PLAN – LEVEL 2E (PARTIAL PLAN)	CD (Permit)	11.01.19
A401	ENLARGED STAIR PLAN	CD (Permit)	11.01.19
A402	ENLARGED STAIR PLAN	CD (Permit)	11.01.19
A421	ENLARGED ELEVATOR HOISTWAY PLAN	CD (Permit)	11.01.19
A422	ENLARGED ELEVATOR PLAN & ELEVATIONS	CD (Permit)	11.01.19
A431	ENLARGED RESTROOM PLAN	CD (Permit)	11.01.19
A433	ENLARGED PLANS	CD (Permit)	11.01.19
A501	AXONOMETRIC	CD (Permit)	11.01.19
A502	AXONOMETRIC	CD (Permit)	11.01.19
A503	NORTH AND SOUTH ELEVATIONS	CD (Permit)	11.01.19
A504	EAST AND WEST ELEVATION	CD (Permit)	11.01.19
A505	PARTIAL EXTERIOR ELEVATION – NORTH	CD (Permit)	11.01.19
A506	PARTIAL EXTERIOR ELEVATION – ENTRY PLAZA	CD (Permit)	11.01.19
A507	PARTIAL EXTERIOR ELEVATION – SOUTH – EAST	CD (Permit)	11.01.19
A521	CURTAIN WALL ELEVATIONS	CD (Permit)	11.01.19
A522	CURTAIN WALL ELEVATIONS	CD (Permit)	11.01.19
A523	CURTAIN WALL ELEVATIONS	CD (Permit)	11.01.19
A524	CURTAIN WALL ELEVATIONS	CD (Permit)	11.01.19
A559	ENVELOPE PANEL LAYOUT AND DETAILS	CD (Permit)	11.01.19
A560	LOUVER ELEVATIONS	CD (Permit)	11.01.19
A601	INTERIOR ELEVATIONS	CD (Permit)	11.01.19
A602	INTERIOR ELEVATIONS – RESTROOMS	CD (Permit)	11.01.19
A605	INTERIOR GLAZING ELEVATIONS	CD (Permit)	11.01.19
A606	INTERIOR GLAZING ELEVATIONS	CD (Permit)	11.01.19
A607	INTERIOR GLAZING ELEVATIONS	CD (Permit)	11.01.19
A608	INTERIOR GLAZING ELEVATIONS	CD (Permit)	11.01.19
A701	BUILDING SECTIONS	CD (Permit)	11.01.19
A702	BUILDING SECTIONS	CD (Permit)	11.01.19
A703	BUILDING SECTIONS	CD (Permit)	11.01.19
A711	WALL SECTIONS	CD (Permit)	11.01.19
A712	WALL SECTIONS	CD (Permit)	11.01.19
A713	WALL SECTIONS	CD (Permit)	11.01.19
A714	WALL SECTIONS	CD (Permit)	11.01.19
A715	WALL SECTIONS	CD (Permit)	11.01.19
A716	WALL SECTIONS	CD (Permit)	11.01.19
A717	WALL SECTIONS	CD (Permit)	11.01.19
A718	WALL SECTIONS	CD (Permit)	11.01.19
A720	WALL SECTIONS	CD (Permit)	11.01.19
A751	STAIR SECTIONS	CD (Permit)	11.01.19
A752	STAIR SECTIONS	CD (Permit)	11.01.19

A801	PLAN DETAILS	CD (Permit)	11.01.19
A802	PLAN DETAILS	CD (Permit)	11.01.19
A803	PLAN DETAILS	CD (Permit)	11.01.19
A804	PLAN DETAILS	CD (Permit)	11.01.19
A805	PLAN DETAILS	CD (Permit)	11.01.19
A806	PLAN DETAILS	CD (Permit)	11.01.19
A812	ROOFING DETAILS	CD (Permit)	11.01.19
A821	SECTION DETAILS	CD (Permit)	11.01.19
A822	SECTION DETAILS	CD (Permit)	11.01.19
A824	SECTION DETAILS	CD (Permit)	11.01.19
A825	SECTION DETAILS	CD (Permit)	11.01.19
A826	SECTION DETAILS	CD (Permit)	11.01.19
A827	SECTION DETAIL	RFI #30	12.20.19
A861	EXTERIOR DETAILS	CD (Permit)	11.01.19
A862	EXTERIOR DETAILS	CD (Permit)	11.01.19
A863	EXTERIOR DETAILS	CD (Permit)	11.01.19
A864	EXTERIOR DETAILS	RFI #23	12.12.19
A871	SAWTOOTH DETAIL	CD (Permit)	11.01.19
A872	SAWTOOTH DETAILS	CD (Permit)	11.01.19
A899	ENVELOPE MOCK-UP	CD (Permit)	11.01.19
A900	FINISH LEGEND	RFI #20	11.26.19
A901	EQUIPMENT SCHEDULES	CD (Permit)	11.01.19
A904	DOOR & HARDWARE SCHEDULE	CD (Permit)	11.01.19
A905	DOOR & HARDWARE SCHEDULE	CD (Permit)	11.01.19
A906	DOOR & FRAME TYPES	CD (Permit)	11.01.19
A908	HM FRAME, HOLD OPEN DOOR	CD (Permit)	11.01.19
A910	INTERIOR PARTITION TYPES	CD (Permit)	11.01.19
A911	INTERIOR PARTITION TYPES	CD (Permit)	11.01.19
A915	TYP INTERIOR GWB PTN DETAILS	CD (Permit)	11.01.19
A916	INTERIOR PLAN DETAILS	CD (Permit)	11.01.19
A917	INTERIOR PLAN DETAILS	CD (Permit)	11.01.19
A918	INTERIOR PLAN DETAILS	CD (Permit)	11.01.19
A919	DRINKING FOUNTAIN PLAN DETAILS	CD (Permit)	11.01.19
A921	FLOOR TRANSITION DETAILS	CD (Permit)	11.01.19
A941	FRAMING DETAILS	CD (Permit)	11.01.19
A942	CEILING DETAILS	CD (Permit)	11.01.19
A943	CEILING DETAILS	CD (Permit)	11.01.19
A944	CEILING DETAILS	CD (Permit)	11.01.19
A945	CEILING DETAILS	CD (Permit)	11.01.19
A946	CEILING DETAILS	CD (Permit)	11.01.19
A951	EXIT STAIR DETAILS	CD (Permit)	11.01.19
A952	EXIT/COMMUNICATING STAIR DETAILS	CD (Permit)	11.01.19
A953	EXIT/COMMUNICATING STAIR DETAILS	CD (Permit)	11.01.19
A954	EXIT/COMMUNICATING STAIR DETAILS	CD (Permit)	11.01.19

A971	MILLWORK DETAILS	CD (Permit)	11.01.19
	LAB EQUIPMENT		
QL001	DRAWING INDEX, GENERAL NOTES, SYMBOLS	CD (Permit)	11.01.19
QL003	TYPICAL CASEWORK – 1	CD (Permit)	11.01.19
QL004	TYPICAL CASEWORK – 2	CD (Permit)	11.01.19
QL005	TYPICAL CASEWORK – 3	CD (Permit)	11.01.19
QL007	TYPICAL CASEWORK – 4	CD (Permit)	11.01.19
QL101	COMPOSITE FLOOR PLAN – LEVEL 1	CD (Permit)	11.01.19
QL102	COMPOSITE FLOOR PLAN – LEVEL 2	CD (Permit)	11.01.19
QL401	ENLARGED PLAN – LEVEL 1 MACHINE SHOPS	CD (Permit)	11.01.19
QL402	ENLARGED PLAN – LEVEL 1 BOH	CD (Permit)	11.01.19
QL403	ENLARGED PLAN – LEVEL 1 WET LABS	CD (Permit)	11.01.19
QL404	ENLARGED PLAN – LEVEL 2 RESEARCH LABS	CD (Permit)	11.01.19
QL601	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL602	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL603	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL604	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL605	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL606	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL607	INTERIOR LAB ELEVATIONS	CD (Permit)	11.01.19
QL901	TYPICAL LABORATORY DETAILS	CD (Permit)	11.01.19
QL902	MISCELLANEOUS LAB DETAILS	CD (Permit)	11.01.19
QL903	MISCELLANEOUS LAB DETAILS	CD (Permit)	11.01.19
	FIRE PROTECTION		
FP001	FIRE PROTECTION LEGEND, SYMBOLS AND ABBREVIATION	CD (Permit)	11.01.19
FP101	FIRE PROTECTION UNDERGROUND PLAN	CD (Permit)	11.01.19
FP201	FIRE PROTECTION FLOOR PLAN – LEVEL 1	CD (Permit)	11.01.19
FP202	FIRE PROTECTION FLOOR PLAN – LEVEL 2	CD (Permit)	11.01.19
	PLUMBING		
P001	PLUMBING LEGEND, SYMBOLS AND ABBREVIATIONS	CD (Permit)	11.01.19
P101	PLUMBING UNDERGROUND PLAN	ASI-002	11.25.19
P200A	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 0A	CD (Permit)	11.01.19
P200B	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 0B	RFI 015	11.20.19

P200C	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 0C	CD (Permit)	11.01.19
P200D	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 0D	CD (Permit)	11.01.19
P200E	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 0E	CD (Permit)	11.01.19
P201A	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 1A	RFI 015	11.20.19
P201B	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 1B	RFI 015	11.20.19
P201C	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 1C	CD (Permit)	11.01.19
P201D	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 1D	CD (Permit)	11.01.19
P201E	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 1E	CD (Permit)	11.01.19
P202A	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 2A	CD (Permit)	11.01.19
P202B	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 2B	RFI 015	11.20.19
P202C	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 2C	CD (Permit)	11.01.19
P202D	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 2D	CD (Permit)	11.01.19
P202E	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS LEVEL 2E	CD (Permit)	11.01.19
P203	PLUMBING FLOOR PLAN – GRAVITY SYSTEMS ROOF	RFI 015	11.20.19
P301A	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 1A	CD (Permit)	11.01.19
P301B	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 1B	RFI 015	11.20.19
P301C	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 1C	CD (Permit)	11.01.19
P301D	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 1D	CD (Permit)	11.01.19
P301E	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 1E	CD (Permit)	11.01.19
P302A	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 2A	CD (Permit)	11.01.19
P302B	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 2B	RFI 015	11.20.19
P302C	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 2C	CD (Permit)	11.01.19
P302D	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 2D	CD (Permit)	11.01.19

P302E	PLUMBING FLOOR PLAN – PRESSURE SYSTEMS LEVEL 2E	CD (Permit)	11.01.19
P400	PLUMBING ENLARGED FLOOR PLANS	CD (Permit)	11.01.19
P401	PLUMBING ENLARGED LAB LEVEL 1 FLOOR PLANS	CD (Permit)	11.01.19
P402	PLUMBING ENLARGED LEVEL 2 FLOOR PLANS	RFI 015	11.20.19
P403	PLUMBING ENLARGED LEVEL 2 FLOOR PLANS	CD (Permit)	11.01.19
P505	PLUMBING PURE WATER SOURCE EQUIPMENT DIAGRAM	CD (Permit)	11.01.19
P506	PLUMBING PURE WATER FLOW DIAGRAM	CD (Permit)	11.01.19
P507	PLUMBING WASTE / VENT RISER DIAGRAM	CD (Permit)	11.01.19
P508	PLUMBING NATURAL GAS RISER DIAGRAM	CD (Permit)	11.01.19
P801	DETAILS	CD (Permit)	11.01.19
P802	DETAILS	CD (Permit)	11.01.19
P900	SCHEDULES	RFI 015	11.20.19
	MECHANICAL		
M001	LEGENDS, SYMBOLS AND ABBREVIATIONS	CD (Permit)	11.01.19
M101	MECHANICAL SITE PLAN	CD (Permit)	11.01.19
M201	DUCTWORK COMPOSITE PLAN – LEVEL 1	CD (Permit)	11.01.19
M201A	DUCTWORK FLOOR PLAN – LEVEL 1A	CD (Permit)	11.01.19
M201B	DUCTWORK FLOOR PLAN – LEVEL 1B	CD (Permit)	11.01.19
M201C	DUCTWORK FLOOR PLAN – LEVEL 1C	CD (Permit)	11.01.19
M201D	DUCTWORK FLOOR PLAN – LEVEL 1D	CD (Permit)	11.01.19
M201E	DUCTWORK FLOOR PLAN – LEVEL 1E	CD (Permit)	11.01.19
M202	DUCTWORK COMPOSITE PLAN – LEVEL 2	CD (Permit)	11.01.19
M202A	DUCTWORK FLOOR PLAN – LEVEL 2A	CD (Permit)	11.01.19
M202B	DUCTWORK FLOOR PLAN – LEVEL 2B	CD (Permit)	11.01.19
M202C	DUCTWORK FLOOR PLAN – LEVEL 2C	CD (Permit)	11.01.19
M202D	DUCTWORK FLOOR PLAN – LEVEL 2D	CD (Permit)	11.01.19
M202E	DUCTWORK FLOOR PLAN – LEVEL 2E	CD (Permit)	11.01.19
M211	PIPING COMPOSITE FLOOR PLAN – LEVEL 1	CD (Permit)	11.01.19
M211A	PIPING FLOOR PLAN – LEVEL 1A	CD (Permit)	11.01.19
M211B	PIPING FLOOR PLAN – LEVEL 1B	CD (Permit)	11.01.19
M211C	PIPING FLOOR PLAN – LEVEL 1C	CD (Permit)	11.01.19
M211D	PIPING FLOOR PLAN – LEVEL 1D	CD (Permit)	11.01.19
M211E	PIPING FLOOR PLAN – LEVEL 1E	CD (Permit)	11.01.19
M212	PIPING COMPOSITE FLOOR PLAN – LEVEL 2	CD (Permit)	11.01.19
M212A	PIPING FLOOR PLAN – LEVEL 2A	CD (Permit)	11.01.19
M212B	PIPING FLOOR PLAN – LEVEL 2B	CD (Permit)	11.01.19
M212C	PIPING FLOOR PLAN – LEVEL 2C	CD (Permit)	11.01.19
M212D	PIPING FLOOR PLAN – LEVEL 2D	CD (Permit)	11.01.19
M212E	PIPING FLOOR PLAN – LEVEL 2E	CD (Permit)	11.01.19
M223	MECHANICAL COMPOSITE PLAN - ROOF	CD (Permit)	11.01.19

M223A	MECHANICAL ROOF PLAN – LEVEL 3A	CD (Permit)	11.01.19
M223C	MECHANICAL ROOF PLAN – LEVEL 3C	CD (Permit)	11.01.19
M401	ENLARGED MECHANICAL PLANS & SECTIONS – MER M102	CD (Permit)	11.01.19
M402	ENLARGED MECHANICAL PLANS & SECTIONS – MER M100	CD (Permit)	11.01.19
M501	AIR FLOW DIAGRAM	CD (Permit)	11.01.19
M502	CHILLED WATER FLOW DIAGRAM	CD (Permit)	11.01.19
M503	HEATING HOT WATER FLOW DIAGRAM	CD (Permit)	11.01.19
M701A	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M701B	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M702A	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M702B	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M703	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M704	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M705	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M706	MECHANICAL CONTROLS DIAGRAM	CD (Permit)	11.01.19
M707	MECHANICAL CONTROLS DIAGRAMS	CD (Permit)	11.01.19
M708	MECHANICAL CONTROLS DIAGRAMS	CD (Permit)	11.01.19
M709	MECHANICAL CONTROLS DIAGRAMS	CD (Permit)	11.01.19
M710	MECHANICAL CONTROLS DIAGRAMS	CD (Permit)	11.01.19
M711	MECHANICAL CONTROLS DIAGRAMS	CD (Permit)	11.01.19
M712	MECHANICAL CONTROLS DIAGRAMS	CD (Permit)	11.01.19
M801	MECHANICAL DETAILS	CD (Permit)	11.01.19
M802	MECHANICAL DETAILS	CD (Permit)	11.01.19
M803	MECHANICAL DETAILS	CD (Permit)	11.01.19
M901	MECHANICAL SCHEDULES	CD (Permit)	11.01.19
M902	MECHANICAL SCHEDULES	CD (Permit)	11.01.19
M903	MECHANICAL SCHEDULES	CD (Permit)	11.01.19
M904	MECHANICAL SCHEDULES	CD (Permit)	11.01.19
	ELECTRICAL		
E001	LEGEND, SYMBOLS AND ABBREVIATIONS	CD (Permit)	11.01.19
E101	UNDERGROUD	ASI-002	11.25.19
E102	POWER SITE PLAN	CD (Permit)	11.01.19
E103	LIGHTING SITE PLAN	CD (Permit)	11.01.19
E104	LIGHTNING PROTECTION PLAN	CD (Permit)	11.01.19
E201A	LIGHTING FLOOR PLAN – LEVEL 1A	CD (Permit)	11.01.19
E201B	LIGHTING FLOOR PLAN – LEVEL 1B	CD (Permit)	11.01.19
E201C	LIGHTING FLOOR PLAN – LEVEL 1C	CD (Permit)	11.01.19
E201D	LIGHTING FLOOR PLAN – LEVEL 1D	CD (Permit)	11.01.19
E201E	LIGHTING FLOOR PLAN – LEVEL 1E	CD (Permit)	11.01.19
E202A	LIGHTING FLOOR PLAN – LEVEL 2A	CD (Permit)	11.01.19

E202B	LIGHTING FLOOR PLAN – LEVEL 2B	CD (Permit)	11.01.19
E202C	LIGHTING FLOOR PLAN – LEVEL 2C	CD (Permit)	11.01.19
E202D	LIGHTING FLOOR PLAN – LEVEL 2D	CD (Permit)	11.01.19
E202E	LIGHTING FLOOR PLAN – LEVEL 2E	CD (Permit)	11.01.19
E211A	POWER FLOOR PLAN – LEVEL 1A	CD (Permit)	11.01.19
E211B	POWER FLOOR PLAN – LEVEL 1B	CD (Permit)	11.01.19
E211C	POWER FLOOR PLAN – LEVEL 1C	CD (Permit)	11.01.19
E211D	POWER FLOOR PLAN – LEVEL 1D	CD (Permit)	11.01.19
E211E	POWER FLOOR PLAN – LEVEL 1E	CD (Permit)	11.01.19
E212A	POWER FLOOR PLAN – LEVEL 2A	CD (Permit)	11.01.19
E212B	POWER FLOOR PLAN – LEVEL 2B	CD (Permit)	11.01.19
E212C	POWER FLOOR PLAN – LEVEL 2C	CD (Permit)	11.01.19
E212D	POWER FLOOR PLAN – LEVEL 2D	CD (Permit)	11.01.19
E212E	POWER FLOOR PLAN – LEVEL 2E	CD (Permit)	11.01.19
E213C	POWER ROOF PLAN	CD (Permit)	11.01.19
E221A	FIRE ALARM FLOOR PLAN – LEVEL 1A	CD (Permit)	11.01.19
E221B	FIRE ALARM FLOOR PLAN – LEVEL 1B	CD (Permit)	11.01.19
E221C	FIRE ALARM FLOOR PLAN – LEVEL 1C	CD (Permit)	11.01.19
E221D	FIRE ALARM FLOOR PLAN – LEVEL 1D	CD (Permit)	11.01.19
E221E	FIRE ALARM FLOOR PLAN – LEVEL 1E	CD (Permit)	11.01.19
E222A	FIRE ALARM FLOOR PLAN – LEVEL 2A	CD (Permit)	11.01.19
E222B	FIRE ALARM FLOOR PLAN – LEVEL 2B	CD (Permit)	11.01.19
E222C	FIRE ALARM FLOOR PLAN – LEVEL 2C	CD (Permit)	11.01.19
E222D	FIRE ALARM FLOOR PLAN – LEVEL 2D	CD (Permit)	11.01.19
E222E	FIRE ALARM FLOOR PLAN – LEVEL 2E	CD (Permit)	11.01.19
E401	ENLARGED LAB FLOOR PLANS – LEVEL 1	CD (Permit)	11.01.19
E402	ENLARGED LAB FLOOR PLANS – LEVEL 1	CD (Permit)	11.01.19
E403	ENLARGED LAB FLOOR PLANS – LEVEL 2	CD (Permit)	11.01.19
E404	ENLARGED LAB FLOOR PLANS – LEVEL 2	CD (Permit)	11.01.19
E405	ENLARGED LAB FLOOR PLANS – LEVEL 2	CD (Permit)	11.01.19
E406	ENLARGED ELEC FLOOR PLANS	CD (Permit)	11.01.19
E501	POWER RISER DIAGRAM	CD (Permit)	11.01.19
E502	GROUNDING RISER DIAGRAM	CD (Permit)	11.01.19
E503	FIRE ALARM RISER DIAGRAM	CD (Permit)	11.01.19
E801	DETAILS	CD (Permit)	11.01.19
E802	DETAILS	CD (Permit)	11.01.19
E803	DETAILS	CD (Permit)	11.01.19
E804	LIGHTING PROTECTION DETAILS	CD (Permit)	11.01.19
E901	POWER FEEDER & EQUIPMENT SCHEDULES	CD (Permit)	11.01.19
E902	SCHEDULE	CD (Permit)	11.01.19
E903	PANEL SCHEDULES	CD (Permit)	11.01.19
E904	PANEL SCHEDULES	CD (Permit)	11.01.19
E905	PANEL SCHEDULES	CD (Permit)	11.01.19
E906	PANEL SCHEDULES	CD (Permit)	11.01.19

E907	PANEL SCHEDULES	CD (Permit)	11.01.19
E908	PANEL SCHEDULES	CD (Permit)	11.01.19
E909	PANEL SCHEDULES	CD (Permit)	11.01.19
E910	PANEL SCHEDULES	CD (Permit)	11.01.19
E911	PANEL SCHEDULES	CD (Permit)	11.01.19
E912	PANEL SCHEDULES	CD (Permit)	11.01.19
	TECHNOLOGY		
T001	TECHNOLOGY LEGEND, SYMBOLS AND ABBREVIATION	CD (Permit)	11.01.19
T101	TECHNOLOGY SITE PLAN	ASI-002	11.25.19
T201	TECHNOLOGY FLOOR PLAN – LEVEL 1 OVERALL	CD (Permit)	11.01.19
T201A	TECHNOLOGY FLOOR PLAN – LEVEL 1A	CD (Permit)	11.01.19
T201B	TECHNOLOGY FLOOR PLAN – LEVEL 1B	CD (Permit)	11.01.19
T201C	TECHNOLOGY FLOOR PLAN – LEVEL 1C	CD (Permit)	11.01.19
T201D	TECHNOLOGY FLOOR PLAN – LEVEL 1D	CD (Permit)	11.01.19
T201E	TECHNOLOGY FLOOR PLAN – LEVEL 1E	CD (Permit)	11.01.19
T202	TECHNOLOGY FLOOR PLAN – LEVEL 2 OVERALL	CD (Permit)	11.01.19
T202A	TECHNOLOGY FLOOR PLAN – LEVEL 2A	CD (Permit)	11.01.19
T202B	TECHNOLOGY FLOOR PLAN – LEVEL 2B	CD (Permit)	11.01.19
T202C	TECHNOLOGY FLOOR PLAN – LEVEL 2C	CD (Permit)	11.01.19
T202D	TECHNOLOGY FLOOR PLAN – LEVEL 2D	CD (Permit)	11.01.19
T202E	TECHNOLOGY FLOOR PLAN – LEVEL 2E	CD (Permit)	11.01.19
T401	TECHNOLOGY ENLARGED PLANS	CD (Permit)	11.01.19
T402	TECHNOLOGY ENLARGED PLANS	CD (Permit)	11.01.19
T501	TECHNOLOGY RISER DIAGRAMS	CD (Permit)	11.01.19
T801	TECHNOLOGY DETAILS	CD (Permit)	11.01.19
T802	TECHNOLOGY DETAILS	CD (Permit)	11.01.19
T803	TECHNOLOGY DETAILS	CD (Permit)	11.01.19
T901	TECHNOLOGY SCHEDULES	CD (Permit)	11.01.19
	AUDIO VISUAL		
TEAV000	AV INFRASTRUCTURE SYMBOLS AND NOTES	CD (Permit)	11.01.19
TEAV001	AV INFRASTRUCTURE STANDARD DETAILS	CD (Permit)	11.01.19
TEAV101A	AV INFRASTRUCTURE PLAN – LEVEL 1A	CD (Permit)	11.01.19
TEAV101B	AV INFRASTRUCTURE PLAN – LEVEL 1B	CD (Permit)	11.01.19
TEAV101C	AV INFRASTRUCTURE PLAN – LEVEL 1C	CD (Permit)	11.01.19
TEAV101D	AV INFRASTRUCTURE PLAN – LEVEL 1D	CD (Permit)	11.01.19
TEAV101E	AV INFRASTRUCTURE PLAN – LEVEL 1E	CD (Permit)	11.01.19
TEAV102A	AV INFRASTRUCTURE PLAN – LEVEL 2A	CD (Permit)	11.01.19
TEAV102B	AV INFRASTRUCTURE PLAN – LEVEL 2B	CD (Permit)	11.01.19
TEAV102D	AV INFRASTRUCTURE PLAN – LEVEL 2D	CD (Permit)	11.01.19

TEAV102E	AV INFRASTRUCTURE PLAN – LEVEL 2E	CD (Permit)	11.01.19
TEAV201B	AV INFRASTRUCTURE RCP – LEVEL 1B	CD (Permit)	11.01.19
TEAV201C	AV INFRASTRUCTURE RCP – LEVEL 1C	CD (Permit)	11.01.19
TEAV201D	AV INFRASTRUCTURE RCP – LEVEL 1D	CD (Permit)	11.01.19
TEAV202A	AV INFRASTRUCTURE RCP – LEVEL 2A	CD (Permit)	11.01.19
TEAV202B	AV INFRASTRUCTURE RCP – LEVEL 2B	CD (Permit)	11.01.19
TEAV350	AV INFRASTRUCTURE – ENLARGED PLANS	CD (Permit)	11.01.19
TEAV351	AV INFRASTRUCTURE – ENLARGED PLANS	CD (Permit)	11.01.19
TEAV352	AV INFRASTRUCTURE – ENLARGED PLANS	CD (Permit)	11.01.19
TEAV353	AV INFRASTRUCTURE – ENLARGED PLANS	CD (Permit)	11.01.19
TEAV354	AV INFRASTRUCTURE – ENLARGED PLANS	CD (Permit)	11.01.19
TEAV355	AV INFRASTRUCTURE – ENLARGED PLANS	CD (Permit)	11.01.19

Specifications

Specification Section	Description	Rev No.	Date
DIV 00	PROCUREMENT AND CONTRACTING REQUIREMENTS		
00 01 01	PROJECT TITLE PAGE	CD (Permit)	11.01.19
00 01 10	TABLE OF CONTENTS	CD (Permit)	11.01.19
APPENIX A	GEOTECHNICAL DATA	CD (Permit)	11.01.19
DIV 01	GENERAL REQUIREMENTS		
01 10 00	SUMMARY	CD (Permit)	11.01.19
01 23 00	ALTERNATES	CD (Permit)	11.01.19
01 25 00	SUBSTITUTION PROCEDURES	CD (Permit)	11.01.19
01 31 00	PROJECT MANAGEMENT AND COORDINATION	CD (Permit)	11.01.19
01 32 00	CONSTRUCTION PROGRESS DOCUMENTATION	CD (Permit)	11.01.19
01 32 33	PHOTOGRAPHIC DOCUMENTATION	CD (Permit)	11.01.19
01 33 00	SUBMITTAL PROCEDURES	CD (Permit)	11.01.19
01 40 00	QUALITY REQUIREMENTS	CD (Permit)	11.01.19
01 41 00	REGULATORY REQUIREMENTS	CD (Permit)	11.01.19
01 42 00	REFERENCES	CD (Permit)	11.01.19
01 43 39	MOCK-UPS	CD (Permit)	11.01.19
01 45 29	STRUCUTRAL TESTING AND INSPECTIONS	CD (Permit)	11.01.19
01 50 00	TEMPORARY FACILITIES AND CONTROLS	CD (Permit)	11.01.19
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01 61 00	FLORIDA PRODUCT APPROVAL REQUIREMENTS	CD (Permit)	11.01.19
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01 71 23	FIELD ENGINEERING AND CONSTRUCTION SURVEYING	CD (Permit)	11.01.19
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01 74 19	CONSTRUCTION WASTE MANAGEMENT	CD (Permit)	11.01.19
01 75 50	AFFIDAVITS, BONDS AND GUARANTEES	CD (Permit)	11.01.19
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01 78 23	OPERATION AND MANITENANCE DATA	CD (Permit)	11.01.19
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01 79 00	DEMONSTRATION AND TRAINING	CD (Permit)	11.01.19
01 81 13	SUSTAINABLE DESIGN REQUIREMENTS	CD (Permit)	11.01.19
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DIV 02	EXISTING CONDITIONS		
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03 30 00	CAST-IN-PLACE CONCRETE (STRUCTUAL)	CD (Permit)	11.01.19
03 35 43. 13	POLISHED & STAINED CONCRETE FLOOR FINISHING	CD (Permit)	11.01.19
DIV 04	MASONRY		
04 22 00	STRUCTURAL REINFORCED CONCRETE UNIT MASONRY	CD (Permit)	11.01.19
DIV 05	METALS		
05 05 13	SHOP APPLIED PRIMERS FOR METALS	CD (Permit)	11.01.19
05 12 00	STRUCTURAL STEEL FRAMING (STRUCTURAL)	CD (Permit)	11.01.19
05 31 00	STEEL DECKING (STRUCTURAL)	CD (Permit)	11.01.19
05 40 00	COLD-FORMED METAL FRAMING (STRUCTURAL)	CD (Permit)	11.01.19
05 50 00	METAL FABRICATIONS	CD (Permit)	11.01.19
05 51 00	METAL STAIRS	CD (Permit)	11.01.19
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DIV 06	WOOD, PLASTICS, AND COMPOSITES		
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07 16 16	CRYSTALLINE WATERPROOFING	CD (Permit)	11.01.19
07 17 10	BENTONITE AND HYDROPHILIC WATERSTOPS	CD (Permit)	11.01.19
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07 24 19	WATER-DRAINAGE EXTERIOR INSULATION AND FINISH SYSTEMS (EFIS)	CD (Permit)	11.01.19
07 27 10	UNDER-SLAB VAPOR BARRIER	CD (Permit)	11.01.19
07 27 13	MODIFIED BITUMINOUS SHEET AIR BARRIERS	CD (Permit)	11.01.19
07 27 26	FLUID-APPLIED MEMBRANE AIR BARRIERS	CD (Permit)	11.01.19
07 42 13	ALUMINUM COMPOSITE PANELS	CD (Permit)	11.01.19
07 42 17	INSULATED – COMPOSITE BACKUP PANEL SYSTEM	CD (Permit)	11.01.19
07 42 47	ULTRA HIGH PERFORMANCE CONCRETE PANELS	CD (Permit)	11.01.19
07 54 16	KETONE ETHYLENE ESTER (KEE) ROOFING	CD (Permit)	11.01.19
07 56 00	(ALTERNATE) FLUID – APPLIED ROOFING	CD (Permit)	11.01.19
07 62 00	SHEET METAL FLASHING AND TRIM	CD (Permit)	11.01.19
07 65 00	FLEXIBLE FLASHING	CD (Permit)	11.01.19
07 71 00	ROOF SPECIALTIES	CD (Permit)	11.01.19
07 72 00	ROOF ACCESSORIES	CD (Permit)	11.01.19
07 81 00	APPLIED FIREPROOFING	CD (Permit)	11.01.19
07 81 23	INTUMESCENT FIREPROOFING	CD (Permit)	11.01.19
07 84 13	PENETRATION FIRESTOPPING	CD (Permit)	11.01.19
07 84 46	FIRE – RESISTIVE JOINT SYSTEMS	CD (Permit)	11.01.19
07 92 00	JOINT SEALANTS	CD (Permit)	11.01.19
DIV 08	DOORS AND WINDOWS		
08 11 13	HOLLOW METAL DOORS AND FRAMES	CD (Permit)	11.01.19
08 14 16	FLUSH WOOD DOORS	CD (Permit)	11.01.19
08 17 13	INTEGRATED METAL DOOR OPENING ASSEMBLIES	CD (Permit)	11.01.19
08 31 13	ACCESS DOORS AND FRAMES	CD (Permit)	11.01.19
08 33 13	COILING COUNTER DOORS	CD (Permit)	11.01.19

08 33 23	OVERHEAD COILING DOORS	CD (Permit)	11.01.19
08 41 13	ALUMINUM FRAMED ENTRANCES	CD (Permit)	11.01.19
08 41 26	ALL GLASS PARTITIONS AND ENTRANCES	CD (Permit)	11.01.19
08 44 23	STRUCTURAL SEALANT GLAZED CURTAIN WALLS	CD (Permit)	11.01.19
08 71 00	DOOR HARDWARE	CD (Permit)	11.01.19
08 71 13	AUTOMATIC DOOR OPERATORS	CD (Permit)	11.01.19
08 80 00	GLAZING	CD (Permit)	11.01.19
08 83 00	MIRRORS	CD (Permit)	11.01.19
08 90 00	LOUVERS AND VENTS	CD (Permit)	11.01.19
DIV 09	FINISHES		
09 21 00	GYPSUM BOARD ASSEMBLIES	CD (Permit)	11.01.19
09 21 23	GYPSUM BOARD SHAFT – WALL ASSEMBLIES	CD (Permit)	11.01.19
09 23 13	ACOUSTICAL PLASTER SYSTEM	CD (Permit)	11.01.19
09 30 00	TILING	CD (Permit)	11.01.19
09 51 13	ACOUSTICAL PANEL CEILINGS	CD (Permit)	11.01.19
09 53 23	METAL CEILING ASSEMBLIES	CD (Permit)	11.01.19
09 65 13	RESILIENT BASE AND ACCESSORIES	CD (Permit)	11.01.19
09 65 19	RESILIENT TILE FLOORING	CD (Permit)	11.01.19
09 65 36	STATIC – CONTROL RESILIENT FLOORING	CD (Permit)	11.01.19
09 66 23	TERRAZZO FLOOR TILE	CD (Permit)	11.01.19
09 66 25	WATER VAPOR EMISSION CONTROL SYSTEM	CD (Permit)	11.01.19
09 67 23	RESINOUS FLOORING	CD (Permit)	11.01.19
09 68 13	TILE CARPETING	CD (Permit)	11.01.19
09 78 00	INTERIOR WALL PANELING	CD (Permit)	11.01.19
09 91 13	EXTERIOR PAINTING AND ELASTOMERIC COATINGS	CD (Permit)	11.01.19
09 91 23	INTERIOR PAINTING	CD (Permit)	11.01.19
09 93 00	INTERIOR CLEAR CONCRETE SEALANTS	CD (Permit)	11.01.19
09 96 00	HIGH PERFORMANCE COATING	CD (Permit)	11.01.19
DIV 10	SPECIALTIES		
10 11 01	VISUAL DISPLAY SURFACES	CD (Permit)	11.01.19
10 14 70	FIRE RESISTANCE ASSEMBLY IDENTIFICATION	CD (Permit)	11.01.19
10 21 13	TOILET COMPARTMENTS	CD (Permit)	11.01.19
10 22 19	DEMOUNTABLE PARTITIONS	CD (Permit)	11.01.19
10 26 00	WALL AND DOOR PROTECTION	CD (Permit)	11.01.19
10 28 00	TOILET ACCESSORIES	CD (Permit)	11.01.19
10 41 16	EMERGENCY KEY STORAGE CABINET	CD (Permit)	11.01.19
10 44 00	FIRE PROTECTION SPECIALTIES	CD (Permit)	11.01.19
10 51 29	PHENOLIC LOCKERS	CD (Permit)	11.01.19
10 56 23	WIRE STORAGE SHELVING	CD (Permit)	11.01.19

10 56 26	MANUAL ASSIST MOBILE STORAGE CABINETS	CD (Permit)	11.01.19
DIV 11	EQUIPMENT		
11 13 00	LOADING DOCK EQUIPMENT	CD (Permit)	11.01.19
11 31 00	APPLIANCES	CD (Permit)	11.01.19
11 52 13	PROJECTION SCREENS	CD (Permit)	11.01.19
11 53 00	LABORATORY EQUIPMENT	CD (Permit)	11.01.19
11 53 13	LABORATORY FUME HOODS	CD (Permit)	11.01.19
11 53 19	LABORATORY STERILIZERS	CD (Permit)	11.01.19
11 35 55	LABORATORY SERVICE FITTING AND FIXTURES	CD (Permit)	11.01.19
11 53 53	BIOLOGICAL SAFETY CABINETS CLASS II A2	CD (Permit)	11.01.19
11 62 20	MODULAR EQUIPMENT WALL	CD (Permit)	11.01.19
11 81 23	FAÇADE ACCESS EQUIPMENT	CD (Permit)	11.01.19
DIV 12	FURNISHINGS		
12 24 13	ROLLER WINDOW SHADES	CD (Permit)	11.01.19
12 35 53	METAL LABORATORY CASEWORK	CD (Permit)	11.01.19
12 36 19	WOOD COUNTERTOPS	CD (Permit)	11.01.19
12 36 61	SOLID SURFACE AND SIMULATED STONE COUNTERTOPS	CD (Permit)	11.01.19
12 57 13	WELDING FUME EXHAUST SYSTEM	CD (Permit)	11.01.19
DIV 14	CONVEYING SYSTEMS		
14 21 00	MACHINE ROOM-LESS HOLE-LESS HYDRAULIC ELEVATORS	CD (Permit)	11.01.19
DIV 20	MECHANICAL		
20 00 00	GENERAL MECHANICAL REQUIREMENTS	CD (Permit)	11.01.19
20 05 13	MOTORS	CD (Permit)	11.01.19
20 05 14	VARIABLE FREQUENCY DRIVE (VFD) SYSTEM	CD (Permit)	11.01.19
20 05 20	EXCAVATION AND BACKFILL	CD (Permit)	11.01.19
20 05 29	PIPING AND EQUIPMENT SUPPORTING DEVICES	CD (Permit)	11.01.19
20 05 53	MECHANICAL SYSTEMS IDENTIFICATION	CD (Permit)	11.01.19
20 07 00	MECHANICAL SYSTEMS INSULATION	CD (Permit)	11.01.19
DIV 21	FIRE SUPPRESSION		
21 13 14	AUTOMATIC FIRE SPRINKLER	CD (Permit)	11.01.19
DIV 22	PLUMBING		

22 05 94	DOMESTIC WATER SYSTEMS BALANCE	CD (Permit)	11.01.19
22 11 18	WATER DISTRIBUTION SYSTEM	CD (Permit)	11.01.19
22 13 14	SANITARY WASTE AND STORM DRAINAGE SYSTEMS	CD (Permit)	11.01.19
22 15 00	INDUSTRIAL COMPRESSED AIR SYSTEM	CD (Permit)	11.01.19
22 16 00	NATURAL GAS PIPING	CD (Permit)	11.01.19
22 21 14	PLUMBING SPECIALTIES	CD (Permit)	11.01.19
22 31 00	WATER CONDITIONING EQUIPMENT	CD (Permit)	11.01.19
22 33 14	WATER HEATING EQUIPMENT	CD (Permit)	11.01.19
22 40 00	PLUMBING FIXTURES	CD (Permit)	11.01.19
22 40 14	EQUIPMENT BY OTHERS	CD (Permit)	11.01.19
22 61 14	LABORATORY COMPRESSED AIR SYSTEM	CD (Permit)	11.01.19
22 62 14	LABORATORY VACUUM PIPING SYSTEM	CD (Permit)	11.01.19
22 99 53	CORROSION RESISTANT WASTE AND VENT SYSTEM	CD (Permit)	11.01.19
22 67 14. 13	PLASTIC PIPING FOR HIGH PURITY SERVICE	CD (Permit)	11.01.19
22 67 20. 13	HIGH PURITY WATER SYSTEM	CD (Permit)	11.01.19
DIV 23	HEATING, VENTILATING AND AIR CONDITIONING		
23 00 00	GENERAL HVAC REQUIREMENTS	CD (Permit)	11.01.19
23 05 50	VIBRATION ISLOATION	CD (Permit)	11.01.19
23 05 94	WATER SYSTEMS TEST ADJUST BALANCE	CD (Permit)	11.01.19
23 05 95	AIR SYSTEMS TEST ADJUST BALANCE	CD (Permit)	11.01.19
23 09 01	CONTROL SYSTEMS INTEGRATION	CD (Permit)	11.01.19
23 09 02	CONTROL VALVES AND DAMPERS	CD (Permit)	11.01.19
23 09 03	CONTROL INSTRUMENTATION	CD (Permit)	11.01.19
23 09 23	DIRECT DIGITAL CONTROLLERS AND NETWORKS	CD (Permit)	11.01.19
23 09 24	GRAPHICAL USER INTERFACE INTEGRATION	CD (Permit)	11.01.19
23 21 14	UNDERGROUND PIPING	CD (Permit)	11.01.19
23 21 16	PIPE AND PIPE FITTINGS	CD (Permit)	11.01.19
23 21 18	VALVES	CD (Permit)	11.01.19
23 21 20	PIPING SPECIALTIES	CD (Permit)	11.01.19
23 21 23	PUMPS	CD (Permit)	11.01.19
23 25 14	CHEMICAL TREATMENT SYSTEMS	CD (Permit)	11.01.19
23 31 14	DUCTWORK	CD (Permit)	11.01.19
23 33 14	DUCTWORK SPECIALTIES	CD (Permit)	11.01.19
23 34 00	FANS	CD (Permit)	11.01.19
23 36 00	AIR TERMINAL DEVICES	CD (Permit)	11.01.19
23 36 14	LABORATORY TEMP AND AIRFLOW CONTROL SYSTEM	CD (Permit)	11.01.19
23 37 13	DIFFUSERS, REGISTERS AND GRILLES	CD (Permit)	11.01.19
23 41 14	FILTERS	CD (Permit)	11.01.19

23 51 00	SMOKESTACK, BREECHING AND VENT PIPING	CD (Permit)	11.01.19
23 52 14	PRIMARY HEATING EQUIPMENT	CD (Permit)	11.01.19
23 72 14	HEAT RECOVERY EQUIPMENT	CD (Permit)	11.01.19
23 73 13	AIR HANDLING UNITS	CD (Permit)	11.01.19
23 82 14	HEATING AND COOLING TERMINAL DEVICES	CD (Permit)	11.01.19
DIV 26	ELECTRICAL		
26 00 00	GENERAL ELECTRICAL REQUIREMENTS	CD (Permit)	11.01.19
26 05 16	OWNER-FURNISHED EQUIPMENT	CD (Permit)	11.01.19
26 05 19	LOW-VOLTAGE ELECTRIC POWER CONDUCTORS AND CABLES	CD (Permit)	11.01.19
26 05 26	GROUNDING AND BONDING FOR ELECTRICAL SYSTEMS	CD (Permit)	11.01.19
26 05 29	HANGERS AND SUPPORTS FOR ELECTRICAL SYSTEMS	CD (Permit)	11.01.19
26 05 33	RACEWAY AND BOXES FOR ELECTRICAL SYSTEMS	CD (Permit)	11.01.19
26 05 33. 13	SURFACE RACEWAY SYSTEM	CD (Permit)	11.01.19
26 05 43	UNDERGROUND DUCTS & RACEWAYS FOR ELECTRIC SYSTEMS	CD (Permit)	11.01.19
26 05 43. 19	HANDHOLES AND HARDWARE	CD (Permit)	11.01.19
26 05 53	ELECTRICAL SYSTEMS IDENTIFICATION	CD (Permit)	11.01.19
26 09 43	NETWORK LIGHTING CONTROLS	CD (Permit)	11.01.19
26 22 00	LOW – VOLTAGE TRANSFORMERS	CD (Permit)	11.01.19
26 24 13	SWITCHBOARDS	CD (Permit)	11.01.19
26 24 16. 13	LIGHTING AND APPLIANCE PANELBOARDS	CD (Permit)	11.01.19
26 24 16. 16	DISTRIBUTION PANELBOARDS	CD (Permit)	11.01.19
26 27 13	ELECTRICAL METERING	CD (Permit)	11.01.19
26 27 26	WIRING DEVICES	CD (Permit)	11.01.19
26 28 13	FUSES	CD (Permit)	11.01.19
26 28 16	ENCLOSED SWITCHES AND CIRCUIT BREAKERS	CD (Permit)	11.01.19
26 29 13	ENCLOSED CONTROLLERS	CD (Permit)	11.01.19
26 32 13	ENGINE GENERATORS	CD (Permit)	11.01.19
26 36 23	AUTOMATIC TRANSFER SWITCHES	CD (Permit)	11.01.19
26 41 13	LIGHTNING PROTECTION FOR STRUCTURES	CD (Permit)	11.01.19
26 43 00	SURGE PROTECTION DEVICES	CD (Permit)	11.01.19
26 50 00	LIGHTING	CD (Permit)	11.01.19
DIV 27	COMMUNICATIONS		
27 00 00	GENERAL COMMUNICATIONS REQUIREMENTS	CD (Permit)	11.01.19
27 05 28. 29	HANGERS AND SUPPORTS FOR COMMUNICATIONS SYSTEMS	CD (Permit)	11.01.19

27 05 28. 33	RACEWAYS AND BOXES FOR COMMUNICATIONS SYSTEMS	CD (Permit)	11.01.19
27 05 28. 36	CABLE TRAYS FOR COMMUNICATIONS SYSTEMS	CD (Permit)	11.01.19
27 05 53	COMMUNICATIONS SYSTEMS IDENTIFICATION	CD (Permit)	11.01.19
27 10 00	STRUCTURED CABLING	CD (Permit)	11.01.19
27 11 00	COMMUNICATIONS EQUIPMENT ROOM FITTINGS	CD (Permit)	11.01.19
27 13 00	COMMUNICATIONS BACKBONE CABLING	CD (Permit)	11.01.19
27 15 00	COMMUNICATIONS HORIZONTAL CABLING	CD (Permit)	11.01.19
27 51 13	OVERHEAD PAGING	CD (Permit)	11.01.19
27 51 29	TWO – WAY COMMUNICATION SYSTEM	CD (Permit)	11.01.19
27 53 19	EMERGENCY RESPONDER RADIO REINFORCEMENT SYSTEM	CD (Permit)	11.01.19
DIV 28	ELECTRONIC SAFETY AND SECURITY		
28 00 00	GENERAL ELECTRONIC SAFETY AND SECURITY REQUIREMENT	CD (Permit)	11.01.19
28 10 00	ELECTRONIC ACCESS CONTROL	CD (Permit)	11.01.19
28 20 00	VIDEO SURVEILLANCE	CD (Permit)	11.01.19
28 31 16	MULTIPLEXED FIRE DETECTION AND ALARM SYSTEMS	CD (Permit)	11.01.19
DIV 31	EARTHWORK		
31 21 13	RADON MITIGATION	CD (Permit)	11.01.19
31 31 16	TERMITE CONTROL	CD (Permit)	11.01.19
DIV 32	EXTERIOR IMPROVEMENTS		
32 13 16	DECORATIVE CONCRETE PAVING	CD (Permit)	11.01.19
32 33 00	SITE FURNISHINGS	CD (Permit)	11.01.19
32 84 00	PLANTING IRRIGATION	CD (Permit)	11.01.19
32 91 13	SOIL PREPARATION	CD (Permit)	11.01.19
32 92 00	TURF AND GRASSES	CD (Permit)	11.01.19
32 93 00	PLANTS	CD (Permit)	11.01.19

Addenda

Addendum No.	Description	Rev No.	Date

Other

Document No.	Document Name	Rev No.	Date
APPENDIX A	GEOTECHNICAL REPORT	100% DD	3.28.19



EXHIBIT B
PROJECT SCHEDULE

Florida Polytechnic Applied Research Center		Master Schedule																											
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish	Gantt Chart (2020-2021)																							
Milestones						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
MS-01	Award Pre-Construction Contract	0	0	01-Aug-18 A	02-Sep-21																								
MS-03	ARC Building - Demo Start	0	0	04-Nov-19 A																									
MS-04	ARC Building - Construction Start	0	0	04-Nov-19 A																									
MS-05	ARC Building - Construction Complete	0	0	04-Nov-19 A																									
MS-06	ARC Building - Occupancy	0	0	04-Nov-19 A																									
MS-07	ARC Building - Final Inspection	0	0	04-Nov-19 A																									
MS-08	ARC Building - Handover to Owner	0	0	04-Nov-19 A																									
MS-09	ARC Building - Final Closeout	0	0	04-Nov-19 A																									
MS-10	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
MS-11	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
MS-12	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
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MS-74	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
MS-75	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
MS-76	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
MS-77	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									
MS-78	ARC Building - Final Closeout Complete	0	0	04-Nov-19 A																									

Florida Polytechnic Applied Research Center		Master Schedule												Data Date: 28-Jan-20											
Activity D	Activity Name	Original Duration	Remaining Duration	Start	Finish	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032							
PR-109	GMP #1 - Foundation & Structure	15	0	21-Jul-19A	10-Sep-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-114	GMP #1 - Review & Approval - By FPU	5	0	06-Sep-19A	23-Sep-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
GMP 2	GMP #2 - Skanska Review Drawings	103	15	04-Nov-19A	17-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-116	GMP #2 - Skanska Review Drawings	5	0	04-Nov-19A	17-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-115	GMP #2 - Out To Bid	0	0	04-Nov-19A	05-Nov-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-117	GMP #2 - Pricing	20	0	06-Nov-19A	05-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-123	GMP #2 - Mechanical & Plumbing Re-bidding / Pricing	24	0	06-Dec-19A	10-Jan-20A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-108	GMP #2 - FPU Review / Provide Direction (VE Options)	5	0	13-Jan-20A	27-Jan-20A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-119	GMP #2 - Skanska Review & Confirm Pricing / MEP / Metal Panels / Raisisc	10	0	13-Jan-20A	28-Jan-20A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-121	GMP #2 - Skanska Prepare & Submit	3	0	23-Jan-20A	28-Jan-20A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-122	GMP #2 - Review & Approval - By FPU	15	15	30-Jan-20A	17-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-125	GMP #2 - Early Release Masonry Approval	5	9	30-Jan-20A	07-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
GMP 3	GMP #3 - Early Release Masonry Approval	48	49	10-Dec-19A	21-Apr-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-120	GMP #2 - Glass Shop Drawings Release	0	0	10-Dec-19A	10-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-112	GMP #3 - Out to Bid	0	0	13-Feb-20	13-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-113	GMP #3 - Pricing	20	20	14-Feb-20	12-Mar-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-118	GMP #3 - Skanska Review & Confirm Pricing - Interiors	20	20	13-Mar-20	06-Apr-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-124	GMP #3 - FPU Review/ provide Direction (VE Options)	10	10	20-Mar-20	02-Apr-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-110	GMP #3 - Skanska Prepare & Submit	3	3	10-Apr-20	14-Apr-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PR-111	GMP #3 - Review & Approval - By FPU	5	5	15-Apr-20	21-Apr-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
Procurement	GMP #1	293	202	23-Sep-19A	10-Nov-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
GMP #1	GMP #1 - Skanska Award Contracts	113	24	23-Sep-19A	28-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-118	Skanska Award Contracts	79	5	23-Sep-19A	03-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-115	Prepare Submittals	10	0	23-Sep-19A	14-Oct-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-116	A/E Review & Approve Submittals	10	0	06-Oct-19A	04-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-119	Procure Long Lead Utilities	25	0	23-Oct-19A	16-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-177	Procure Added / Changed Utilities (ASI #2)	20	0	11-Dec-19A	18-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
CIP Concrete	GMP #1	105	14	23-Sep-19A	14-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-113	Skanska Award Contracts	61	0	23-Sep-19A	16-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-109	Prepare Submittals	15	0	23-Sep-19A	25-Nov-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-110	A/E Review & Approve Submittals	10	0	22-Nov-19A	25-Nov-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-111	Fabrication & Delivery	7	0	26-Nov-19A	18-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
Slabs	GMP #1	39	14	20-Dec-19A	14-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-120	Prepare Submittals	15	0	20-Dec-19A	26-Jan-20A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-121	A/E Review & Approve Submittals	10	7	14-Jan-20A	05-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-122	Fabrication & Delivery	7	7	05-Feb-20	14-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
Deep Foundations	GMP #1	45	0	23-Sep-19A	03-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-126	Skanska Award Contracts	10	0	23-Sep-19A	04-Oct-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-124	Prepare Submittals	10	0	07-Oct-19A	11-Nov-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-125	A/E Review & Approve Submittals	5	0	05-Nov-19A	15-Nov-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-127	Procurement / Mobilization	5	0	18-Nov-19A	03-Dec-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
Structural Steel	GMP #1	99	24	24-Sep-19A	28-Feb-20	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-101	Skanska Award Contracts - Structural Steel	10	0	24-Sep-19A	03-Oct-19A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							
PRO-104	Prepare Structural Steel Submittal	25	0	07-Oct-19A	07-Jan-20A	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan							

Florida Polytechnic Applied Research Center		Master Schedule												Data Date: 28-Jan-20															
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish	2020												2021											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
Electrical																													
Under Slab		127	127	26-Feb-20	24-Aug-20																								
PRO-162	Skanska Award Contracts	25	25	26-Feb-20	31-Mar-20																								
PRO-163	Prepare Submittals	7	7	26-Feb-20	05-Mar-20																								
PRO-164	A/E Review & Approve Submittals	8	8	06-Mar-20	17-Mar-20																								
PRO-165	Material Lead Time	5	5	18-Mar-20	24-Mar-20																								
PRO-149	Prepare Submittals	120	120	08-Mar-20	24-Aug-20																								
PRO-150	A/E Review & Approve Submittals	25	25	06-Mar-20	09-Apr-20																								
PRO-151	Fabrication & Delivery - Switchgear	20	20	10-Apr-20	07-May-20																								
PRO-151	Fabrication & Delivery - Switchgear	75	75	06-May-20	24-Aug-20																								
Plumbing																													
Under Slab		30	30	26-Feb-20	07-Apr-20																								
PRO-144	Skanska Award Contracts	30	30	26-Feb-20	07-Apr-20																								
PRO-145	Prepare Submittals	7	7	26-Feb-20	05-Mar-20																								
PRO-146	A/E Review & Approve Submittals	8	8	06-Mar-20	17-Mar-20																								
PRO-166	Material Lead Time	5	5	01-Apr-20	07-Apr-20																								
Elevators																													
PRO-169	Skanska Award Contracts	105	105	18-Feb-20	15-Jul-20																								
PRO-170	Prepare Submittals	20	20	03-Mar-20	30-Mar-20																								
PRO-171	A/E Review & Approve Submittals	15	15	31-Mar-20	20-Apr-20																								
PRO-172	Fabrication & Delivery - Elevators	60	60	21-Apr-20	15-Jul-20																								
PRO-173	Skanska Award Contracts	47	47	18-Feb-20	22-Apr-20																								
PRO-174	Prepare Submittals	10	10	18-Feb-20	02-Mar-20																								
PRO-175	A/E Review & Approve Submittals	15	15	03-Mar-20	23-Mar-20																								
PRO-176	Material Lead Time / Mobilization - Fire Protection	12	12	07-Apr-20	22-Apr-20																								
Masonry																													
PRO-181	Skanska Award Contracts	5	5	10-Feb-20	14-Feb-20																								
PRO-180	Prepare Submittals	5	5	17-Feb-20	21-Feb-20																								
PRO-179	A/E Review & Approve Submittals	5	5	24-Feb-20	28-Feb-20																								
PRO-178	Material Lead Time / Mobilization - Masonry	5	5	02-Mar-20	06-Mar-20																								
GMP #3																													
PRO-161	Issue Change Order (GMP #3 - Balance Of Scope)	50	50	23-Apr-20	03-Jul-20																								
PRO-162	Prepare Submittals	10	10	23-Apr-20	06-May-20																								
PRO-163	A/E Review & Approve Submittals	15	15	07-May-20	26-May-20																								
PRO-164	Material Lead Time	15	15	12-Jun-20	02-Jul-20																								
PRO-104	Skanska Award Contracts - Interiors	30	30	23-Apr-20	04-Jun-20																								
PRO-105	Submittals / Shops / Procurement	120	120	21-May-20	10-Nov-20																								
Construction																													
PRO-137	Mobilization & Sitework	474	408	06-Sep-19 A	02-Sep-21																								
CH-136	Site Fencing	5	0	06-Sep-19 A	09-Sep-19 A																								
CH-141	Construction Trailers Set Up	5	0	07-Oct-19 A	15-Nov-19 A																								
CH-141	Remove Existing Lightpoles	1	0	04-Nov-19 A	05-Nov-19 A																								
CH-139	Erosion Control	6	0	04-Nov-19 A	06-Nov-19 A																								

█ Remaining Level of Effort
 █ Actual Work
 █ Critical Remaining Work
 █ Summary
█ Actual Level of Effort
 █ Remaining Work
 █ Milestone

Florida Polytechnic Applied Research Center		Master Schedule												Data Date: 28-Jan-20															
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish	2020												2021											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
CH-3159	Wall Top Out - NL TL	7	0	13-Aug-20	21-Aug-20																								
CH-3160	Electrical Overhead Rough-In - NL TL	35	0	24-Aug-20	13-Oct-20																								
CH-3161	Plumbing Overhead Rough-In - NL TL	20	0	24-Aug-20	21-Sep-20																								
CH-3162	Plumbing In-wall Rough-In - NL TL	20	0	26-Aug-20	23-Sep-20																								
CH-3163	Ductwork Overhead Rough-In - NL TL	25	0	31-Aug-20	05-Oct-20																								
CH-3164	Electrical & Fire Alarm In-wall Rough-In - NL TL	25	0	02-Sep-20	07-Oct-20																								
CH-3165	Mechanical Piping Overhead Rough-In - NL TL	15	0	06-Oct-20	27-Oct-20																								
CH-3166	Trim and Adjust Sprinkler Heads - NL TL	5	0	06-Oct-20	07-Oct-20																								
CH-3167	In-Wall Inspections Complete - NL TL	0	0	07-Oct-20	07-Oct-20																								
CH-3168	Wall Blotting Complete - NL TL	0	0	07-Oct-20	07-Oct-20																								
CH-3169	Overhead Inspections Complete - NL TL	0	0	27-Oct-20	27-Oct-20																								
CH-3170	Frame Hard Ceilings & Soffits - NL TL	10	0	28-Oct-20	10-Nov-20																								
CH-3171	Insulate / Hang / Finish Drywall - NL TL	20	0	24-Nov-20	23-Dec-20																								
CH-3172	Hang / Finish Hard Ceilings & Soffits - NL TL	10	0	23-Dec-20	07-Jan-21																								
CH-3173	Prime Paint & First Coat - NL TL	10	0	08-Jan-21	21-Jan-21																								
CH-3174	Sealed Concrete Flooring - NL TL	10	0	08-Jan-21	21-Jan-21																								
CH-3175	Doors & Hardware - NL TL	12	0	22-Jan-21	08-Feb-21																								
CH-3176	Milwork - NL TL	5	0	22-Jan-21	28-Jan-21																								
CH-3177	Ceiling Grid - NL TL	10	0	22-Jan-21	04-Feb-21																								
CH-3178	Polish Concrete - NL TL	10	0	22-Jan-21	04-Feb-21																								
CH-3179	Install Light Fixtures & Devices - NL TL	15	0	27-Jan-21	16-Feb-21																								
CH-3180	Trim Mechanical Overhead - NL TL	15	0	27-Jan-21	16-Feb-21																								
CH-3181	Interior Glass - NL TL	10	0	05-Feb-21	18-Feb-21																								
CH-3182	Final Above Ceiling Inspections Complete - NL TL	0	0	0	16-Feb-21																								
CH-3183	Drop Ceiling Tiles - NL TL	8	0	17-Feb-21	26-Feb-21																								
CH-3184	Install Sheet Vinyl Flooring and Base - NL TL	10	0	01-Mar-21	12-Mar-21																								
CH-3185	Install Carpet and Base - NL TL	5	0	01-Mar-21	05-Mar-21																								
CH-3186	Install LVT and Base - NL TL	2	0	08-Mar-21	08-Mar-21																								
CH-3187	Final Paint - NL TL	5	0	15-Mar-21	19-Mar-21																								
CH-3188	Install Lab Casework - NL TL	10	0	15-Mar-21	26-Mar-21																								
CH-3189	Install OPCI Equipment - NL TL	6	0	15-Mar-21	22-Mar-21																								
CH-3190	Install Wall Protection - NL TL	5	0	22-Mar-21	26-Mar-21																								
CH-3191	Install Plumbing Fixtures - NL TL	5	0	22-Mar-21	26-Mar-21																								
CH-3192	Electrical Wall Trim - NL TL	5	0	22-Mar-21	26-Mar-21																								
CH-3193	Install Lab Fume Hoods - NL TL	5	0	29-Mar-21	02-Apr-21																								
CH-3194	Close Up Ceiling at Fume Hood Locations - NL TL	3	0	05-Apr-21	07-Apr-21																								
(North) Level 1 - Restrooms						80	80	24-Sep-20	19-Jan-21																				
CH-3054	Plumbing - In-wall Rough - NL TL Restroom	8	0	24-Sep-20	05-Oct-20																								
CH-3077	Electrical - In-wall Rough - NL TL Restroom	5	0	08-Oct-20	15-Oct-20																								
CH-3078	In-Wall Inspections Complete - NL TL Restroom	0	0	08-Oct-20	08-Oct-20																								
CH-3060	Overhead Mechanical - Duct Install - NL TL Restroom	5	0	16-Oct-20	22-Oct-20																								
CH-3061	Overhead Electrical - NL TL Restroom	5	0	16-Oct-20	22-Oct-20																								
CH-3062	Overhead Fire Protection - NL TL Restroom	5	0	16-Oct-20	22-Oct-20																								
CH-3065	Overhead Plumbing - NL TL Restroom	5	0	16-Oct-20	22-Oct-20																								
CH-3064	Framed Hard Ceilings - Access Panels - NL TL Restroom	5	0	23-Oct-20	29-Oct-20																								

Florida Polytechnic Applied Research Center		Master Schedule												Data Date: 28-Jan-20															
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
CN-3086	Overhead & Framing Inspections Complete - NL1 Restroom	0	0		23-Oct-20																								
CN-3075	Insulate / Hang / Finish Drywall - NL1 Restroom	5	5	30-Oct-20	05-Nov-20																								
CN-3083	Prime Paint - NL1 Restroom	2	2	05-Nov-20	08-Nov-20																								
CN-3091	Floor & Wall Tile Install - NL1 Restroom	15	15	05-Dec-20	24-Dec-20																								
CN-3087	Light Fixtures / MEP - Ceiling Trim-out - NL1 Restroom	4	4	28-Dec-20	31-Dec-20																								
CN-3088	Milwork / Vanity Install - NL1 Restroom	2	2	29-Dec-20	29-Dec-20																								
CN-3085	Plumbing Fixtures - NL1 Restroom	4	4	28-Dec-20	31-Dec-20																								
CN-3085	Toilet Partitions Install - NL1 Restroom	3	3	04-Jan-21	06-Jan-21																								
CN-3089	Toilet Accessories & Mirrors - NL1 Restroom	3	3	07-Jan-21	11-Jan-21																								
CN-3090	Final Paint - NL1 Restroom - NL1 Restroom	4	4	12-Jan-21	15-Jan-21																								
CN-3086	Coors and Hardware - NL1 Restroom	1	1	12-Jan-21	12-Jan-21																								
CN-3092	Electrical - Wall Trim-out - NL1 Restroom	2	2	15-Jan-21	19-Jan-21																								
(North) Level 1 - Offices		45	46	25-Aug-20	29-Oct-20																								
CN-3004	Interior Wall & Soffit Framing - NL10	12	12	25-Aug-20	10-Sep-20																								
CN-3005	Electrical / Data / AV - In-wall Rough-In - NL10	8	8	01-Sep-20	11-Sep-20																								
CN-3020	In-Wall Inspections Complete - NL10	0	0		11-Sep-20																								
CN-3012	Insulate / Hang / Finish Drywall - NL10	10	10	14-Sep-20	25-Sep-20																								
CN-3012	Overhead Mechanical - Beam / Pipe / Duct Install - NL10	5	5	23-Sep-20	29-Sep-20																								
CN-3007	Overhead Electrical - NL10	5	5	23-Sep-20	29-Sep-20																								
CN-3021	Overhead Fire Protection - NL10	5	5	23-Sep-20	29-Sep-20																								
CN-3014	Prime Paint - NL10	3	3	30-Sep-20	02-Oct-20																								
CN-3008	Ceiling Grid - NL10	5	5	05-Oct-20	09-Oct-20																								
CN-3013	Interior Glass Partition Install - NL10	3	3	05-Oct-20	07-Oct-20																								
CN-3017	Coors and Hardware - NL10	2	2	08-Oct-20	08-Oct-20																								
CN-3015	Light Fixtures / MEP - Ceiling Trim-out - NL10	5	5	13-Oct-20	19-Oct-20																								
CN-3016	Milwork - NL10	2	2	13-Oct-20	14-Oct-20																								
CN-3018	Roller Shade Install - NL10	2	2	13-Oct-20	14-Oct-20																								
CN-3010	Final Paint - NL10	4	4	20-Oct-20	23-Oct-20																								
CN-3011	Ceiling Tile Install - NL10	2	2	23-Oct-20	28-Oct-20																								
CN-3019	Electrical & Data - Wall Trim-out - NL10	2	2	26-Oct-20	27-Oct-20																								
CN-3009	Carpet & Base Install - NL10	3	3	27-Oct-20	29-Oct-20																								
(North) Level 2		138	138	23-Jun-20	08-Jan-21																								
(North) Level 2 - Lab/Classrooms		138	138	23-Jun-20	08-Jan-21																								
CN-3006	Fire Protection Overhead Rough-in - NL2L	15	15	23-Jun-20	14-Jul-20																								
CN-3009	Interior Framing - NL2L	12	12	23-Jun-20	09-Jul-20																								
CN-3010	Wall Top Out - NL2L	7	7	26-Jun-20	07-Jul-20																								
CN-3011	Electrical Overhead Rough-in - NL2L	35	35	08-Jul-20	25-Aug-20																								
CN-3036	Plumbing Overhead Rough-in - NL2L	20	20	08-Jul-20	04-Aug-20																								
CN-3017	Plumbing In-wall Rough-in - NL2L	20	20	10-Jul-20	06-Aug-20																								
CN-3021	Ductwork Overhead Rough-in - NL2L	25	25	15-Jul-20	18-Aug-20																								
CN-3023	Electrical & Fire Alarm In-wall Rough-in - NL2L	35	35	17-Jul-20	20-Aug-20																								
CN-3042	Mechanical Piping Overhead Rough-in - NL2L	15	15	19-Aug-20	06-Sep-20																								
CN-3068	Trim and Adjust Sprinkler Heads - NL2L	5	5	19-Aug-20	25-Aug-20																								
CN-3043	In-Wall Inspections Complete - NL2L	0	0		20-Aug-20																								
CN-3044	Wall Blocking Complete - NL2L	0	0		20-Aug-20																								
CN-3052	Overhead Inspections Complete - NL2L	0	0		06-Sep-20																								

Florida Polytechnic Applied Research Center		Master Schedule												Data Date: 28-Jan-20			
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish	2020 2021											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
CN-2055	Frame Hard Ceilings & Soffits - NL2L	10	10	10-Sep-20	23-Sep-20												
CN-2048	Insulate / Hang / Finish Drywall - NL2L	20	20	14-Sep-20	09-Oct-20												
CN-2062	Hang / Finish Hard Ceilings & Soffits - NL2L	10	10	13-Oct-20	26-Oct-20												
CN-2063	Prime Paint & First Coat - NL2L	10	10	27-Oct-20	09-Nov-20												
CN-2058	Sealed Concrete Flooring - NL2L	5	5	27-Oct-20	02-Nov-20												
CN-2070	Doors & Hardware - NL2L	8	8	10-Nov-20	19-Nov-20												
CN-2065	Ceiling Grid - NL2L	10	10	10-Nov-20	23-Nov-20												
CN-2059	Polish Concrete - NL2L	10	10	10-Nov-20	23-Nov-20												
CN-2071	Millwork - NL2L	5	5	11-Nov-20	17-Nov-20												
CN-2067	Install Light Fixtures & Devices - NL2L	15	15	13-Nov-20	06-Dec-20												
CN-2060	Trim Mechanical Overhead - NL2L	15	15	13-Nov-20	06-Dec-20												
CN-2069	Interior Glass - NL2L	10	10	24-Nov-20	08-Dec-20												
CN-2072	Final Above Ceiling Inspections Complete - NL2L	0	0		06-Dec-20												
CN-2073	Drop Ceiling Tiles - NL2L	8	8	07-Dec-20	16-Dec-20												
CN-2061	Install Sheet Vinyl Flooring and Base - NL2L	10	10	10-Dec-20	23-Dec-20												
CN-2012	Install Carpet and Base - NL2L	5	5	17-Dec-20	23-Dec-20												
CN-2075	Final Paint - NL2L	5	5	24-Dec-20	31-Dec-20												
CN-2064	Install Lab Fume Hoods - NL2L	5	5	24-Dec-20	31-Dec-20												
CN-2066	Install Lab Casework - NL2L	10	10	24-Dec-20	08-Jan-21												
CN-2078	Install OTC Equipment - NL2L	6	6	24-Dec-20	04-Jan-21												
CN-2074	Install LVT and Base - NL2L	2	2	24-Dec-20	29-Dec-20												
CN-2079	Install Wall Protection - NL2L	5	5	04-Jan-21	06-Jan-21												
CN-2081	Close Up Ceiling at Fume Hood Locations - NL2L	3	3	04-Jan-21	06-Jan-21												
CN-2077	Install Plumbing Fixtures - NL2L	5	5	04-Jan-21	06-Jan-21												
CN-2013	Electrical Wall Trim - NL2L	5	5	04-Jan-21	06-Jan-21												
(North) Level 2 - Restrooms						101	101	10-Jul-20	03-Dec-20								
CN-2057	Electrical - In-wall Rough - NL2 Restroom	5	5	10-Jul-20	16-Jul-20												
CN-2058	Plumbing - In-wall Rough - NL2 Restroom	8	8	10-Jul-20	21-Jul-20												
CN-2059	Overhead Mechanical - Duct Install - NL2 Restroom	5	5	17-Jul-20	23-Jul-20												
CN-3100	Overhead Electrical - NL2 Restroom	5	5	17-Jul-20	23-Jul-20												
CN-3101	Overhead Fire Protection - NL2 Restroom	5	5	17-Jul-20	23-Jul-20												
CN-3102	Overhead Plumbing - NL2 Restroom	5	5	17-Jul-20	23-Jul-20												
CN-3103	In-Wall Inspections Complete - NL2 Restroom	0	0		21-Jul-20												
CN-3104	Frame Hard Ceilings - Access Panels - NL2 Restroom	5	5	01-Oct-20	07-Oct-20												
CN-3105	Overhead & Framing Inspections Complete - NL2 Restroom	0	0		07-Oct-20												
CN-3106	Insulate / Hang / Finish Drywall - NL2 Restroom	5	5	06-Oct-20	15-Oct-20												
CN-3107	Prime Paint - NL2 Restroom	2	2	16-Oct-20	18-Oct-20												
CN-3108	Floor & Wall Tile Install - NL2 Restroom	15	15	20-Oct-20	09-Nov-20												
CN-3109	Light Fixtures / MEP - Ceiling Trim-out - NL2 Restroom	4	4	10-Nov-20	13-Nov-20												
CN-3110	Millwork / Vanity Install - NL2 Restroom	2	2	10-Nov-20	11-Nov-20												
CN-3111	Plumbing Fixtures - NL2 Restroom	4	4	10-Nov-20	13-Nov-20												
CN-3112	Toilet Partitions Install - NL2 Restroom	3	3	16-Nov-20	19-Nov-20												
CN-3113	Toilet Accessories & Mirrors - NL2 Restroom	3	3	19-Nov-20	23-Nov-20												
CN-3114	Final Paint - NL1 Restroom - NL2 Restroom	4	4	24-Nov-20	01-Dec-20												
CN-3115	Doors and Hardware - NL2 Restroom	1	1	24-Nov-20	24-Nov-20												

█ Remaining Level of Effort
█ Actual Work
█ Critical Remaining Work
█ Remaining Work
█ Summary
◆ Milestone

**EXHIBIT C****CONSTRUCTION MANAGER'S PERSONNEL**

1.2 Project Team

Deviation from, or revisions to this list must be pre-approved in writing by the Owner's Project Manager. Construction Manager's employee rates will be subject to Article 4.3 of the Agreement.

Senior Vice President/ Account Manager – Chuck Jablon

Project Executive – Mark McLaughlin

Project Manager – Sarah Vasconi Vowels

Project Engineer – Katherine Hamer

Project Engineer – Matt Warrilow

Project Accountant – Charlotte Santillana

Project Superintendent – Dale Striker

Project Superintendent – Mike Mealar

Resumes of Team members that have been added to the project since submission of GMP 2 are on the following pages.



Katharine Hamer

Project Engineer

Katharine is responsible for contracts, submittals, RFIs and change orders. She assists the project manager with bid packages, procurement, schedule reporting, cost reporting and permitting. Katharine also tracks and inspects material deliveries and assists with project status reports and meetings.

Personal Stats

2 years in industry

2 years with Skanska

University of Florida
B.S., Sustainability and Built Environment

University of Central Florida, Dr. Phillips Academic Commons, Orlando, FL

\$48 million, 185,000-SF project involves the construction of a new 165,000-SF Academic Building and 20,000-SF of renovations to the existing Center for Emerging Media. Related site and enabling work is included to accommodate the greatly expanded urban campus.

Phillip and Patricia Frost Museum of Science, Miami, FL

\$250 million, 258,000-SF state-of-the-art science and technology museum, planetarium and aquarium. The world-class, five-story facility includes a 500,000-gallon saltwater aquarium, a 220-space parking garage and the fit-out for 3,500-SF in tenant space. We came onto the project after the original contractor was let go and overcame enormous challenges as we also completed underground utilities, ticketing and office areas, concessions and other amenities.

Jackson Health Systems, Modernization, Project D, Miami, FL

\$112 million, multiple phase modernization project at six separate locations at the main campus for Florida's largest indigent healthcare provider. The scope includes cosmetic upgrades, ADA upgrades and relocations and renovations of existing clinics and office spaces.



EXHIBIT D

GUARANTEED MAXIMUM PRICE PROPOSAL

GUIDELINES FOR CONSTRUCTION MANAGERS FOR THE PREPARATION OF
GUARANTEED MAXIMUM PRICE PROPOSALS

MINOR PROJECTS GUARANTEE MAXIMUM PRICE PROPOSAL

Project Name:	FPU - Applied Research Center	Date:	2/26/2020
FPU Building Name:	Applied Research Center	Architect/Engineer:	HOK
Constructor Manager:	Skanska USA Building, Inc.	A/E Project Manager:	Syve-roy Grant
CM Project Manager:	Sarah Vasconi Vowels	FPU Project Manager:	Brent McLean
CM Project Executive:	Mark McLaughlin	FPU AVP F&SS:	David Calhoun

I. COST OF WORK

A. General Conditions

Skanska Site Personnel	\$1,100,000
General Requirements - Site Office/ Monthly Expenses	\$142,600
General Requirements - Trade Contractors	\$49,600
Subtotal A – General Conditions/ General Requirements	\$ 1,292,200

B. Self-Performed Work (requires Project Manager's Approval)

Subtotal B – Self-Performed Work	\$0
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C. Trade/Sub-Contract Work

Name: TBD	Trade: Masonry	\$117,000
Name: TBD	Trade: Roofing	\$999,797
Name: TBD	Trade: Exterior Weatherscreen	\$1,219,989
Name: TBD	Trade: Metal & Concrete Rainscreen	\$1,767,983
Name: TBD	Trade: Exterior Curtainwall	\$2,523,900
Name: TBD	Trade: Elevators	\$226,300
Name: TBD	Trade: Fire Protection	\$325,000
Name: TBD	Trade: HVAC	\$4,600,384
Name: TBD	Trade: Electrical	\$2,210,287
Name: TBD	Trade: Site Concrete (Allowance)	\$116,500
Name: TBD	Trade: UG Plumbing (Allowance)	\$500,000
Subtotal C – Trade/Sub-Contract Work		\$14,607,140
Cost of Work Subtotal (A+B+C)		\$ 15,899,340

II. CM FEE (4.0%) X (A+B+C)	\$680,395
III. BONDS & INSURANCE (Bonds are required for all projects over \$100,000.00)	\$666,560
IV. CM CONTINGENCY (Negotiated % of Cost of Work Subtotal A+B+C)	\$443,980
V. FPU PERMIT FEE	\$0
VI. PRE-CONSTRUCTION SERVICES (Separate Agreement)	\$0

TOTAL GMP (I + II + III + IV + V+VI)	\$17,690,275
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VI. CONTRACT TIME:	Calendar Days
Number of Days from Notice to Proceed to Substantial Completion	646

VII. CLARIFICATIONS:

1. See Clarifications, Qualification and Assumption section of GMP 2 Proposal
2. _____

VIII. DRAWINGS AND SPECIFICATIONS:

(our price is as per the following drawing sheets and specifications)

1. See Drawing Log attached to Exhibit A
2. _____

IX. ATTACHMENTS:

1. Include in GMP 2 Proposal
2. _____

XI. The undersigned have reviewed this proposal and recommend an award of a purchase order and Notice to Proceed for the described work.

UNIVERSITY APPROVAL

The undersigned have reviewed this proposal and recommend an award of a purchase order and Notice to Proceed for the described work.

Skanska USA Building Inc. will provide services to Florida Polytechnic University as described herein, subject to the governing terms of the Agreement between Skanska USA Building, Inc. and the Florida Polytechnic University Board of Trustees, pursuant to the Agreement For Construction Management Services dated July 2, 2018

The services will be properly invoiced based on the percentage of the actual services that have been completed in accordance with the terms of the Agreement between Skanska USA Building, Inc. and the Florida Polytechnic University Board of Trustees pursuant to the Agreement For Construction Management Services dated July 2, 2018

UNIVERSITY:

The Florida Polytechnic University
Board of Trustees

CONTRACTOR:

Signature

Dr. Randy Avent
Print Name

Date

Signature

Print Name

Date

Approved as to form and legality:

BY: David J. Brunell
Florida Poly Attorney

DATE: February 12, 2020

Approved by University Board of Trustees

DATE: _____

GMP 02 - Proposal Summary

February 26, 2020

Pkg	Package Description	Package Price	VE	GMP-02	Cost / SF 93,500	NOTES
01A	General Conditions & Requirements	\$142,600	\$0	\$142,600	\$1.53	
01B	General Requirements (Trade Work)	\$49,600	\$0	\$49,600	\$0.53	
04A	Masonry	\$117,000	\$0	\$117,000	\$1.25	
07A	Roofing	\$1,041,793	-\$41,996	\$999,797	\$10.69	
07C	Exterior Weather Screen	\$1,146,549	\$73,440	\$1,219,989	\$13.05	Allowance included in Package
07D	Exterior Metal & Concrete Panels (Rainscreen)	\$1,985,033	-\$217,050	\$1,767,983	\$18.91	
08A	Curtainwall	\$2,581,000	-\$57,100	\$2,523,900	\$26.99	Allowances included in Package
14A	Elevators	\$226,300	\$0	\$226,300	\$2.42	
21A	Fire Protection	\$325,000	\$0	\$325,000	\$3.48	Allowances included in Package
23A	HVAC	\$4,764,000	-\$163,616	\$4,600,384	\$49.20	
26A	Electrical	\$2,262,387	-\$52,100	\$2,210,287	\$23.64	Light Fixtures not Included; Allowances included
ALL-01	Site Concrete Allowance	\$116,000	\$0	\$116,500	\$1.25	
ALL-02	Plumbing Allowance	\$500,000	\$0	\$500,000	\$5.35	
Subtotal Cost of Work:		\$15,257,262	-\$458,422	\$14,799,340	\$158.28	
LS	General Conditions			\$ 1,100,000	\$11.76	12 months
LS	Misc. Permits/Fees			\$ -	\$0.00	By Owner
0.00%	Sales Tax			\$ -	\$0.00	By Owner
2.58%	CCIP			\$ 456,409	\$4.88	
1.42%	SDI			\$ 210,151	\$2.25	
3.00%	Construction Contingency			\$ 443,980	\$4.75	
Subtotal:				\$17,009,880	\$181.92	
4.00%	Fee			\$ 680,395	\$7.28	
LS	Payment & Performance Bond			\$ -	\$0.00	Included in GMP-01: up to \$34M
LS	Builder's Risk			\$ -	\$0.00	Included in GMP-01: up to \$31M
Total:				\$17,690,275	\$189.20	

GMP 02 Proposal Detail – General, ASIs, and Allowances

*All Costs are Order-of-Magnitude

February 26, 2020

Package	Qty	Unit	Unit Cost	Total	Notes
01A General Conditions & Requirements					
Trailer	12	MOS	\$ 3,000	\$ 36,000	
Trailer In & Out	1	LS	\$ -	\$ -	
Temporary Power- Monthly Charge	12	MOS	\$ -	\$ -	By Owner
Temporary Sewer Monthly Charge	12	MOS	\$ -	\$ -	By Owner
Office Furniture	1	LS	\$ 1,000	\$ 1,000	
Office/ Cleaning Supplies	12	MOS	\$ 350	\$ 4,200	
Drinking Water/ Coffee Supplies	12	MOS	\$ 200	\$ 2,400	
Copier Lease/ Supplies	12	MOS	\$ 1,900	\$ 22,800	
Internet/ Server Set-Up	1	LS	\$ -	\$ -	Included in GMP-01
Conference Phone Monthly Charge	24	MOS	\$ 50	\$ 1,200	
Computers & Software	12	MOS	\$ 1,000	\$ 12,000	
Skanska Software Licenses	12	MOS	\$ 2,300	\$ 27,600	.15% of contract value
Postage/ Courier	12	MOS	\$ 200	\$ 2,400	
Reprographics	12	MOS	\$ 500	\$ 6,000	
Project Archiving/ Document Retention	12	MOS	\$ 275	\$ 3,300	
Check Preprocessing Fees	12	MOS	\$ 750	\$ 9,000	
Signage/ Identification	1	LS	\$ -	\$ -	Included in GMP-01
Safety Equipment	12	MOS	\$ 375	\$ 4,500	
Small Tools	12	MOS	\$ 850	\$ 10,200	
			TOTAL	\$ 142,600	

01B General Requirements Trade Work					
Materials Testing	1	LS	\$ -	\$ -	Included in GMP-01
Aerial Photography	12	MOS	\$ 100	\$ 1,200	
Survey & Layout	1	LS	\$ -	\$ -	
Crane Road	1	LS	\$ -	\$ -	Included in GMP-01
Temp Toilets	12	MOS	\$ 500	\$ 6,000	Allowance
Dumpsters	12	MOS	\$ 2,700	\$ 32,400	Allowance
Temporary Utilities Consumption	12	MOS	\$ -	\$ -	By Owner
Rough Carpentry	1	LS	\$ 10,000	\$ 10,000	
			TOTAL	\$ 49,600	

ALL Allowances						
ALL-01	Site Concrete	1	LS	\$ 116,500	\$ 116,500	Changes due to ASI-002
ALL-02	Underground Plumbing	1	LS	\$ 500,000	\$ 500,000	
			TOTAL	\$616,500		

Cost Basis of Guaranteed Maximum Price Proposal – GMP 02

Skanska USA's Guaranteed Maximum Price Proposal is based upon the following:

1. Plans, Specifications, and other documents per the document log shown in Section Three - Appendices.
2. Exclusions, Qualifications, and Assumptions.
3. Skanska's Construction Schedule.
4. Skanska's Site Logistics and Site Utilization Plans.

The GMP 02 Proposal includes Assumptions, Clarifications and Exclusions to define project costs, schedule, logistics and project safety. We have taken this information, and coordinated it with the design team and prepared the Guaranteed Maximum Price for a complete project.

This GMP is for the masonry, roofing, curtainwall, rainscreen, weatherscreen, mechanical, electrical, plumbing, fire protection, and elevator portions of the work only.

Start of Work

The GMP 02 Proposal and related schedule are based on ASI-001 (October 18, 2019), ASI-002 (November 25, 2019), ASI-003 (November 21, 2019) and 100% Construction Documents (Permit Set) dated November 01, 2019.

A Notice to Proceed for work to begin on September 23, 2019 has been previously issued as part of the GMP 1 - Sitework and Structure Component GMP. The work included in this GMP 2 - MEP/ Skin Component GMP Package will begin immediately upon acceptance of this GMP Amendment and will be executed in accordance with the Project Schedule included as part of this proposal.

Skanska reserves its rights to request an equitable adjustment of schedule time and corresponding general conditions/ general requirements costs as a result of design completion milestone dates that are not achieved by the Design Team as indicated in the Project Schedule, after the date this GMP Proposal is in effect in accordance with the Agreement, included in GMP 02, or any other issue that affects the schedule that is beyond Skanska's control and/or as permitted under the Contract Documents.

This GMP 2 Proposal is good for 60 days from the date of submittal. Any delay in the issuance of written approval to proceed with this work will result in an increase to the amount set forth in this GMP 2 Proposal and adjustments to account for any impact to the schedule for the Work contemplated by this GMP 2 Proposal, and in accordance with the contract for construction.

General Qualifications, Clarifications and Assumptions

General Clarifications listed below define items that are not carried within the base scope of this project. The General Clarifications also provide detailed information regarding items that may not be indicated in the Construction Documents but are included in this GMP Proposal. The Clarifications below provide clarity for design elements and scope that will be provided by others:

1. All General Qualifications, Clarifications and Assumptions included in GMP 01 are hereby incorporated in this GMP 02 Proposal.
2. Skanska has not included an escalation contingency, in excess of 60 days from the date of February 26, 2020, in the proposed GMP to account for any increases in the Cost of the Work arising from unanticipated increases in the cost of temporary or permanent commodities, materials and/or equipment used in the performance of or incorporated into the completed Work in accordance with the included Project Schedule in GMP 02. The proposed GMP is based on the pricing obtained on or before the date of this GMP Proposal and expressly excludes all additional/increased costs that may arise or be associated with tariffs, duties and other impositions and related or unrelated price escalation occurring after the date of this GMP Proposal. Construction Manager shall be entitled to a Change Order equitably adjusting the GMP to account for any price escalation which occurs after the date of this GMP Proposal.
3. Skanska has no obligation to directly or indirectly perform or accept any liability for professional design obligations delegated through the Drawings and/or Specifications except to the extent any such design responsibility is expressly identified at the end of this paragraph. This GMP Proposal therefore excludes all costs, duties and/or obligations for delegated design not specifically identified herein. For those delegated design elements identified, design services (including without limitation the preparation of calculations, drawings, specifications and certifications) will be provided directly or indirectly by Subcontractors. Skanska will not independently verify or evaluate any delegated design performed and will rely solely on such Subcontractors for the performance of such delegated design. This GMP Proposal therefore excludes any and all costs and expenses for services to conduct an independent review of such delegated design and assumes that Skanska's liability arising out of the performance of such delegated design shall be limited to and in no event exceed the liability to Skanska assumed by any Subcontractor in its contractual relationship with Skanska in connection with the Project.

The performance based design elements of this GMP 02 Proposal include the following:

- Elevator system and rails
- MEP racks/ pipes/ trays/ and hanger supports in accordance with the specifications
- Coping cap

The delegated design elements of this GMP 02, including engineered shop drawings required by specification include the following:

- Cold formed metal framing
 - EIFS
 - UHPC Panels
 - Curtainwall and aluminum framed entrances
 - Fire protection system.
4. This GMP Proposal excludes the provision of a professional engineer's stamp on any shop drawings or fabrication drawings, except as otherwise provided with respect to delegated design elements identified above.
 5. GMP 01 and GMP 02 scopes are those that are required to complete the building shell. These costs fall within the funds currently in hand by Florida Polytechnic University. It is mutually agreed upon by all parties that if the funding appropriation anticipated for GMP 03 is not received, an agreed upon adjustment of scope will be issued by the Owner to provide a code compliant building for the scope of work identified in GMP 01 and GMP 02. Alternatively, if funding for GMP 03 is delayed, it is agreed that an equitable adjustment in cost and schedule will be made
 6. In an effort to reduce the overall cost of the Project and to maintain the Owner's desired schedule, Skanska, FPU and the Design Team collaborated to identify certain changes to the scope of Work currently depicted on the Drawings and Specifications identified in the Document List. Such changes are identified on the Approved Value Engineering (VE) Log below. Owner acknowledges that the Approved VE Items are not currently reflected in the Drawings and Specifications identified in the Document List and that the Design Team will ultimately revise the documents to incorporate all of the Approved VE Items in a conformed set of contract documents. This conformed document set will be issued for construction no later than March 9, 2020.

This proposed GMP accounts for and is expressly conditioned upon the Design Team incorporating all of the Approved VE Items into the final drawings and specifications. Furthermore, Owner acknowledges that (i) the individual line item estimates and the aggregate estimate for the Approved VE Items are nonbinding estimated values and are subject to change based on scope contained and pricing obtained based on the final drawings and specifications, (ii) if the final drawings and specifications do not, in the reasonable opinion of all parties, accurately conform to the Approved VE Items described in the Approved Value Engineering Log, it is agreed the Owner, Skanska and the Design Team shall continue to develop value engineering items and/ or other cost savings measures necessary to achieve the project budget. If the project budget is not ultimately achieved from this continued value engineering/ cost savings effort, Skanska shall be entitled to a Change Order equitably adjusting the GMP and extending the Project Schedule, as and if necessary, to account for any and all nonconformities.

Value Engineering Log

VE	Bid Package	Description	Amount GMP-02	Amount GMP-03	Notes
VE-01	07A	Eliminate the Coping Cap	\$ -	\$ -	Code does not allow the deletion at the parapets
VE-02	07A	Reduce walkpad protection - eliminate off the N and S Buildings	\$ 12,375	\$ -	Accepted; Sutter Pricing
VE-03	07A	Cost for 25year Warranty and Puncture Rider	\$ 14,075	\$ -	\$14,075 Can elect not to provide
VE-04	07C	Delete Centria Panels	\$ -	\$ -	Assumed in Bid pricing
VE-05	07C	Sto Soffits Instead of ACM	\$ 25,610	\$ -	Deduct \$99,050 for ACM; Add for Stucco (\$24/SF Add) +\$73,440; Accepted
VE-06	08A	Shadow Box Deletion	\$ 57,100	\$ -	Accepted
VE-07	08C	Door Hardware Refinements	\$ -	\$ 70,000	Refer to 01.22.20 Email for savings breakdown - Deferred to GMP-03
VE-08	09A	Eliminate Baswaphon Acoustical Plaster - Replace with USG Assembly	\$ -	\$ -	Raynor (apparent low) pricing did not include the Baswaphon - included USG. Assumed in Bid pricing.
VE-09	09C	Eliminate Moisture Mitigation	\$ -	\$ 181,000	Accepted - Deferred to GMP-03
VE-10	09C	Carpet Spec Change - currently budgeted at \$32.00/SF	\$ -	\$ -	\$10,000; Currently not pursuing
VE-11	21A	Eliminate the Dry Sprinkler Heads Under the Cantilever	\$ -	\$ -	Not worth the savings - less than \$3,000
VE-12	21A	Window Sprinkler System at Atrium Glazing	\$ -	\$ -	Already Taken - but soffits on the Atrium Side need to be adjusted to conceal piping
VE-13	22A	CPVC in lieu of Copper (Tri-tech)	\$ -	\$ -	Not accepted - per FPU
VE-14	22A	Use PVC for AG Sanitary/Storm (Tri-tech)	\$ -	\$ 52,000	Accepted - Deferred to GMP-03
VE-15	22A	Lab Waste/Chemdrain in lieu of Orion/Enfield (Tri-tech)	\$ -	\$ 46,200	Accepted - Deferred to GMP-03
VE-16	22A	Delete DCW & CSW insulation (Tri-tech)	\$ -	\$ 42,750	Accepted; Confirmed IST Building did not have these pipes insulated - Deferred to GMP-03
VE-17	23A	Accutrol Valves in Lieu of Phoenix Lab Valves	\$ 125,000	\$ -	Accepted
VE-18	23A	Delete pre-conditioning sections for OA on all AHU's Relocate preheat coil in main unit	\$ -	\$ -	Not accepted - per FPU
VE-19	23A	Galvanized Lab Exhaust Main Ductwork in lieu of SS	\$ -	\$ -	Not accepted - per FPU
VE-20	26A	Delete DAS System	\$ -	\$ -	Assumed in Bid pricing
VE-21	26A	Delete Network Lighting Controls - provide Basic only	\$ -	\$ -	Assumed in Bid pricing
VE-22	26A	Lighting Alternate Package	\$ -	\$ 96,024	Accepted; Pending review from AEI/HOK - Deferred to GMP-03
VE-23	26A	MC Cable for Receptacles - in wall rough only	\$ 43,000	\$ -	Accepted
VE-24	26A	Aluminum Buss in lieu of Copper Buss for Switchgear	\$ 9,100	\$ -	Accepted
VE-25	09H	Reduce the amount of polished concrete in the BOH areas - change to sealed concrete - currently budgeted \$6.00SF	\$ -	\$ 45,000	Accepted; 7,500 SF Reduction - Deferred to GMP-03
VE-26	23A	Remove Filter Housings	\$ 38,616	\$ -	Accepted; B&I Confirmed it can be deleted via email 01.22.20
VE-27	22A	Pressure regulator - Lab Air	\$ -	\$ -	AEI to provide info - need more time to determine what this entails; Currently not pursuing
VE-28	22A	VE Package - Plumbing Fixtures	\$ -	\$ -	Package only worth \$25,000; savings would only be \$2,000. Not worth pursuing
VE-29	22A	Plumbing Equipment Alternate	\$ -	\$ -	\$14,536; Not accepted -per AEI/FPU
VE-30	32A	Delete Precast Benches	\$ -	\$ 40,000	Accepted; Postpone final deletion until GMP-03
VE-31	03A	Delete the seeded decorative aspect of the plaza concrete	\$ -	\$ 20,000	Accepted; Postpone final deletion until GMP-03
VE-32	03A/05A	Buy-down of ASI-001, and ASI-002	\$ 52,000	\$ -	Accepted
VE-33	07A	Delete Coverboard on North and South Bar Buildings - keep/change coverboard to 1/2" on Area C	\$ 45,441	\$ -	Accepted
VE-34	07C	TaktI deduct along interior parapets - add Stucco (cannot be taken with VE-36)	\$ -	\$ -	Deduct \$118,000 for TaktI and Furring; Add for Stucco (\$24/SF) +\$62,400. Total Deduct Value only \$55,600. VE-36 Greater Savings
VE-35	05A	Glass Guardrail Alternatives	\$ -	\$ 130,000	HOK agreed to materiality changes and LF of curved vs segmented glass - Alum assumed; Accepted - Deferred to GMP-03
VE-36	07C	TaktI deduct along interior parapets - add Roofing (cannot be taken with VE-34)	\$ 88,105	\$ -	\$88,105; Deduct \$118,000 for TaktI and Furring; Add \$29,895 for Roofing. Whichever has more savings is accepted (34 or 26).
VE-37	22A	CPVC (Schedule 80) in lieu of Copper (Tri-tech)	\$ -	\$ -	AEI Accepted; Not accepted - per FPU
VE-38	26A/12A	Change motorized blinds to manual - deletion of electrical	\$ -	\$ -	Asked Borrell for pricing 01.27.20; will need to defer to GMP-03 since there was not adequate time to get a cost savings amount
VE-39					
VE-40					
TOTAL			\$ 510,422	\$ 722,974	

Bid Package Specific Assumptions, Clarifications and Allowances:

Bid Package 01A - General Conditions & Requirements

1. GMP-01 included General Requirements costs for the first 12 months of the total project duration. This GMP-02 proposal includes remaining general requirement costs required for the remaining project duration, excluding Final Clean (to be submitted in GMP-03).
2. General Requirements costs are those associated with the temporary field office operations. These costs are considered cost of work and billed accordingly.
3. Utility consumption charges will be paid by the Owner and are excluded from this proposal.
4. Internet service will be provided by Florida Polytechnic University, and are excluded from this proposal.

Bid Package 01B - General Requirements – Trade Work

1. GMP-01 included General Requirements for Trade work costs for the first 12 months of the total project duration. This GMP-02 proposal includes remaining general requirement costs required for the remaining project duration.

Bid Package 04A - Masonry

1. Includes Dumpster Enclosure – added in ASI-002

Bid Package 07A - Roofing

1. Vent locations and flashing for the Radon vent stacks are included per Sheet A005, even though they are not currently shown on the Roofing plans.
2. All Flashing include is Aluminum and not Stainless Steel, as referenced in Spec Section 07 62 00 Sheet Metal Flashing and Trim. Manufacturer standard colors are included.
3. Fire-rated wood blocking on top of the parapet is included.
4. Includes VE-02: Delete the roofing walkpath protection (with exception to around the roof hatches), as indicated on sheets A203A, A203B, A203D, and A203E off of the North and South Buildings. To be retained in Area C – per Sheet A203C.
5. Includes VE-03: Warranty and Puncture Rider (which is not listed per spec section 07 54 16 Ethylene Interpolymer (KEE) Roofing), but was included in the initial pricing, will not be included. Warranties per spec are included.
6. Includes VE-33: The 5/8" thick coverboard is excluded on the North and South bar buildings, yet will remain in Area C. A reduction in thickness from 5/8" to 1/2" is included in Area C. Refer to typical roofing details on Sheet A812 for deviation. Deletion of the coverboard will not impact the 1 hour required fire rating of the roof, as the 5/8" substrate board will remain as currently detailed.
7. Includes VE-34 or 36: Approximately 2600 SF of Taklt Panels will be deleted at the parapet walls above Area C only – see the attachment at the end of this section for extents. Roofing to be added back to the area of taklt that is being removed; including the necessary insulation to achieve code required R-value for the walls.
8. All required testing is included.

Bid Package 07C - Exterior Weather Screen System

1. (Basis of Design) Centria Back-up Panels are excluded, and GMP pricing is predicated on HOK SK-002 'Traditional Best Practice' Envelope Assembly Option (see attachment at the end of this section) - including all stud framing, insulation, vapor barrier and sheathing. This alternative will meet all 2017 Building Energy Code requirements and be an equivalent system to the one currently shown in the contract documents.
2. Design Assist in order to implement/incorporate the 'Traditional Best Practice' Option is included. Contract Document details do not need to be modified, as it has been agreed by all parties to work out the alternate details through the shop drawing process with HOK and FPU Permitting.
3. EFIS included on the Shop Masonry and Loading Dock area vertical walls.
4. Mock-up of wall and panels is included per Sheet A899
5. All exterior louvers are included.
6. Roofing side of the parapets will have roof compatible type DensDeck sheathing.
7. Allowance: Waterproofing Consultant - \$50,000

Bid Package 07D – Concrete & Metal Panels (Rainscreen)

1. The 10 year Water Tight Guarantee as described in the specification section 07 42 13 Aluminum Composite Panels is not included. The system specified is a rainscreen design, which will not be water tight.
2. Taktl Panel thickness is 5/8" – not 1/2" as per specification section 07 42 47 Ultra High Performance Concrete Panels.
3. Z-Furring is included in lieu of the specified 'Kiel Concealed Anchoring System' for the Taktl panels (per spec section 07 42 47). This system is usually installed with the concealed fastener method of attachment and not for exposed fasteners, as is currently indicated in the contract documents.
4. Includes VE-05: EFIS is included in lieu of Aluminum Composite Panels for all horizontal exterior soffits, as shown on the reflected ceiling plans – Sheet A301 and 302 – as indicated as MP02 'Exterior Soffit Panel System'. An EFIS system is already specified for the project, per section 07 42 19 – Water Drainage Exterior Insulation and Finish System.
5. Includes VE-36: Approximately 2600 SF of Taktl Panels will be deleted at the parapet walls above Area C only – see the attachment at the end of this section for extents. Roofing to be added back.
6. Includes all engineered infill framing (outside of the weather barrier) to support the Taktl panels – which is not currently shown on the drawings, but is indicated as a delegated design.

Bid Package 08A – Curtainwall

1. Design assist included
2. The West Tampa Glass 900 Series High Span curtainwall framing is included in order to meet the spans required, in lieu of the YKK series (Basis of Design).
3. Mock-up Included – per Sheet A899
4. Includes VE-06: The shadow boxes are excluded (refer to Detail 1/A946 typical) and spandrel glass will be included where shadow boxes are currently indicated.

5. Allowance: Exterior Curtain wall Final Cleaning - \$12,000
6. Allowance: Water Intrusion Testing - \$15,000
7. Allowance: Glass Breakage/Replacement (in lieu of Heat Strengthening, per spec section 08 80 00 - 3.8 Glazing) and Protection - \$25,000

Bid Package 14A – Elevators

1. Elevator will be a traction type and not Hydraulic as indicated in specification section 14 24 00.
2. Pricing is based on a KONE Model Monospace 500 Machine Room-less type Traction elevator – refer to the attachment at the end of this section by HOK that was included in the bidding documents which reference this is an acceptable type.
3. Manufacturer Standard Stainless Steel cab finishes and LED fixtures are included.
4. Speed 150fpm; 5000# Capacity.
5. Pricing is based on door widths of 4'-0", not 4'-6".
6. Elevator pit depth will need to be 5'-0", and not 4'-0" as currently shown on the contract documents. Cost is not currently included in GMP-02, and will be submitted for approval at a later date.
7. Additional steel will be required to accommodate the 16'-0"x10'-4" Hoistway size – to be provided by Cives Steel. Allowance for undetailed steel from GMP-01 to be utilized.
8. A machine room is not necessary, but the top landing entrance frame will need to include a 14" jamb/wall thickness to accommodate the Integrated Required Controller.
9. Additional hoistway preparation and use of onsite equipment, not included in KONE's pricing, is included.
10. Pricing is also based on an execution of a KONE Care extended maintenance agreement with the construction contract.

Bid Package 21A – Fire Protection

1. Fire Pump not included, and determined not necessary, although it is mentioned in the Specifications.
2. Permit fees are not included.
3. Delegated design and engineering is included.
4. Allowance: Additional needs for sprinkler coverage per permit and fire protection drawing review - \$10,000

Bid Package 23A – HVAC

1. Includes VE-17: Accutrol venturi lab exhaust valves are included in lieu of Phoenix Valves. Spec Section 23 36 14 Laboratory Temp and Airflow Control System is an open spec, but there were specific requirements still listed which only Phoenix could provide.
2. Includes VE-26: Separate filter housings were initially included in subcontractor pricing, but it was misinterpreted on the drawings, as it is integral filter housings to the AHU's that are required, and were also included. Separate filter housings are not included.

Bid Package 26A – Electrical

1. Lighting Fixture Package scope is excluded from GMP-02 and will be included in GMP-03 - \$531,934. This cost has been confirmed will be added via change order to the awarded Trade Partner. Additional savings to this number will be included by VE-22: Lighting Alternate

- Package; with the caveat that the alternate lights will need to be reviewed and approved by AEI/HOK for final acceptance and then full VE value can be assumed.
2. Utility connection fees are to be by Owner.
 3. Digital Antenna System infrastructure is not included, nor is an allowance established.
 4. The specification section 26 09 43 - Network Lighting Controls has been slightly modified to remove the Lutron manufacturer requirement, and the acceptable manufacturer replaced by Wattstopper, but the verbiage for a fully integrated network controls still remains. Only basic lighting controls (daylight and occupancy sensors), as required by code, have been included without networking capability. Lighting network controls to be re-reviewed prior to GMP-03, with the potential to incorporate.
 5. Includes VE-22: Lighting Alternate Package is included; with the caveat that the alternate lights will need to be reviewed and approved by AEI/HOK for final acceptance and then full VE value can be assumed.
 6. Includes VE-23: MC Cable will be used for in-wall rough for receptacles, in the office areas only. AEI has reviewed and accepted the deviation from spec section 26 00 00 General Electrical Requirements, but this will not be allowed in other areas of the building.
 7. Includes VE-24: Aluminum bus bar in lieu of Copper bus bar (26 24 13 - I.1 Switchboards) for the Switchgear is included
 8. Allowance: TECO Primary Wire/Conduit and Transformer - \$30,000

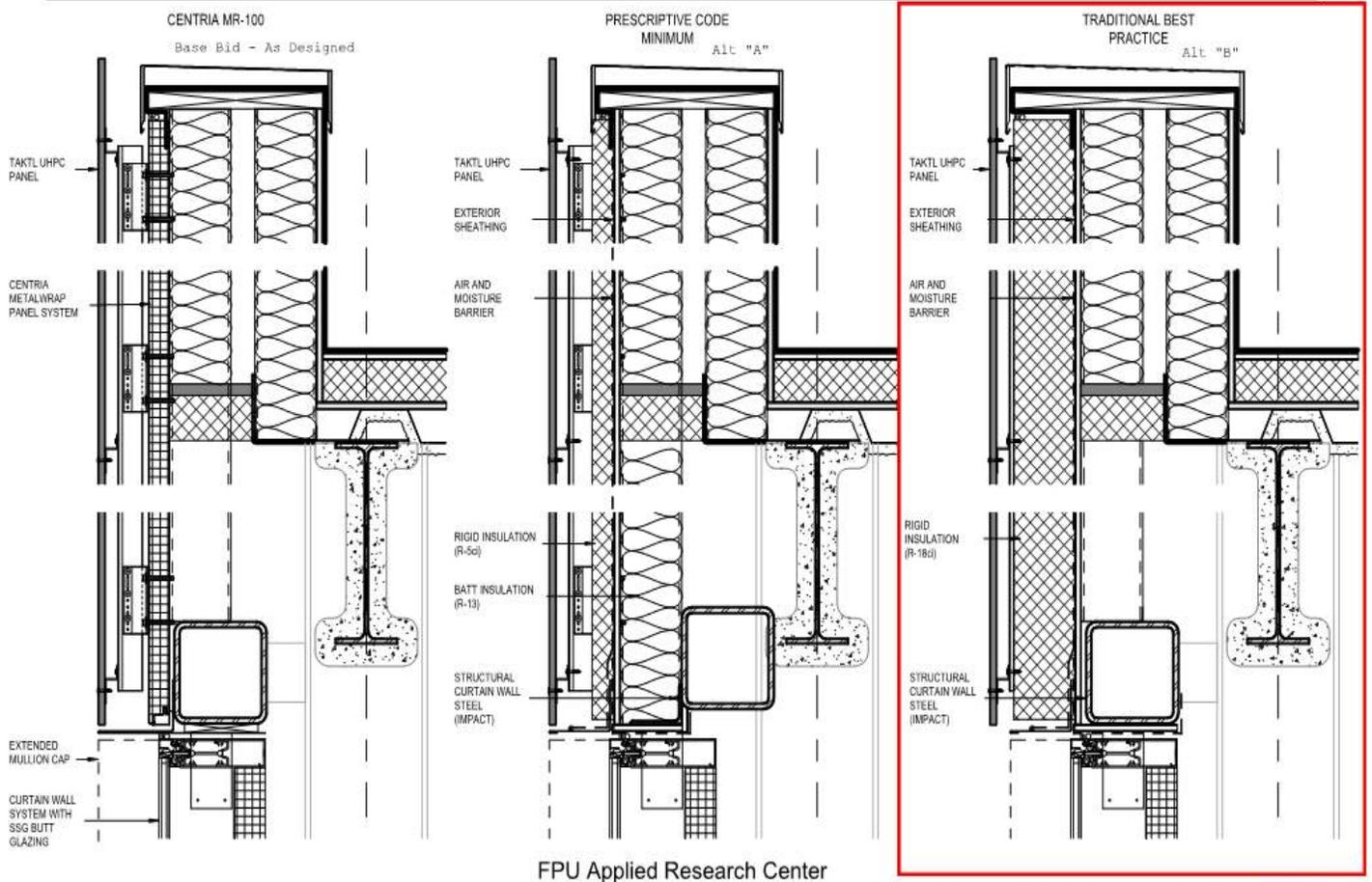
ALL-01 – Sitework Concrete Allowance (ASI-002)

1. This allowance is established for the site concrete scope of work that was changed in ASI-002; not for the scope of work in totality.

ALL-02 – Underground Plumbing Allowance

1. This allowance is intended to cover all plumbing as required to meet the project schedule. Final plumbing costs to be reconciled in GMP-03.

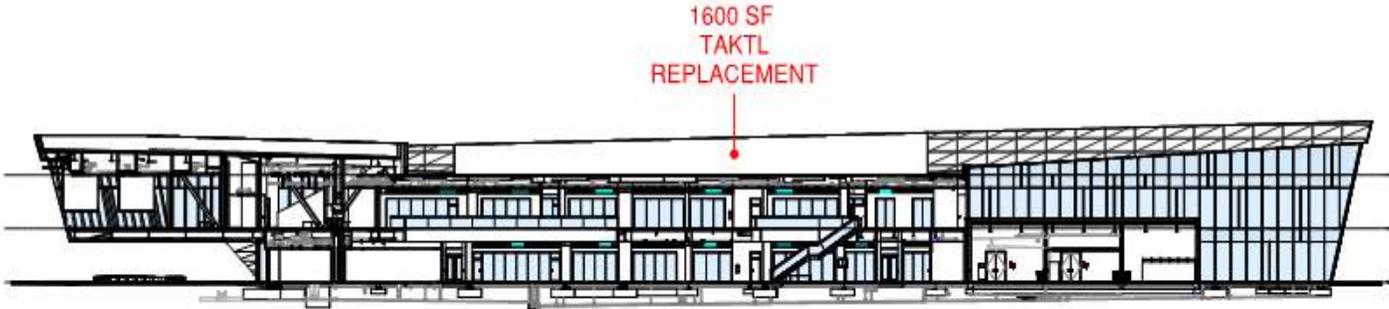
Exhibit D-07C-1 Reference Attachment



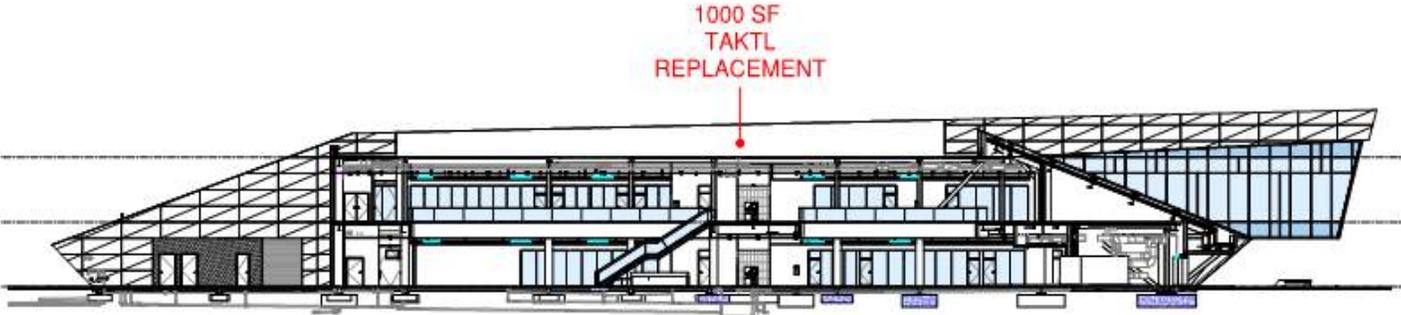
FLORIDA POLYTECHNIC UNIVERSITY SK-002

ENVELOPE ASSEMBLY 1 1/2" = 1'-0" 09/20/18 11:45:52 AM 1/2"=1'-0"

Exhibit D-07D-5 Reference Attachment



SOUTH BAR



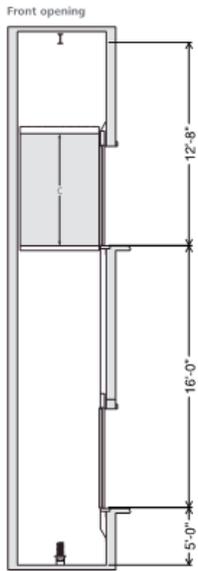
NORTH BAR

Exhibit D-14A-2 Reference Attachment

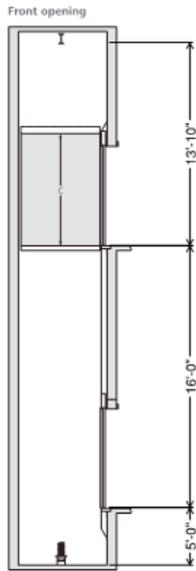
**MACHINE ROOM-LESS (MRL) TRACTION ELEVATOR
FPU ARC - DESIGN CRITERIA**

- Speed Range: 150 fpm - 200 fpm
- Capacity: 5000lbs Passenger & Service (4500lbs Alternate)
- Class A Rating
- Cab Height Range : 8'-6" - 9'-0"
- Door Height : 8'-0"
- Door Width : 4'-0"
- Vertical Travel :16'-0" Level1-Level2
- Max Overhead : 14'-4" Clear (Currently)
- 2 Stops

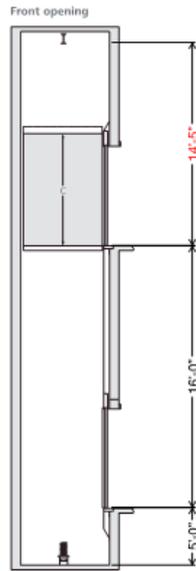
Thyssenkrupp
EVOLUTION 200



Schindler
MODEL 3300 XL



Kone
MONOSPACE 500



Otis
GEN2

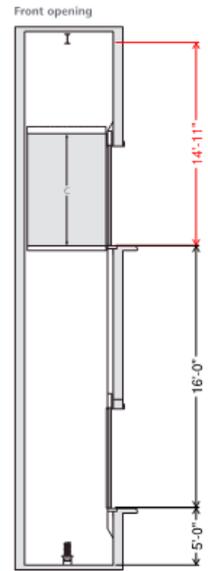




EXHIBIT E

PROJECT SPECIFIC REQUIREMENTS AND PRE-CONSTRUCTION SERVICES FEE

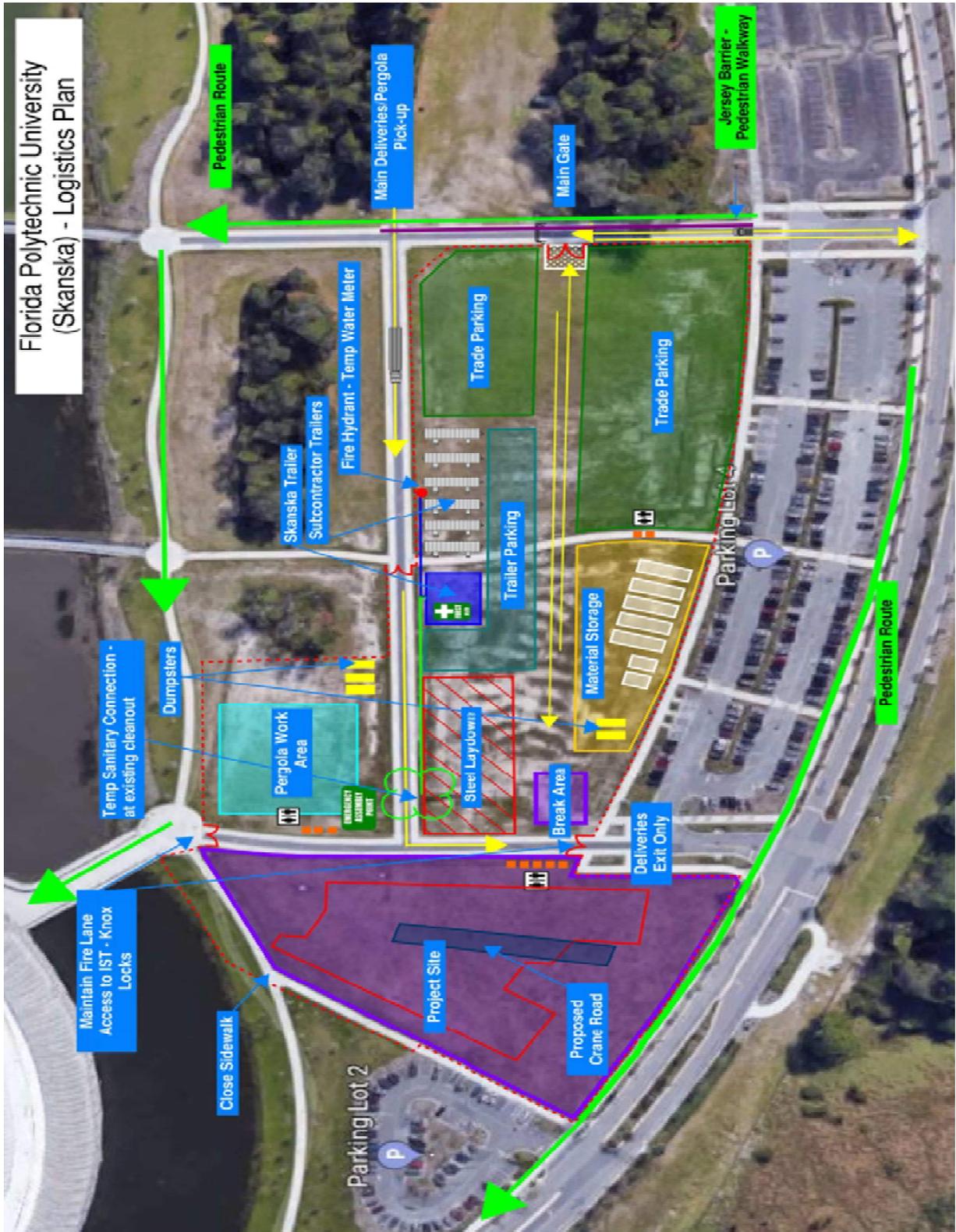
- 3.3.4 **LEED Certification.** The LEED Certification level is Silver.
- 3.3.6 **Initial Construction Schedule Deadline**
 - With Advanced Schematic Design submittal or
 - X no later than **September, 2019**
- 3.4.3 **Construction Manager’s Contingency** shall be no greater, as a percentage of the estimated Cost of the Work, than the following at each of the following phases:
 - ten** percent (**10 %**) at Pre-Design
 - ten** percent (**10 %**) at Conceptual Schematic Design **eight** percent (**8 %**) at Advanced Schematic Design
 - six** percent (**6 %**) at Design Development
 - five** percent (**5 %**) at (**60 %**) Construction Documents
 - three** percent (**3 %**) at the time the GMP proposal is included
 - two** percent (**2%**) at the time that Construction Manager has bought out Trade Contracts representing ninety percent (90%) of the Cost of Work or more.
- 3.4.5 **Jobsite Management and Logistics Plan**
 - with **Design Development** phase submittal or
 - x no later than **September 2019**
- 3.4.8 **Phased or "Fast-Track" Construction**
None
- 3.4.8 **GMP Proposal Submittal Deadline**
 - upon completion of **sixty** percent (**60%**) of the Construction Documents
 - thirty (30)** days after completion of the Construction Documents
 - X no later than **September 11, 2019.**
 - Describe or delete this line.**

Pre-Construction Services Fee

PHASE	FEE
Pre-Design Phase	\$ EXCLUDED
Conceptual Schematic Design	\$ EXCLUDED
Advanced Schematic Design	\$ EXCLUDED
Design Development	\$ EXCLUDED
60% Construction Documents	\$ EXCLUDED
100% Construction Documents	\$ EXCLUDED
Total:	\$ EXCLUDED

- 4.1 **Overhead & Profit.** The Construction Manager' s Overhead & Profit percentage shall not exceed **4.0%**
- 4.2.2 **Mileage Rate.** The mileage rate for authorized travel - based on State of Florida rates on the Effective Date of this Agreement - is **\$0.445 per mile.**
Lodging Rate. The maximum reimbursable rate for lodging in **Lakeland, Florida** based on General Services Administration (GSA) rates on the Effective Date of this Agreement - is **\$150.00 per night**, plus applicable taxes. Reference www.gsa.gov/perdiem .
Meals. The maximum reimbursable rates for meals (only paid when overnight travel is involved) - based on State of Florida rates on the Effective Date of this Agreement - are:
\$6.00 for breakfast, \$11.00 for lunch, \$19.00 for dinner = \$36.00 TOTAL
- 5.1 **Liquidated Damages: \$2727** per day

Logistics Plan



**EXHIBIT F****PROJECT SPECIFIC MODIFICATIONS****8.12 Modifications to the Contract for Construction**

The following Modifications to the Contract for Construction will be made in addition to those included in the GMP 01 Proposal:

1. In addition to the retainage requirements contained in the Contract for Construction, the Owner may, at his sole discretion, allow retainage reduction and/ or full release of retainage for trade contractors that complete all their work prior to the completion of 50% of construction services.
2. General Terms and Conditions paragraphs 12.1 and 12.1.2 call for O&M manuals and training to be provided 28 days prior to the required date of Substantial Completion, and all close-out documents are required prior to Substantial Completion. Understanding the University requires certain close-out documents and training to run the building after acceptance, Skanska will prioritize and submit those close-out items prior to Substantial Completion. Close out items required will be mutually agreed to within 90 days of GMP-02 execution. Any close-out items not received as of the date of Substantial Completion shall be identified on the punch list and tracked with an anticipated completion date.
3. The General Terms and Conditions require that written notice be provided for all impacts, however, the contract does not specify the recipient(s) of notices. It is agreed all notices will be sent to the following:

David Calhoun
Assistant Vice President
Facilities and Safety Services
Florida Polytechnic University
4700 Research Way, Lakeland, FL 33805

Remaining Terms Under Discussion - Exhibit G

All remaining terms under discussion listed in Exhibit G of the Agreement have been addressed in Exhibit F included in this proposal.

Bid Tabulation - Bid Package: 04A Masonry



Bid Opening Date: 12.05.19	Project No.: PC55327
Bid Opening Time: 2:00PM	Project Name: FPU - Applied Research Center
Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)	Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name): 04A - Masonry	Prime Contractor: Skanska USA Building, Inc.
GMP Budget for Package: \$117,000	

Bid Tabulation by: _____
for the Construction Manager (date / initial)

Bid Tabulation Witnessed by: _____
for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
B&M Masonry	N/A	N/A	N/A	N/A	N/A	\$123,100	\$6,500	N/A	N/A	N/A	\$129,600		
SPO	N/A	N/A	N/A	N/A	N/A	\$110,500	\$6,500	N/A	N/A	N/A	\$117,000		
Hombres masonry	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Seminole Masonry, LLC	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
VMG Construction, Inc.	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		

Scope of Alternates (all alternates must have a typed explanation):

Alternate No. 1: _____
 Alternate No. 2: _____
 Alternate No. 3: _____

Clarifications (if any):

Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 07A Roofing



FLORIDA POLYTECHNIC UNIVERSITY

Bid Opening Date:	12.05.19	Project No.:	PC55327
Bid Opening Time:	2:00PM	Project Name:	FPU - Applied Research Center
Bid Opening Location:	Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)	Architect/Engineer:	HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name):	07A - Roofing	Prime Contractor:	Skanska USA Building, Inc.
GMP Budget for Package:	\$999,797		

Bid Tabulation by: _____ for the Construction Manager (date / initial)
Bid Tabulation Witnessed by: _____ for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate				Bid Total	Anticipated or Target Value Direct Purchase
								No. 1	No. 2	No. 3	No. 4		
Sutter Roofing	N/A	N/A	N/A	N/A	N/A	\$1,025,968	\$15,825	(\$12,375)	(\$14,075)	(\$45,441)	\$29,895	\$999,797	
Atlas-Apex Roofing	N/A	N/A	N/A	N/A	N/A	\$1,300,000	\$30,520	N/A	N/A	N/A	N/A	\$1,330,520	
Martin Roofing	N/A	N/A	N/A	N/A	N/A	\$1,020,034	\$19,969	Not Conf.	(\$14,075)	Not Conf.	Not Conf.	\$1,025,928	
McEnany	N/A	N/A	N/A	N/A	N/A	\$1,103,736	\$70,195	N/A	N/A	N/A	N/A	\$1,173,931	
Tecta America West Florida	N/A	N/A	N/A	N/A	N/A	\$838,000	\$139,895	N/A	N/A	N/A	N/A	\$977,895	
Quality Roofing	N/A	N/A	N/A	N/A	N/A	NO BID	N/A	N/A	N/A	N/A	N/A	NO BID	
Hartford South, LLC	N/A	N/A	N/A	N/A	N/A	NO BID	N/A	N/A	N/A	N/A	N/A	NO BID	

Scope of Alternates (all alternates must have a typed explanation):
 Alternate No. 1: VE-02 Reduce Walkpad Protection (-\$12,375): Sutter Pricing
 Alternate No. 2: VE-03 Delete Extra Warranty Cost (-\$14,075): Sutter Pricing
 Alternate No. 3: VE-33 Delete Coverboard on N & S Buildings; Reduce to 1/2" on Area C (-\$45,441): Sutter Pricing
 Alternate No. 4: VE-36 Delete Takl over Area C Parapets; Add Roofing (+\$29,895): Sutter Pricing

Clarifications (if any):
 Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...
 Tecta America West Florida is currently not pre-qualified with Skanska, as they are a pass-through company to Tecta America Corporation. Skanska has elected to move forward with the second lowest and pre-qualified bidders (either Martin or Sutter).
 Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 07C Exterior Weather Screen System



Bid Opening Date: 12.05.19	Project No.: PC55327
Bid Opening Time: 2:00PM	Project Name: FPU - Applied Research Center
Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)	Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name): 07C - Exterior Weatherscreen System	Prime Contractor: Skanska USA Building, Inc.
GMP Budget for Package: \$1,219,989	
Bid Tabulation by: _____	Bid Tabulation Witnessed by: _____
for the Construction Manager (date / initial)	for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
M.G. McGrath	N/A	N/A	N/A	N/A	N/A	\$646,160	Incomplete	N/A	N/A	N/A	Incomplete		
Kistler McDougall	N/A	N/A	N/A	N/A	N/A	\$2,780,000	Incomplete	N/A	N/A	N/A	Incomplete		
NRG Cladding/Kenpat	N/A	N/A	N/A	N/A	N/A	\$1,540,166	-\$58,075	(\$385,542)	\$73,440	\$0	\$1,169,989		
MEC Enterprises	N/A	N/A	N/A	N/A	N/A	\$512,973	Incomplete	N/A	N/A	N/A	Incomplete		
Wal-Mark Contracting	N/A	N/A	N/A	N/A	N/A	\$787,000	Incomplete	N/A	N/A	N/A	Incomplete		
Wal-Mark Contracting (combo)	N/A	N/A	N/A	N/A	N/A	\$1,530,000	-\$258,482	(\$405,000)	\$0	\$0	\$866,518		
Raynor Company Group	N/A	N/A	N/A	N/A	N/A	\$1,624,643	\$70,018	(\$385,542)	\$0	\$0	\$1,309,119		
Ford Drywall	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Cladding Systems	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Randall Construction	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		

Scope of Alternates (all alternates must have a typed explanation):

- Alternate No. 1: VE-04 Traditional Best (sheathing, vapor barrier and insulation) - per HOK sketch
- Alternate No. 2: VE-05 Add Stucco Soffits in lieu of ACM (+73,440): NRG Pricing
- Alternate No. 3: _____

Clarifications (if any):

Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Added Allowance for waterproofing consultant - \$50,000.

Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 07D Metal & Concrete Panels (Rainscreen)



Bid Opening Date: 12.05.19 Bid Opening Time: 2:00PM Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805) Bid Package (# and name): 07D - Metal & Concrete Rainscreen Panels GMP Budget for Package: \$1,767,983	Project No.: PC55327 Project Name: FPU - Applied Research Center Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore Prime Contractor: Skanska USA Building, Inc.
Bid Tabulation by: _____ for the Construction Manager (date / initial)	Bid Tabulation Witnessed by: _____ for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
M. G. McGrath	N/A	N/A	N/A	N/A	N/A	\$2,087,358	\$0	N/A	N/A	N/A	\$2,087,358		
Kistler McDougall	N/A	N/A	N/A	N/A	N/A	\$2,780,000	-\$788,000	N/A	N/A	N/A	\$1,992,000		
NRG Cladding/Kenpat	N/A	N/A	N/A	N/A	N/A	\$1,996,563	-\$11,530	(\$99,050)	(\$118,000)	N/A	\$1,767,983		
Peachtree Protective Covers	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Eastern Corp	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Cladding Systems	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Randall Construction	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Architectural Aluminum Techniques	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Source Panel	N/A	N/A	N/A	N/A	N/A	\$2,429,785	\$0	N/A	N/A	N/A	\$2,429,785		
The Raynor Group	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		

Scope of Alternates (all alternates must have a typed explanation):

- Alternate No. 1: VE-05 Add Stucco Soffits in lieu of ACM (-\$99,050); NRG Pricing
- Alternate No. 2: VE-36 Delete Takfl over Area C Parapets (-\$118,000); NRG Pricing
- Alternate No. 3: _____

Clarifications (if any):

Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 08A Exterior Curtainwall



Bid Opening Date: 12.05.19 Bid Opening Time: 2:00PM Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805) Bid Package (# and name): 08A - Exterior Curtainwall GMP Budget for Package: \$2,523,900	Project No.: PC55327 Project Name: FPU - Applied Research Center Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore Prime Contractor: Skanska USA Building, Inc.
Bid Tabulation by: _____ for the Construction Manager (date / initial)	Bid Tabulation Witnessed by: _____ for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P&P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
AMG Arch Glass & Glazing	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Countryside Glass	N/A	N/A	N/A	N/A	N/A	\$2,464,072	LATE BID	N/A	N/A	N/A	LATE BID		
Eastern Corp	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Crawford Tracey Corporation	N/A	N/A	N/A	N/A	N/A	\$4,020,025	(\$675,127)	N/A	N/A	N/A	\$3,344,898		
West Tampa Glass	N/A	N/A	N/A	N/A	N/A	\$2,424,600	\$104,400	(\$57,100)	N/A	N/A	\$2,471,900		

Scope of Alternates (all alternates must have a typed explanation):

Alternate No. 1: VE-06 Shadow Box Deletion (Spandrel Glass) (-\$57,100): WTG Pricing

Alternate No. 2: _____

Alternate No. 3: _____

Clarifications (if any):

Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Added Allowances: Water Intrusion Testing (\$15,000), Final Glazing Clean (\$12,000), Glass Breakage/Protection (\$25,000)

Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 14A Elevators



Bid Opening Date: 01.17.20	Project No.: PC55327
Bid Opening Time: 4:00PM	Project Name: FPU - Applied Research Center
Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)	Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name): 14A - Elevators	Prime Contractor: Skanska USA Building, Inc.
GMP Budget for Package: \$226,300	
Bid Tabulation by: _____	Bid Tabulation Witnessed by: _____
for the Construction Manager (date / initial)	for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
KONE	N/A	N/A	N/A	N/A	N/A	\$219,500	\$0	N/A	N/A	N/A	\$219,500		
OTIS	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Thyssen Krupp	N/A	N/A	N/A	N/A	N/A	\$227,150	\$0	N/A	N/A	N/A	\$227,150		
Schindler	N/A	N/A	N/A	N/A	N/A	\$216,300	\$0	N/A	N/A	N/A	\$216,300		

Scope of Alternates (all alternates must have a typed explanation):

Alternate No. 1: _____

Alternate No. 2: _____

Alternate No. 3: _____

Clarifications (if any):

Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Hoistway Preparation cost added to Bid Package _____

Refer to the bid leveling sheets for further clarity of sub bid total. _____

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 21A Fire Protection



Bid Opening Date: 12.05.19	Project No.: PC55327
Bid Opening Time: 2:00PM	Project Name: FPU - Applied Research Center
Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)	Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name): 21A - Fire Protection	Prime Contractor: Skanska USA Building, Inc.
GMP Budget for Package: \$325,000	

Bid Tabulation by: _____
for the Construction Manager (date / initial)

Bid Tabulation Witnessed by: _____
for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
Cox Fire Protection	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Universal Fire	N/A	N/A	N/A	N/A	N/A	\$368,992	\$0	N/A	N/A	N/A	\$368,992		
Sprinklomatic	N/A	N/A	N/A	N/A	N/A	\$295,950	\$20,000	N/A	N/A	N/A	\$315,950		
Piper Fire Protection	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Southern Fire Protection	N/A	N/A	N/A	N/A	N/A	\$362,000	\$0	N/A	N/A	N/A	\$364,000		
Randall Construction	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		

Scope of Alternates (all alternates must have a typed explanation):

Alternate No. 1: _____

Alternate No. 2: _____

Alternate No. 3: _____

Clarifications (if any):
Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Added Allowance: More coverage per permitting review - \$9,050

Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 23A HVAC



Bid Opening Date: 01.10.20	Project No.: PC55327
Bid Opening Time: 2:00PM	Project Name: FPU - Applied Research Center
Bid Opening Location: Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)	Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name): 23A - HVAC	Prime Contractor: Skanska USA Building, Inc.
GMP Budget for Package: \$4,600,384	

Bid Tabulation by: _____
for the Construction Manager (date / initial)

Bid Tabulation Witnessed by: _____
for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value Direct Purchase
								No. 1	No. 2	No. 3		
BCH Mechanical	N/A	N/A	N/A	N/A	N/A	\$6,497,740	\$0	N/A	N/A	N/A	\$6,497,740	
B&I Contractors	N/A	N/A	N/A	N/A	N/A	\$4,789,000	-\$25,000	(\$125,000)	(\$38,616)	0	\$4,600,384	
Tappouni Mechanical	N/A	N/A	N/A	N/A	N/A	\$6,423,000	\$0	N/A	N/A	N/A	\$6,423,000	
Coastal Mechanical	N/A	N/A	N/A	N/A	N/A	\$6,995,960	\$0	N/A	N/A	N/A	\$6,995,960	
Conti Mechanical	N/A	N/A	N/A	N/A	N/A	\$5,253,806	\$0	N/A	N/A	N/A	\$5,253,806	
Randall Construction	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID	
Gulf Mechanical	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID	

Scope of Alternates (all alternates must have a typed explanation):

- Alternate No. 1: VE-17 Accutrol Valves in lieu of Phoenix Valves (-\$125,000): B&I Pricing
- Alternate No. 2: VE-26 Remove Filter Housings (-\$38,616): B&I Pricing
- Alternate No. 3: _____

Clarifications (if any):

Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation - Bid Package: 26A Electrical



Bid Opening Date: <u>12.05.19</u> Bid Opening Time: <u>2:00PM</u> Bid Opening Location: <u>Skanska Onsite Trailer (4400 Polytechnic Circle Lakeland, FL 33805)</u> Bid Package (# and name): <u>26A - Electrical</u> GMP Budget for Package: <u>\$2,210,287</u>	Project No.: <u>PC55327</u> Project Name: <u>FPU - Applied Research Center</u> Architect/Engineer: <u>HOK, Inc. / AEI / Walter P. Moore</u> Prime Contractor: <u>Skanska USA Building, Inc.</u>
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Bid Tabulation by: _____
for the Construction Manager (date / initial)

Bid Tabulation Witnessed by: _____
for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	
Borrell Electric	N/A	N/A	N/A	N/A	N/A	\$2,764,321	-\$531,934	(\$43,000)	(\$9,100)	N/A	\$2,180,287		
APG Electric	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Randall Construction	N/A	N/A	N/A	N/A	N/A	\$2,917,200	-\$531,934	N/A	N/A	N/A	\$2,385,266		
Meisner Electric	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		
Sentry Electric	N/A	N/A	N/A	N/A	N/A	NO BID	NO BID	N/A	N/A	N/A	NO BID		

Scope of Alternates (all alternates must have a typed explanation):
 Alternate No. 1: VE-23 MC Cable for Receptacles in Offices (-\$43,000); Borrell Pricing
 Alternate No. 2: VE-24 Aluminum Bus bar in lieu of Copper (-\$9,100); Borrell Pricing
 Alternate No. 3: _____

Clarifications (if any):
 Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...
Light Fixtures EXCLUDED from package (-\$531,934); Added Allowance for TECO Primary - \$30,000
Refer to the bid leveling sheets for further clarity of sub bid total.

Revised as of 8/9/17 gbs

Bid Tabulation – Allowance: Site Concrete



Bid Opening Date: <u>NA</u> Bid Opening Time: <u>NA</u> Bid Opening Location: <u>NA</u> Bid Package (# and name): <u>ALL-01 Site Concrete Allowance (ASI-002)</u> GMP Budget for Package: <u>\$116,500</u>	Project No.: <u>PC55327</u> Project Name: <u>FPU - Applied Research Center</u> Architect/Engineer: <u>HOK, Inc. / AEI / Walter P. Moore</u> Prime Contractor: <u>Skanska USA Building, Inc.</u>
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Bid Tabulation by: _____
 for the Construction Manager (date / initial)

Bid Tabulation Witnessed by: _____
 for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	

Scope of Alternates (all alternates must have a typed explanation):

Alternate No. 1: _____

Alternate No. 2: _____

Alternate No. 3: _____

Clarifications (if any):
 Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Revised as of 8/9/17 gbs

Bid Tabulation – Allowance: Underground Plumbing



Bid Opening Date: NA	Project No.: PC55327
Bid Opening Time: NA	Project Name: FPU - Applied Research Center
Bid Opening Location: NA	Architect/Engineer: HOK, Inc. / AEI / Walter P. Moore
Bid Package (# and name): ALL-02 Underground Plumbing Allowance	Prime Contractor: Skanska USA Building, Inc.
GMP Budget for Package: \$500,000	

Bid Tabulation by: _____
for the Construction Manager (date / initial)

Bid Tabulation Witnessed by: _____
for the Owner (date / initial)

Bidder	Addenda Received	Subs Listed	License Verified	Insurance	P & P Bonds	Base Bid	Scope Adj	Alternate			Bid Total	Anticipated or Target Value	
								No. 1	No. 2	No. 3		Direct Purchase	

Scope of Alternates (all alternates must have a typed explanation):

Alternate No. 1: _____

Alternate No. 2: _____

Alternate No. 3: _____

Clarifications (if any):
Use this area as an explanation/clarification as to why a lower bid may not have been used, etc...

Revised as of 8/9/17 gbs

Florida Polytechnic University
Board of Trustees
Finance and Facilities Committee
February 25, 2020

Subject: Review of Contracts over \$200,000

Proposed Committee Action

No action required – information only.

Background Information

1. Review and disclosure of new contracts over \$200,000 and less than \$500,000.
 2. Report on existing and active procurement contracts in excess of \$200,000 with spend- to-date information.
-

Supporting Documentation:

1. New Contracts \$200K - \$500K
2. Active Contracts in Excess of \$200,000
3. Contract Report to BOT

Prepared by: Mark Mroczkowski, Vice President and CFO

Florida Polytechnic University
Contracts for disclosure between \$200,000 and \$500,000
Approximate Spend to Date
Feb-20

Vendor	Contract Type	Start Date	End Date	Original Amt	Revised Contract Amt	Spend

No new contracts over \$200,000

Florida Polytechnic University
All active contracts in excess of \$200,000
Feb-20

Vendor	Contract Type	Start Date	End Date	Original Amt	Total Spend
Adobe, Inc.	Software - Adobe Pro and Adobe Sign; new contract combined both licenses	10/27/2019	10/26/2022	\$202,322	\$67,441
Ardaman & Associates Inc.	Leaching Study - Water - Deep Injection Well	10/25/2016	no cost extension	\$234,839	\$234,839
Bright House Networks LLC	High Speed Communications Service	10/28/2013	10/27/2023	\$1,444,400	\$669,284
Campus Logic	Comprehensive student financial success platform	9/5/2019	8/31/2024	\$284,200	\$52,400
Capture LLC	Recruitment Services	7/29/2019	6/30/2022	\$204,912	\$65,000
Clark Nikdel Inc.	Creative Services	7/1/2018	6/30/2023	\$1,500,000	\$679,736
Clarke Environmental Mosquito Management Inc.	Mosquito Control Services	7/1/2016	6/30/2021	\$222,915	\$150,733
Elliance, Inc.	Creative Services	3/19/2018	3/18/2023	\$375,000	\$129,580
Global University Systems (GUS)	International Student Recruitment (5 year)	12/6/2018	12/5/2023	\$3,047,682	\$0
Hellmuth Obata and Kassabaum Inc.	HOK - Applied Research Center	10/1/2017	5/30/2022	\$2,949,795	\$2,069,039
Higher One, Inc. (CashNet)	Cashiering functionality for the University	5/15/2018	5/14/2021	\$336,716	\$38,169
Indie Atlantic LLC	Creative Services	7/1/2018	6/30/2023	\$375,000	\$152,058
International Business Machines Corporation	IBM Implementation Services - Workday Student	5/3/2017	12/31/2020	\$2,584,494	\$686,405
Lakeland Regional Medical Center	Student Health Care Services	8/21/2019	8/20/2022	\$225,386	\$33,187
Liberty Lawn Care LLC	Grounds Maintenance	1/28/2016	1/26/2020	\$2,317,965	\$1,825,495
NuPark by Passport	University Parking Management System	3/28/2019	3/27/2026	\$215,100.00	\$32,400
Poithast Studios, Inc.	Creative Services	4/24/2018	4/23/2020	\$375,000	\$16,003
Presidio Networked Solutions Inc.	Cisco SmartNet; Network equipment repair and maintenance	7/1/2019	6/30/2020	\$131,951	\$53,763
Skanska USA Building Inc.	Construction Manager for ARC Building/Preconstruction	7/1/2018	until work completed	\$310,000	\$227,000
Skanska USA Building, Inc.	Applied Research Center Foundation and Structure GMP	9/11/2019	8/13/2021	\$8.2M	\$555,119
Skanska USA Building Inc.	IST Building Reconstruction	5/22/2019	until work completed	\$9,600,000	\$2,825,876
S3Media Group	Creative Services	3/20/2018	3/19/2020	\$375,000	\$0
Safari Micro	VMWare (Software/Hardware/Implementation)	7/16/2018	7/15/2021	\$376,752	\$96,699
Super Transportation of Florida LLC	TransDev Services Inc. - Student Transportation Services	8/12/2016	6/30/2020	\$558,002	\$426,581
Tinsley Creative	Creative Services	3/15/2018	3/14/2020	\$375,000	\$15,609
Tucker Hall Inc.	Public Relations	6/7/2019	6/6/2024	\$450,000	\$35,735
Unit4 Education Solutions Inc	CAMS Student Information System	9/17/2013	Until terminated	\$247,956	\$491,713
WFF Facility Services	Custodial Services	1/1/2019	2/15/2022	\$920,243	\$308,551
Workday Inc.	Workday Student (Subscription & Delivery Assurance)	7/29/2016	7/28/2021	\$1,371,867	\$850,461
Workday Inc.	Workday HCM & Finance (Subscription & Delivery Assurance (Renewal)	4/30/2015	4/29/2021	\$2,132,537	\$2,132,537

NOTES

1. "As budget allows" means there was no firm fixed Total Value for the Agreement, only estimates based on budget availability.
2. Continuing Service Contracts for architectural, engineering, & construction services are based on multiple releases for minor projects and are limited to \$2 million

Florida Polytechnic University
Contracts for disclosure between \$200,000 and \$500,000
Approximate Spend to Date
Feb-20

Vendor	Contract Type	Start Date	End Date	Original Amt	Revised Contract Amt	Spend

No new contracts over \$200,000

Florida Polytechnic University
Contracts for approval in excess of \$500,000
Feb-20

Vendor	Contract Type	Start Date	End Date	Contract Amt
Skanska USA Building, Inc.	Applied Research Center GMP 02 (MEPF & Exterior Skin)	Upon Approval		\$17.6 M

This GMP 2 Proposal is the second of the anticipated to be three incremental GMP proposals: (1) GMP 1 Sitework/ Foundations/ Structure – executed 09.23.19; (2) GMP 2 MEPF & Exterior Skin; and (3) GMP 3 Interior Build-Out.

GMP 2 will include the following scopes of work: Masonry, Roofing, Exterior Weatherscreen, Metal and Concrete Rainscreen Panels, Exterior Curtainwall, Elevators, Fire Protection, Plumbing, HVAC, and Electrical at a cost of \$17,682,332.

<https://floridapoly.edu/about/divisions-and-departments/procurement/archived-competitive-solicitations/17-005-pgs-arc-cm-services/>

Florida Polytechnic University
All active contracts in excess of \$200,000
Feb-20

Vendor	Contract Type	Start Date	End Date	Original Amt	Total Spend
Adobe, Inc.	Software - Adobe Pro and Adobe Sign; new contract combined both licenses	10/27/2019	10/26/2022	\$202,322	\$67,441
Ardaman & Associates Inc.	Leaching Study - Water - Deep Injection Well	10/25/2016	no cost extension	\$234,839	\$234,839
Bright House Networks LLC	High Speed Communications Service	10/28/2013	10/27/2023	\$1,444,400	\$669,284
Campus Logic	Comprehensive student financial success platform	9/5/2019	8/31/2024	\$284,200	\$52,400
Capture LLC	Recruitment Services	7/29/2019	6/30/2022	\$204,912	\$65,000
Clark Nikdel Inc.	Creative Services	7/1/2018	6/30/2023	\$1,500,000	\$679,736
Clarke Environmental Mosquito Management Inc.	Mosquito Control Services	7/1/2016	6/30/2021	\$222,915	\$150,733
Elliance, Inc.	Creative Services	3/19/2018	3/18/2023	\$375,000	\$129,580
Global University Systems (GUS)	International Student Recruitment (5 year)	12/6/2018	12/5/2023	\$3,047,682	\$0
Hellmuth Obata and Kassabaum Inc.	HOK - Applied Research Center	10/1/2017	5/30/2022	\$2,949,795	\$2,069,039
Higher One, Inc. (CashNet)	Cashiering functionality for the University	5/15/2018	5/14/2021	\$336,716	\$38,169
Indie Atlantic LLC	Creative Services	7/1/2018	6/30/2023	\$375,000	\$152,058
International Business Machines Corporation	IBM Implementation Services - Workday Student	5/3/2017	12/31/2020	\$2,584,494	\$686,405
Lakeland Regional Medical Center	Student Health Care Services	8/21/2019	8/20/2022	\$225,386	\$33,187
Liberty Lawn Care LLC	Grounds Maintenance	1/28/2016	1/26/2020	\$2,317,965	\$1,825,495
NuPark by Passport	University Parking Management System	3/28/2019	3/27/2026	\$215,100.00	\$32,400
Potthast Studios, Inc.	Creative Services	4/24/2018	4/23/2020	\$375,000	\$16,003
Presidio Networked Solutions Inc.	Cisco SmartNet; Network equipment repair and maintenance	7/1/2019	6/30/2020	\$131,951	\$53,763
Skanska USA Building Inc.	Construction Manager for ARC Building/Preconstruction	7/1/2018	until work completed	\$310,000	\$227,000
Skanska USA Building, Inc.	Applied Research Center Foundation and Structure GMP	9/11/2019	8/13/2021	\$8.2M	\$555,119
Skanska USA Building Inc.	IST Building Reconstruction	5/22/2019	until work completed	\$9,600,000	\$2,825,876
S3Media Group	Creative Services	3/20/2018	3/19/2020	\$375,000	\$0
Safari Micro	VMWare (Software/Hardware/Implementation)	7/16/2018	7/15/2021	\$376,752	\$96,699
Super Transportation of Florida LLC	TransDev Services Inc. - Student Transportation Services	8/12/2016	6/30/2020	\$558,002	\$426,581
Tinsley Creative	Creative Services	3/15/2018	3/14/2020	\$375,000	\$15,609
Tucker Hall Inc.	Public Relations	6/7/2019	6/6/2024	\$450,000	\$35,735
Unit4 Education Solutions Inc	CAMS Student Information System	9/17/2013	Until terminated	\$247,956	\$491,713
WFF Facility Services	Custodial Services	1/1/2019	2/15/2022	\$920,243	\$308,551
Workday Inc.	Workday Student (Subscription & Delivery Assurance)	7/29/2016	7/28/2021	\$1,371,867	\$850,461
Workday Inc.	Workday HCM & Finance (Subscription & Delivery Assurance (Renewal)	4/30/2015	4/29/2021	\$2,132,537	\$2,132,537

NOTES

1. "As budget allows" means there was no firm fixed Total Value for the Agreement, only estimates based on budget availability.
2. Continuing Service Contracts for architectural, engineering, & construction services are based on multiple releases for minor projects and are limited to \$2 million

Florida Polytechnic University
All active contracts in excess of \$200,000
Feb-20

Vendor	Contract Type	Start Date	End Date	Original Amt	Spend	Source Method	Sourcing	Comments
Adobe, Inc.	Software - Adobe Pro and Adobe Sign; new contract combined both licenses	10/27/2019	10/26/2022	\$202,322	\$67,441	Sole Source	BOG Reg	Sole source was the procurement method used to acquire these software subscriptions based on BOG Regulation which states commodities or contractual services available from a single source may be exempted from the competitive solicitation process.
Ardaman & Associates Inc.	Leaching Study - Water - Deep Injection Well	10/25/2016	no cost extension	\$234,839	\$234,839	BOG Exception	Research	FIPR
Bright House Networks LLC	High Speed Communications Service	10/28/2013	10/27/2023	\$1,444,400	\$669,284	FPU-UF Sol	ITN13RL-133	8 proposals (UF Managed)
Campus Logic	Comprehensive student financial success platform	9/5/2019	8/31/2024	\$284,200	\$52,400	Sole Source	BOG Reg	CampusLogic is a comprehensive student financial success platform. In order to provide the best student experience, the solution must be easy, mobile, and personalized. It must also meet all product functionality and technical requirements including easy Integration with our student information system and imaging system. Florida Poly has determined that CampusLogic is the only company that provides a student financial services platform with all product functionality and technical requirements needed. Sole source was the procurement method used to acquire this product based on BOG Regulation which states commodities or contractual services available from a single source may be exempted from the competitive solicitation process.
Capture LLC	Recruitment Services	7/29/2019	6/30/2022	\$204,912	\$65,000	PB	DQ17-00012	Colorado State University
Clark Nikdel Inc.	Creative Services	7/1/2018	6/30/2023	\$1,500,000	\$679,736	FPU Sol	ITN 18-003	5/23/18 Bd Approval; all services except photo
Clarke Environmental Mosquito Management Inc.	Mosquito Control Services	7/1/2016	6/30/2021	\$222,915	\$150,733	FPU Sol	ITB 16-021	3 proposals; Turner, Total, Clark
Elliance, Inc.	Creative Services	3/19/2018	3/18/2023	\$375,000	\$129,580	FPU Sol	ITN 18-003	All Services
Global University Systems (GUS)	International Student Recruitment (5 year)	12/6/2018	12/5/2023	\$3,047,682	\$0	ITN	ITN 18-010	Tuition Rev \$7.3m; Fee to Gus \$3m; Net to FPU \$4.2m
Hellmuth Obata and Kassabaum Inc.	HOK - Applied Research Center	10/1/2017	5/30/2022	\$2,949,795	\$2,069,039	FPU Sol	RFQ 16-028	17 proposals; 5 shortlisted
Higher One, Inc. (CashNet)	Cashiering functionality for the University	5/15/2018	5/14/2021	\$336,716	\$38,169	UNF Sol	ITN 16-23	CashNet was compared with another cashing system and was selected based on best value and best price. Payments will begin at GoLive tentatively scheduled for June 2019. Three year contract with two 1-year renewals.
Indie Atlantic LLC	Creative Services	7/1/2018	6/30/2023	\$375,000	\$152,058	FPU Sol	ITN 18-003	All Services
International Business Machines Corporation	IBM Implementation Services - Workday Student	5/3/2017	12/31/2020	\$2,584,494	\$686,405	FPU Sol	ITN 16-023	2 proposals
Lakeland Regional Medical Center	Student Health Care Services	8/21/2019	8/20/2022	\$225,386	\$33,187	BOG Exception	Health Services	
Liberty Lawn Care LLC	Grounds Maintenance	1/28/2016	1/26/2020	\$2,317,965	\$1,825,495	FPU Sol	ITB 16-001	4 proposals; 2 qualified for review; Liberty and Evolve; beginning 1st renewal; 4 of 5 year term
NuPark by Passport	University Parking Management System	3/28/2019	3/27/2026	\$215,100.00	\$32,400	NCPAA	RFP #26-16	3 proposals considered: NuPark, T23, and Aims under RFQ 19-003; initial 5 year and two 1-year renewals.
Potthast Studios, Inc.	Creative Services	4/24/2018	4/23/2020	\$375,000	\$16,003	FPU Sol	ITN 18-003	Videography & Photography
Presidio Networked Solutions Inc.	Cisco SmartNet; Network equipment repair and maintenance	7/1/2019	6/30/2020	\$131,951	\$53,763	NASPO	43220000-WSCA-14-ACS	
Skanska USA Building Inc.	Construction Manager for ARC Building/Preconstruction	7/1/2018	until work completed	\$310,000	\$227,000	FPU Sol	PQS 17-005	13 proposals; 4 shortlisted
Skanska USA Building, Inc.	Applied Research Center Foundation and Structure GMP	9/11/2019	8/13/2021	\$8.2M	\$555,119	FPU Sol	PQS 17-006	14 proposals; 4 shortlisted
Skanska USA Building Inc.	IST Building Reconstruction	5/22/2019	until work completed	\$9,600,000	\$2,825,876	Sole Source	Pergolas Repair	SKANSKA was the original CM supervising the installation of the fabricated aluminum pergolas and interface with electrical systems. The aluminum Pergola fabrication process, in accordance with the original design specifications, is proprietary to MG McGrath who also was the original sub-contractor for original construction of the IST building. The supervision, removal and installation of the new Pergolas must be performed by the original contractors.
S3Media Group	Creative Services	3/20/2018	3/19/2020	\$375,000	\$0	FPU Sol	ITN 18-003	all services except photo
Safari Micro	VMWare (Software/Hardware/Implementation)	7/16/2018	7/15/2021	\$376,752	\$96,699	Consortium	GSA - GS-35F-03495	Virtual Application Portal; Faculty/Staff/Students will have access to university software on any personal device
Super Transportation of Florida LLC	TransDev Services Inc. - Student Transportation Services	8/12/2016	6/30/2020	\$558,002	\$426,581	Shared Initiative	UCF	Transportation Services
Tinsley Creative	Creative Services	3/15/2018	3/14/2020	\$375,000	\$15,609	FPU Sol	ITN 18-003	All Services
Tucker Hall Inc.	Public Relations	6/7/2019	6/6/2024	\$450,000	\$35,735	FPU Sol	ITN 19-004	Three proposals; two put under contract; Tucker Hall for \$450K and Sachs Media Group for \$150K
Unit4 Education Solutions Inc	CAMS Student Information System	9/17/2013	Until terminated	\$247,956	\$491,713	UF Sourced	UF Sourced	\$247,956 implementation and 1st year; there after, approximately \$40K per year
WFF Facility Services	Custodial Services	1/1/2019	2/15/2022	\$920,243	\$308,551	PB	PSC PB	Approved by BOT Dec 2018

Workday Inc.	Workday Student (Subscription & Delivery Assurance)	7/29/2016	7/28/2021	\$1,371,867	\$850,461	Sole Source	Based on current ERP Subscription	
Workday Inc.	Workday HCM & Finance (Subscription & Delivery Assurance (Renewal))	4/30/2015	4/29/2021	\$2,132,537	\$2,132,537	FPU-UF Sol	RFI/RFQ	3 proposals

NOTES

1. "As budget allows" means there was no firm fixed Total Value for the Agreement, only estimates based on budget availability.
2. Continuing Service Contracts for architectural, engineering, & construction services are based on multiple releases for minor projects and are limited to \$2 million