

April 5, 2022

MEMORANDUM

TO: Florida State College at Jacksonville  
District Board of Trustees

FROM: John Avendano, Ph.D.   
College President

RE: April 2022 Board Agenda

Enclosed please find materials in support of the April 12, 2022, Board meeting.

All meetings of the Board will be held at the College's Advanced Technology Center, 401 West State Street, Jacksonville, FL 32202.

The Board Workshop on the topics listed below will convene from noon – 1 p.m. in Room T-140. The Board regular meeting will begin at 1 p.m., Rooms T-140 & 141.

- FSCJ Archives Project
- Legislative Update

Should you have any questions, or if you are unable to attend one or both of the meetings, please let me know.

**Florida State College at Jacksonville  
District Board of Trustees  
Regular Meeting**

202200515

**A G E N D A**

**April 12, 2022 – 1 p.m.**

**Advanced Technology Center, Rooms T-140 & 141**

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**CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

**COMMENTS BY THE PUBLIC**

The District Board of Trustees welcomes comments before the Board relating to matters under the Board's consideration during today's meeting. Please note that consideration of the Action Items will also constitute a public hearing under the Administrative Procedures Act. Any comments regarding the Board Rule under consideration today, should also be made at this time. Those who wish to address the Board are required to complete a Public Comment Request form\* prior to the meeting. Requestors will be called upon by the Board Chair. Comments are limited to three minutes per person, and the Board is not required to respond.

**MINUTES OF THE JANUARY 17, 2022, DISTRICT BOARD OF TRUSTEES BUSINESS DINNER (p. 517-518)**

**MINUTES OF THE JANUARY 28, 2022, DISTRICT BOARD OF TRUSTEES DEEP DIVE WORKSHOP/PLANNING MEETING (p. 519-525)**

**MINUTES OF THE FEBRUARY 8, 2022, DISTRICT BOARD OF TRUSTEES FINANCE & AUDIT COMMITTEE QUARTERLY MEETING (p. 526-528)**

**MINUTES OF THE FEBRUARY 8, 2022, DISTRICT BOARD OF TRUSTEES WORKSHOP (p. 529-532)**

**MINUTES OF THE FEBRUARY 8, 2022, DISTRICT BOARD OF TRUSTEES REGULAR MEETING (p. 533-551)**

**REPORT OF THE COLLEGE PRESIDENT**

**STRATEGIC PROGRAMMATIC DISCUSSION**

**CONSENT AGENDA**

Trustees may remove any item from the Consent Agenda for individual consideration under Action Items.

1. Administration: Board Rules – Non-Substantive Changes and Review (p. 552-558)
2. Purchasing: Annual Contract Extensions (p. 559)
3. Purchasing: Construction \$700K - \$4M Delivery Order/Job Order Contracting Services (p. 560)
4. Purchasing: Painting Delivery Order Contracting Services (p. 561)
5. Finance: Direct Support Organization Checklist and Annual Audit for the Fiscal Year Ended September 30, 2021 (p. 562-601)
6. Facilities: Certificate of Final Inspection for the North Campus – Bldg. A Dental Clinic Renovation (p. 602)
7. Facilities: Certificate of Final Inspection for the South Campus Fire Academy Live Fire Training Facility (p. 603)
8. Facilities: Certificate of Final Inspection for the South Campus Partial Water Re-pipe (p. 604)
9. Facilities: Certificate of Final Inspection for the Urban Resource Center Upper Roof Replacement (p. 605)

## **ACTION ITEMS**

1. Approval of Consent Agenda (p. 606)
2. Administrative Procedure Act – Board Rules, Section 10 – Educational Support Services (p. 607-610)
3. Human Resources: Award of Continuing Contracts (p. 611)
4. Human Resources: Faculty Sabbaticals (p. 612)
5. Human Resources: Florida College System Annual Equity Update Report (p. 613)
6. Finance: Fees and Charges (p. 614)
7. Finance: FSCJ ACCESS Program (p. 615)
8. Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 2 (p. 616-617)

## **INFORMATION ITEMS**

Trustees may request discussion of the Information Items.

- A. Human Resources: Personnel Actions (p. 618-620)
- B. Purchasing: Purchase Orders Over \$195,000 (p. 621)
- C. Finance: Investment Reports for Quarter Ended December 31, 2021 (p. 622-659)

## **REPORT OF THE BOARD CHAIR**

## **REPORTS OF TRUSTEES**

## **REPORT OF THE FINANCE & AUDIT COMMITTEE CHAIR**

## **REPORT OF THE BOARD LIAISON, FSCJ FOUNDATION BOARD OF DIRECTORS**

## **REPORT OF THE ADMINISTRATIVE AND PROFESSIONAL COLLABORATIVE**

(Written report provided by Dr. Mark Boese)

## **REPORT OF THE CAREER EMPLOYEES COUNCIL** (Written report provided by Matt Wetzel)

## **REPORT OF THE FACULTY SENATE** (Report provided by Dr. John Woodward)

## **REPORT OF THE STUDENT GOVERNMENT ASSOCIATION** (Written report provided by Breana White)

## **NEXT MEETING**

The Board will meet on Tuesday, May 17, 2022, at the College's Administrative Offices for a Budget Workshop. The workshop will convene at noon in Board Room 405. The next regular meeting of the Board is scheduled for Tuesday, June 14, 2022, at the College's Administrative Offices.

## **ADJOURNMENT**

\* Please refer to the FSCJ DBOT webpage for procedures/information regarding "Public Comments." The FSCJ DBOT webpage may be viewed within the College's website at: <https://www.fscj.edu/dbot>.

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the January 17, 2022, Business Dinner Meeting  
Table 23, Tallahassee, FL, 7 p.m.**

PRESENT:

Michael M. Bell, Chair, District Board of Trustees (DBOT)  
 Laura M. DiBella, Vice Chair, Nassau County, DBOT  
 Andrew B. Shaw, DBOT  
 Roderick D. Odom, DBOT  
 John Avendano, College President, FSCJ  
 Virginia Berg, Director of Government Relations, FSCJ  
 Chris Hagan, The Southern Group  
 Sheela VanHoose, The Southern Group

ABSENT:

O. Wayne Young, Vice Chair, Duval County, DBOT  
 Jennifer D. Brown, DBOT  
 Shantel N. Davis, DBOT  
 D. Hunt Hawkins, DBOT  
 Thomas R. McGehee, Jr., DBOT

CALL TO ORDER:

College President John Avendano, Ph.D. called the meeting to order at 7 p.m. and welcomed those in attendance.

WELCOME:

President Avendano thanked the Trustees for taking the time from their busy schedules to travel to Tallahassee for the various trustee events surrounding the Association of Florida Colleges (AFC) Trustees Commission Virtual Legislative Conference/Update.

INFORMATION/  
DISCUSSION:

A. Topics & Reports:

## 1. President's Report:

President Avendano reminded Trustees of the upcoming planning meeting:

- January 2022 DBOT Deep Dive Workshop/Planning Meeting – He looked forward to the Trustees and Executive Leadership Team coming together on Friday, January 28, 9 a.m. – 3 p.m. The members will participate in an in-depth planning meeting. The discussion topics include:
  - Strategic Plan
  - Recruitment and Marketing Plan
  - Master Facilities Plan
  - Capital Campaign
  - FSCJ President's Proposed Goals for 2022-23

District Board of Trustees  
 Minutes of the January 17, 2022, Business Dinner Meeting  
 Page 2

2. Legislative Session Preview: Director of Government Relations Virginia Berg provided the Board with a legislative session preview. The preview included information pertaining to the following:
- General 2022 Session Outlook
  - One-Pager Review
  - Planned Schedule for Legislative Visits
3. 2022 AFC Trustees Commission Virtual Legislative Conference /Update: President Avendano provided the Board with an overview of the 2022 AFC Trustees Commission Virtual Legislative Conference/Update schedule. The virtual conference is planned for Tuesday, January 18 via Zoom from 9-10:15 a.m., to include presentations relating to Florida Department of Education updates, understanding of 2022 Legislative Priorities and Substantive Bill Review and the Trustees Commission Annual Meeting activities.
4. FSCJ DBOT Legislative Visits: Director Berg provided the Board with an overview of the FSCJ DBOT Legislative Visits. The overview included detailed information of the legislative visits scheduled at the Capitol during the two-day Tallahassee visit.

COMMENTS BY THE PUBLIC:

There were no comments made by the public.

NEXT BOARD MEETING:

Chair Michael Bell announced that the next regular monthly meeting of the Board is scheduled for Tuesday, February 8, 2022, at the College's Advanced Technology Center.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 9:15 p.m.

APPROVAL OF MINUTES:

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 Chair, District Board of Trustees

\_\_\_\_\_  
 Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the January 28, 2022, Deep Dive Workshop/Planning Meeting  
Omni Amelia Island Resort, Conference Center  
Cumberland Ballrooms B & C, 9 a.m.**

PRESENT:

Michael M. Bell, Chair  
 Laura M. DiBella, Vice Chair, Nassau County (via remote attendance)  
 O. Wayne Young, Vice Chair, Duval County  
 Jennifer D. Brown  
 Shantel N. Davis  
 D. Hunt Hawkins  
 Thomas R. McGehee, Jr.  
 Roderick D. Odom  
 Andrew B. Shaw

ABSENT:

None

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 9:06 a.m. and welcomed those in attendance, noting it was an exciting time at the College, and he was glad to see everyone together for the annual deep dive session. He thanked the attendees for coming out to Nassau County.

WELCOME/  
INTRODUCTIONS:

President John Avendano, Ph.D. welcomed all those in attendance and thanked the Trustees for taking time from their busy schedules for an all-day agenda. He noted there were a lot of new faces around the table – Trustees along with members of the FSCJ Executive Leadership Team (ELT) and other leaders within the College's respective areas of the institution. He asked attendees to take a moment to introduce themselves, to include the areas of their responsibilities, and they did so accordingly.

President Avendano acknowledged the presence of Trustee Laura DiBella via remote attendance. Trustee DiBella shared her regrets for not being in-person at the meeting. However, she was appreciative for having the opportunity to participate by way of conference line.

INFORMATION/  
DISCUSSION:PART I

**I. COLLEGE PLANNING  
2022 – STRATEGIC  
DISCUSSION:**

President Avendano shared the outline of today's meeting, noting there would be discussion of four to five large topic areas. Prior to starting the deep dive conversation, he stated attendees must first prepare themselves to think the pandemic is in the past and to begin thinking on how we can move the organization forward in the direction that benefits the students and community along with touching all aspects of the organization. The discussion topic areas are as follows:

- Strategic Plan/Visionary Impact Plan 2.0 (VIP 2.0): Forming Teams, Moving Plan Forward
- Recruitment and Marketing Plan: Continued Outreach into the Community, Enrollment Management, Target Markets Going Forward

- Master Facilities Plan: 5-Year Facilities Plan, Scan of the Facilities, Ideas for Campus/Centers, Questions & Input, Funding of Facilities
- Campaign Plan: Campaign Ideas, Priorities & Steps, How to Move Forward w/Plan
- President's Anticipated Goals 2022-23: Priorities, Spend Time, Areas of Input

President Avendano shared today's session would be more of an on-going conversation as he appreciates and values everyone's time. His preference is to keep the presentations relatively short and have in-depth discussion with ideas on how to move the institution forward. With that said, he introduced the first presenter.

#### A. Strategic Plan:

Associate Vice President of Strategic Priorities Dr. Deborah Fontaine provided Trustees with an overview of the College's Strategic Plan – Visionary Impact Plan 2.0 (VIP 2.0). The overview included information pertaining to the following:

- Process of Implementing Goals and Priorities for 2021-24 Visionary Impact Plan 2.0 (VIP 2.0)
- Review of VIP 2.0 Scorecard
- FSCJ Quality Enhancement Plan (QEP), Process & Timeline
- High Level Graphic – Equitable Student Success

There was discussion by attendees regarding the VIP 2.0 scorecard, projections of institution, process to check progress, timeline for sharing results, effectiveness with delivering mission, identifying barriers and making changes, student experience, compiling data and sharing data trends.

#### B. Recruitment and Marketing Plan:

Vice President of Student Services Dr. Linda Herlocker introduced Associate Vice President of Enrollment Management Jacquelyn Thompson, who provided Trustees with an overview of the College's Strategic Enrollment Management Plan. The overview included information pertaining to the following:

- National Enrollment Trends
- The Forecast Five Years Ago: HS Grads Numbers to Stagnate
- Enrollment Numbers
- Population Growth
- Growth by Race and Age
- High School Feeder Institutions (% of Graduates Attending FSCJ)
- Transfer Students: Inbound/Outbound

- Competitors: Local Technical, Local Universities, Nearby Colleges, Global Campuses, Online Certification and Not Going to College
- Strategic Priorities
- Strategic Enrollment Management Plan Overview
  - Current Performance
  - Future Market Assessment
  - Outcomes

Chief Communications Officer Jill Johnson introduced Director of Marketing Amy Lavner, who provided Trustees with an overview of the FSCJ Marketing Strategic Plan 2022. The overview included information pertaining to the following:

- Marketing Goals
- Advertising Plan
- Marketing Outlets
- Advertising Plan Budget
- Advertising Plan Monthly Flow of Messaging
- Brand Awareness: “FSCJ is Here” – For Everyone
- Brand Awareness Presentation of Commercial
- Marketing/Admissions Partnership
- Brand Awareness: High School Graduates/First Time in College Students
- Persistence with Digital Ad
- Campaign with Admissions
- Campaign for Stop Outs/Drop Outs
- Campaign for Applied and Admitted
- Campaign for Nassau Center
- Program Marketing
- Grants

There was in-depth discussion by attendees regarding email fatigue, effectiveness of direct mail campaign, use of QR codes, pandemic behavior related to enrollment, opportunities for growth rate in Florida, rising numbers of females in college, mentoring programs for underrepresented males, growth by race, marketing to accommodate different languages, actively recruiting bilingual staff, partnership with counselors, early intervention for high school students, end-goal college completion, social influencers, lifetime earnings of college

graduate, greatest challenge of NEFL students – not having a college plan, focus on programs providing greatest opportunity to community and industry, emphasize outcomes and value propositions, market return on investment of degree, address market trends, program reviews, marketing to social media, incentives to encourage full-time enrollment, persistence and earlier enrollment, shift in mindset to college-bound cultural, influential alumni advocacy and ensuring one-College voice.

C. Master Facilities Plan: President Avendano provided Trustees with an overview of the FSCJ 5-Year Collegewide Master Plan. The overview included information pertaining to the following:

- 2022-27 FSCJ Master Plan Executive Summary
- Important Dates/Timeline of Master Plan
- Steering Committee Representatives (All Areas of Institution Represented)
- Recommended Firm and Partners: Prosser | Haskell | PQH Group (Campus Master Planning Team)
- Incorporate Existing 5-Year Master Plan Goals
  - Create Sense of Arrival with an Identifiable Entrance/Front Door
  - Enhance the Student, Faculty and Staff Experience
  - Complete Exterior Wayfinding Package
  - Site Enhancement Amenities
- Building on FSCJ's Mission, Vision & Values
- Future 5-Year Master Plan Considerations
- Top Priorities by Location
  - Downtown Campus (ATC, URC, AO, MSB)
    - STEM | Culinary | Technology | Urban Agriculture | Liberal Arts & Sciences
  - Kent Campus
    - Community | Culture | Business | Art | Liberal Arts & Sciences
  - North Campus (Criminal Justice Center)
    - Medical | Health Occupations | Liberal Arts & Sciences
  - South Campus
    - Liberal Arts & Sciences | Public Safety | Fire Academy

- Cecil Center – North & South
  - Trades | Manufacturing | Welding | Logistics | Aviation | Liberal Arts & Sciences
- Deerwood Center
  - Health Sciences | Liberal Arts & Sciences
- Nassau Center
  - Programming that Supports Nassau County Residents

There was in-depth discussion by attendees regarding deferred maintenance, partnership opportunities, best utilization of space, study plan for collation of programs to community, deliverables by population density, healthcare programs require additional space, indoor/outdoor performance spacing, Military/Veterans Center vision, consideration of collegiate housing, building naming opportunities, Fire Academy of the South expansion opportunities, growth and development opportunities in Nassau County, growth and development within the Cecil Center area, tour of campus/centers and knowing programs offered, value proposition in marketing opportunities and suggestion of a Facilities Steering Committee for review of a long-term plan for space utilization of all facilities.

#### D. Campaign Plan:

Executive Director for the FSCJ Foundation Cleve Warren provided Trustees with an overview of the Major Gifts Campaign Concept Plan. The overview included information pertaining to the following:

- Theory of Change: Backwards Planning Model ~ “*Begin with the End in Mind*” ~ Stephen Covey
- Mapping the Future
- Concept Plan
  - Barriers & Obstacles
  - Action Steps
  - Intermediate Outcomes
  - System Outcomes
  - Visionary Goal

President Avendano shared with Trustees additional information relating to the Campaign Plan, including elements of a successful campaign, cycle of fundraising, comfort level of moving the agenda forward, presentation by third party and level of commitment by all.

There was discussion by attendees regarding specific dollar amount of Campaign Plan, must-have full Plan in place, phased-in approach preferred, perform feasibility study, prioritize phases, capacity/phases community can support/accept, prioritize and allocate capital, back to Strategic Plan – tell College’s story and benefit due to competition in community, well-defined Campaign, appeal to broad spectrum, marketing research choose FSCJ, prioritize Campaign to be successful and rationale approach to connect people to FSCJ’s Campaign.

President Avendano shared with Trustees that the College is still in the exploratory phase, with the next step being presentation of the Campaign Plan to the Foundation full Board. The Foundation Board of Directors (FBOD) would be responsible for bringing in a third-party. He noted the overall Plan is in place and ready to move forward. Hearing no objections, President Avendano stated he would start the process and bring the FBOD up to speed and present the members with the ideas, purpose and charge.

## PART II

### II. PLANNING MEETING SUMMARY AND ACTION PLAN:

President Avendano provided attendees with an overview of the morning session, noting information/presentations were shared and in-depth conversations were had on the large topic areas of Strategic Plan/Visionary Impact Plan 2.0 (VIP 2.0), Recruitment and Marketing Plan, Master Facilities Plan and Campaign Plan. There was great ideas and input on how to move the College forward provided by all. The College will act on the Campaign Plan, and move the Plan forward to the Foundation Board of Directors.

President Avendano asked if there were any questions or comments by the Trustees or any of the other attendees related to the information provided to this point, and there were none.

### III. GOAL SETTING AND PRIORITIES FOR FSCJ/PRESIDENT:

President Avendano provided the Trustees with an overview of the 2022-23 Goals and Objectives, noting the proposed goals will be brought before the Board in the coming months and at this time some data has yet to be received. However, an update will be provided to Trustees in February and again in April 2022. The current goals and objectives are very similar to the previous year in order to have a comparison. Additionally, spaces have been left open at the bottom of the document so that Trustees may add areas of focus to the process.

There was discussion by Trustees regarding goal setting and measurables, institutional strengths, VIP 2.0 scorecard, providing strategies and direction, paradigm shift in education, life and work balance for students, shifting mindset to college-bound cultural and having the opportunity to engage in open dialogue at today’s meeting.

President Avendano thanked everyone for their involvement in today's planning meeting and ongoing support of the College. He shared that this Board is one of the most engaged well-informed group of Trustees he has ever had the opportunity to work for, noting he always welcomes their ideas, perspectives and feedback.

President Avendano stated as a follow-up to the planning meeting, an evaluation survey would be sent out within the next week by Board Liaison Kimberli Sodek. Additionally, he looked forward to the Trustees' feedback.

COMMENTS BY THE  
 PUBLIC:

There were no comments made by the public.

NEXT MEETING:

The Board will meet on Tuesday, February 8, 2022, at the College's Advanced Technology Center.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 2:12 p.m.

APPROVAL OF MINUTES:

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Chair, District Board of Trustees

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Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville  
District Board of Trustees  
Finance & Audit Committee  
Minutes of February 8, 2022, Quarterly Meeting  
Advanced Technology Center, Room T-116, 10:45 a.m.**

PRESENT: D. Hunt Hawkins, Committee Chair  
Roderick D. Odom  
O. Wayne Young  
John Avendano  
Wanda Ford  
Stephen Stanford  
Cleve Warren  
Debbie Monnserratt  
Khalid Yasin, PFM Asset Management LLC  
Scott Sweeten, PFM Asset Management LLC

ABSENT: None

CALL TO ORDER: College President John Avendano, Ph.D. and Committee Chair Hunt Hawkins called the Finance and Audit Committee meeting to order at 10:50 a.m. and welcomed those in attendance.

INFORMATION /  
DISCUSSION:

- A. Property Insurance Update: Interim Vice President of Finance & Administration Dr. Wanda Ford provided an overview of the College's negotiations with Arthur J. Gallagher Risk Management Services, Inc. regarding the new contract for Property Insurance for the period of April 1, 2022 through April 1, 2023. Executive Director of Risk Management Debbie Monnserratt informed the Committee that the College currently is entering a three-year contract with the option to renew in two years in the amount of \$644,542. There is an increase of 17% which is \$94K more than last year (\$549,752). The increase is due to the result of multiple years of claims from hurricanes, wildfires, tornados and flooding throughout the state. The College has secured better rates outside of the requirements for the Consortium through the same broker.
- B. Discussion of Interim Financial Statement: Interim Vice President Ford and Associate Vice President of Administrative Services Steve Stanford discussed the Interim Financial Statement ending December 31, 2021. Currently, student fees are trending down due to an 8% decrease in enrollment. Decreased enrollment and tuition is common with all of the Florida Colleges. The College is able to set aside a portion of HERRF funds for revenue back up for 2022-2023. All of the HEERF funds have

been allocated for different projects and are tracked. AVP Stanford reminded the Committee that the recovered indirect cost can increase the fund balance requiring a spending plan. Spending plan recommendations include funding for capital projects and/or paying off the capital lease to eliminate the \$1.5M annual debt payment over a period of 15 years (2037). With the sale of the Bartram property, the State has said the amount from that sale must be used for a capital project with no time restrictions. The College currently has \$45M in deferred maintenance projects.

C. Fund Balance  
Calculation  
Methodology:

Interim Vice President Ford provided an overview of the proposed change in fund balance methodology. The Florida College System Council of Business Affairs (COBA) is recommending the shift to follow the best practices of Government Finance Officers Association (GFOA). GFOA recommends the College have on hand no less than two months of expenditures or revenue across the board for all institutions which would put the College at 14% for the fund balance. That was also the average for the other colleges in Florida.

D. Investment Report:

Chief Investment Officer Cleve Warren along with Khalid Yasin and Scott Sweeten (both of PFM Asset Management LLC) presented the 4<sup>th</sup> Quarter, December 2021 Operational Fund Investment Performance Review. Surplus funds are invested into legislative approved fixed income securities. The unemployment market added 7,000 jobs. The Quasi Endowment Fund since inception in 2016 has grown to double the initial \$3.8M portfolio which is primarily equities (mutual funds) and is a highly liquid portfolio. The Quasi Endowment portfolio ended the year with a \$7.66M market value. For the year, the portfolio ended at 16.5%, outperforming the benchmark of 13.8%. The portfolio ranks in the top 10% of all endowments and foundations across the country.

COMMENTS BY THE  
PUBLIC:

There were no comments made by the public.

NEXT MEETING:

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, April 12, 2022, 10:45 a.m.

ADJOURNMENT:

There being no further business, Committee Chair Hawkins declared the meeting adjourned at 11:46 a.m.

APPROVAL OF  
MINUTES:

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Committee Chair, Finance and Audit Committee

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Interim Vice President of Finance and Administration

Submitted by: Shannon Oliver, Project Coordinator

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the February 8, 2022, Board Workshop  
Advanced Technology Center, Room T-140, Noon**

PRESENT: Michael M. Bell, Chair  
 Laura M. DiBella, Vice Chair, Nassau County (via remote attendance)  
 O. Wayne Young, Vice Chair, Duval County  
 Jennifer D. Brown  
 Shantel N. Davis  
 D. Hunt Hawkins  
 Thomas R. McGehee, Jr.  
 Roderick D. Odom  
 Andrew B. Shaw (via remote attendance)

ABSENT: None

CALL TO ORDER: Chair Michael Bell called the meeting to order at 12:10 p.m. and welcomed those in attendance. He acknowledged the presence of Trustee Laura DiBella and Trustee Andrew Shaw, M.D. via remote attendance, noting Trustee DiBella would be arriving later in the workshop.

WELCOME/  
INTRODUCTIONS: College President John Avendano, Ph.D. welcomed all those in attendance, noting that today's topic, "FSCJ Program Overview" has been discussed by the Board over the past year for members to become more familiar with the College's programs, enrollment within the programs and the needs of the programs. Three programs were identified to be presented:

- Automotive Service Management Technology (A.A.S.)
- Building Construction Technology (Construction Management) (A.S.)
- Engineering Technology (Advanced Manufacturing (A.S.))

He introduced Provost/Vice President Dr. John Wall, and asked that he move forward with the introductions of the staff within the programs, and he did so accordingly.

INFORMATION/  
DISCUSSION:

A. FSCJ Program Overview: Provost/Vice President of Academic Affairs Dr. John Wall; Associate Engineering & Industry: Provost, Baccalaureate, Career and Technical Education Dr. Sheri Litt; Dean of Engineering & Industry Dr. Doug Brauer; and Professors Paul Soar, Laila Kadi and Kevin Beamish provided the Board with an overview of the programs.

Associate Provost, Baccalaureate, Career and Technical Education  
Dr. Sheri Litt thanked the Board for the opportunity to share and present one of the most growing program areas of the College, which has the greatest impact on Northeast Florida.

Dean of Engineering & Industry Dr. Doug Brauer provided the Board with an overview of the College's Engineering & Industry Program. The overview included information pertaining to the following:

- Data Collection
- Synergy of Departments Working Together
- Strategic Steps Forward
- Engineering & Industry Strategic Direction
- Engineering & Industry Vision
- Engineering & Industry Major Milestones
- Engineering & Industry Enrollment Trends

Professor Paul Soar provided the Board with an overview of the College's Automotive Service Management Technology (A.A.S.). The overview included information pertaining to the following:

- Program Degree and Technical Certificate: Automotive Service Management Technology (A.A.S.) and Automotive Service Technician (T.C.)
- Autonomous Technologies
- About the Program
  - Credit Hours
  - New Cohort Starts
  - Preparing Students
  - Location of Program
  - Authorized Testing Site
  - Faculty Members within Program
- Advanced Driver Assistance Systems Technician (ADAS) Tech Grant
- Engineering & Industry ADAS Video

Professor Laila Kadi provided the Board with an overview of the College's Construction Technology (Construction Management) (A.S.). The overview included information pertaining to the following:

- Program Degrees and Technical Certificates: Architectural Design and Construction Technology (A.S.), Building Construction Technology (A.S.), Computer Aided Technical Design (T.C.) and Advanced Computer-Aided Technical Design (T.C.)
- About the Program
  - Credit Hours
  - Open Access
  - Target Emphasis
  - Location of Program
  - Engaged in Dual Enrollment Courses
  - Faculty Members
- High School Students with Hands-on Experience

Professor Kevin Beamish provided the Board with an overview of the College's Engineering Technology (Advanced Manufacturing) (A.S.). The overview included information pertaining to the following:

- Program Degrees and Technical Certificates: Engineering Technology (Advanced Manufacturing) (A.S.), Advanced Manufacturing (Automation (T.C.), CNC Machinist/Fabricator (T.C.), Engineering Technology Support Specialist (T.C.), Mechatronics (T.C.), Pneumatics, Hydraulics and Motors for Manufacturing (T.C.)
- About the Program
  - Credit Hours
  - Open Access
  - Prepares Students
  - Location of Program
  - Currently Administering Three NSF Grants
  - Large Cohort of Dual Enrollment with Duval County Public Schools and Johnson & Johnson
  - Nationally Recognized Industry
  - Faculty Members
- Overall Engineering & Industry – Connections with Community
- Overall Engineering & Industry – Accreditations & Certification Pathways
- Overall Engineering & Industry – Grants
- Overall Engineering & Industry – Industry Partnerships
- Overall Engineering & Industry – Innovation
- Overall Engineering & Industry Keys to Moving Forward

There was discussion by Trustees regarding change going forward, opportunities for manufacturing, technology in today's world, pursuit of grants, engaging partnerships, data collection, accreditation fees and marketing opportunities of the great programs.

President Avendano thanked everyone for their involvement in today's workshop and in-depth overviews of the programs.

COMMENTS BY THE  
PUBLIC:

There were no comments made by the public.

ADJOURNMENT:

There being no further business, Chair Bell declared the public meeting adjourned at 12:58 p.m.

APPROVAL OF MINUTES:

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Chair, District Board of Trustees

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Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board

**Florida State College at Jacksonville  
District Board of Trustees  
Minutes of the February 8, 2022, Regular Meeting  
Advanced Technology Center, Rooms T-140 & 141, 1 p.m.**

PRESENT:

Michael M. Bell, Chair  
 Laura M. DiBella, Vice Chair, Nassau County  
 O. Wayne Young, Vice Chair, Duval County  
 Jennifer D. Brown  
 Shantel N. Davis  
 D. Hunt Hawkins  
 Thomas R. McGehee, Jr.  
 Roderick D. Odom  
 Andrew B. Shaw (via remote attendance)

ABSENT:

None

CALL TO ORDER:

Chair Michael Bell called the meeting to order at 1:11 p.m. and welcomed those in attendance. He acknowledged the presence of Trustee Andrew Shaw, M.D. via remote attendance.

PLEDGE:

Chair Bell led the Pledge of Allegiance.

COMMENTS BY THE PUBLIC:

Chair Bell opened the public comments segment of the meeting wherein members of the public were invited to make comments on matters before the Board's consideration. It was noted that under the Administrative Procedure Act, a public hearing would be considered as to Action Items on the agenda, and any comments regarding the Rules would be stated at that time.

Chair Bell advised the Board that no member of the public had requested to speak. He asked if there were any comments by the Trustees, and there were none.

MINUTES:

(Ref. Board Agenda for February 8, 2022; Pages 202200414 – 436)

Chair Bell asked the Board if there were any comments or recommended revisions to the Florida State College at Jacksonville (FSCJ) District Board of Trustees (DBOT) minutes – as a slate – of the November 9, 2021, Finance & Audit Committee Quarterly Meeting, on agenda pages 414 – 416; November 9, 2021, Board Workshop, on agenda pages 417 – 420; and November 9, 2021, Regular Meeting, on agenda pages 421 – 436, and there were none.

MOTION: (Young – McGehee) The motion was made to approve the FSCJ DBOT minutes – as a slate – from the November 9, 2021, Finance & Audit Committee Quarterly Meeting; November 9, 2021, Board Workshop; and November 9, 2021, Regular Meeting, as recommended.

Motion carried unanimously.

REPORT OF THE COLLEGE  
PRESIDENT:

Thank You for Planning Meeting:

College President John Avendano, Ph.D. thanked the Trustees for their engagement and contributions at the January 2022 DBOT Deep Dive Workshop/Planning Meeting. The meeting had excellent discussion with great direction.

President Avendano thanked the Executive Leadership Team for their involvement and contributions during the planning meeting, noting a lot of work goes into preparing for the annual session.

President Avendano noted that the Board received an evaluation survey from the planning meeting and asked Trustees to please complete/return the survey to Board Liaison Kimberli Sodek. The survey is the College's effort to focus on continuous improvement in all aspects of FSCJ.

Nassau County Transportation Education Institute:

President Avendano noted as everyone might have seen, FSCJ received a \$3,181,792 Florida Job Growth Grant from the Florida Department of Economic Opportunity (DEO) and Enterprise Florida to support the Nassau County Transportation Education Institute. This significant grant will allow FSCJ to establish a designated truck driving training facility at the Nassau Center to address the growing workforce need within the institution's region.

On December 16, Governor Ron DeSantis and DEO Secretary Dane Eagle visited the College's Nassau Center to announce the grant award. President Avendano thanked Chair Bell for representing FSCJ at the presentation and accepting the check on behalf of the College.

President Avendano noted FSCJ has had a Commercial Vehicle Driving training program at the Cecil Center since 2007. However, thanks to this grant, the College is now looking forward to expanding the program into Nassau County.

President Avendano acknowledged and thanked the grant team for their work to secure this award and all their efforts to implement the plan moving forward.

The FSCJ Florida Job Growth Grant Team members are as follows:

- Morris Bellick
- Dr. Cedrick Gibson
- Joe Lackey
- Samantha Lazic
- Donna Martin
- Danielle Ray
- FSCJ grant writers, Jennifer Peterson and Tyler Winkler

SACSCOC:

President Avendano shared with the Board that the College is in the early stages of the SACSCOC reaffirmation process, which the institution must complete every 10 years. This time around, FSCJ has been approved for a differentiated process, which means the College is required to address 40 core requirements instead of the typical 73. FSCJ must still be in compliance with all standards, however, the College will focus on 40 standards. The full report is due March 1, 2023, and on-site committee visits will take place on October 23-26, 2023.

The Quality Enhancement Plan (QEP) is a component of the decennial report. The QEP is not due to SACSCOC until summer 2023. This targeted plan will focus on improving student learning outcomes (SLOs) and/or student success over a five-year period.

President Avendano shared that an exploratory committee has been formed, and more information on the process will be forthcoming.

Prior to sharing upcoming College events, President Avendano asked if there were any questions or comments by the Board relating to his President's Report up to this point, and there were none.

President's Circle:

President Avendano announced in honor of the contributions and support shown to FSCJ by the members of the President's Circle, the College will be hosting the first President's Circle Appreciation Reception on Thursday, February 11 at the River Club beginning at 5:30 p.m. Members are those who have donated \$1,000 or more (either via themselves or through the company they work for or with), and there are multiple donor category levels. He shared the College received a great response in terms of donors over the last year.

**Data Summit:** President Avendano announced The Achieve@FSCJ Spring 2022 Data Summit will be held on Friday, February 11, from 9 a.m. – noon at the ATC, T-140 & 141 and virtually through WebEx. He invited Trustees to attend the event and if they had not yet registered, please let him know.

The agenda will focus on data and a holistic view of FSCJ students. This is part of the College's Achieving the Dream (ATD) efforts and is one of three Collegewide events for 2021-22.

**Dental Clinic Ribbon Cutting:** President Avendano invited Trustees to join him on Friday, February 25 at the College's North Campus for the ribbon-cutting ceremony in celebration of the dental hygiene clinic renovation.

The upgraded clinic connects FSCJ students to state-of-the-art technology and learning spaces that will help expand their capacity for learning and ensure the institution can continue to provide essential dental services for those within the College's community who are in need.

**Commencement Events:** President Avendano shared with great excitement, the College is planning for an in-person Commencement Ceremony on May 12, 2022, at VyStar Veterans Memorial Arena. He is personally looking forward to the traditional ceremony, as this will actually be his first time participating in the in-person event since he joined the College. His hope is for all Trustees to be able to attend.

In addition to the in-person ceremony, the College will hold Grad Fest events at each campus/center location during the months of March and April. These events will allow FSCJ students to pick up their cap and gown, honors cords and more. There will be representation from FSCJ's Alumni Association, as well as the baccalaureate programs. The College will also have career information available for graduates, giveaways, photo opportunities and more.

More information on each of the activities will be forthcoming on how Board members can participate and assist in the celebration of FSCJ students' achievements.

Data Dashboard:

President Avendano shared with the Board information relating to the February 2022 Data Dashboard/high-level view of the institutional data sets.

- Enrollment Dashboard: The first dashboard is the Spring Term College Credit Enrollment report as of January 19, 2022, which shows a negative variance of 7.4% credit hours for spring 2021 over spring 2020. That enrollment number is down 21,351 credit hours when compared to the same day in the spring 2020 enrollment cycle.
- Finance Dashboard: The second dashboard illustrates the actual revenues and expenditures compared to budget for the period ending December 31, 2021 and December 31, 2020.

Unrestricted fund revenues were up \$15.7 million from the prior year, mostly due to indirect cost recovery from federal HEERF grant funds. Expenditures were up approximately \$2.3 million, primarily from the 2.5% lump sum payment to employees in December.

It's important to note that restricted fund revenues and expenditures reflect both student and grant activities so the federal stimulus funds also account for the significant increase.

- Spotlight Dashboard I: The third dashboard is a spotlight on the College's Visionary Impact Plan 2.0 (VIP). At the January 2022 Deep Dive Workshop, there was discussion regarding the priorities and goals for FSCJ's VIP 2.0 and within this dashboard you will see some of the work being done to achieve those goals along with the KPIs for the plan.
- Spotlight Dashboard II: The fourth dashboard is a spotlight on the College's Engineering Technology Associate in Science (A.S.) Degree, which is an advanced manufacturing program designed to prepare students to succeed in the industrial and manufacturing industries.
- Spotlight Dashboard III: The fifth dashboard is a spotlight on the College's Automotive Service Management Technology Associate in Applied Science (A.A.S.), a two-year training program to prepare students to become service technicians in the automotive service industry.

- **Spotlight Dashboard IV:** The sixth dashboard is a spotlight on the College's Building Construction Technology Associate in Science (A.S.). Through academic, laboratory and hands-on training, this program prepares students for careers in residential and commercial construction.
- **Grants Dashboard:** The final dashboard is a snapshot of the grants that have been awarded to the College during the first part of FSCJ's 2021-22 fiscal year, which total \$13,712,736.

One of those is a new National Science Foundation (NSF) grant, called STEM Success through Scholarships, Support & Service (S-5).

President Avendano acknowledged and introduced Professor Chris Lee who led the NSF grant and is working to develop and implement the plan. He then thanked the entire team who contributed to securing the grant:

- Ivetta Abramyan
  - Dr. Monica Parker
  - Killy Kim
  - Dr. Jametoria Burton
  - Dr. Mamdouh Babi
  - Dr. Sondra Evans
  - Dr. Douglas Brauer
  - Dr. Eddy Stringer
  - FSCJ grant writer, Tyler Winkler
- Trustees can also find additional information/photos relating to the Florida Job Growth Grant to support the Commercial Vehicle Driving training program expansion at the Nassau Center discussed earlier in the report.

STRATEGIC  
 PROGRAMMATIC  
 DISCUSSION:

President Avendano asked if there were any questions or comments by the Board related to the Data Dashboards and/or any other College Strategic matter at this time, and there were none.

CONSENT AGENDA:  
 (Ref. Board Agenda for February 8, 2022; Items 1 through 3, Pages 202200437 – 442)

Chair Bell noted the Trustees had fully reviewed the Consent Agenda items prior to today's meeting and had the opportunity to discuss any questions and/or concerns with the College President. As a result, questions and concerns regarding agenda items were addressed and resolved in advance of the

Board meeting. He then asked if there were any items the Trustees wished to remove from the Consent Agenda for individual consideration/discussion under Action Items, and there were none.

ACTION ITEMS:  
(Ref. Board Agenda for February 8, 2022; Items 1 through 10, Pages 202200443 – 462)

MOTION: (Hawkins – Young) The motion was made to approve the Consent Agenda, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 2, Administrative Procedure Act – Board Rules, Section 9 – Instruction, on agenda pages 444 – 445.

MOTION: (McGehee – Hawkins) The motion was made to approve the revised Board Rule 6Hx7-9.7 – Avocation and Recreation Courses under Section 9 – Instruction, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 3, Administrative Procedure Act – Board Rules, Section 10 – Educational Support Services, on agenda pages 446 – 449.

MOTION: (Hawkins – Brown) The motion was made to approve the revised Board Rules 6Hx7-10.6 – Student Standards of Academic Progress, 6Hx7-10.10 – Requirements for Graduation and Issuance of Degrees, Diplomas and Certificates, and 6Hx7-10.11 – Graduation under Section 10 – Educational Support Services, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 4, Administrative Procedure Act – Board Rules, Section 11 – Student Support Services, on agenda pages 450 – 453.

MOTION: (Davis – DiBella) The motion was made to approve the revised Board Rule 6Hx7-11.5 – Hazing Prohibited under Section 11 – Student Support Services, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 5, Administrative Procedure Act – Board Rules, Section 12 – Staff and Program Development, on agenda pages 454 – 455.

MOTION: (McGehee – Hawkins) The motion was made to approve the revised Board Rule 6Hx7-12.1 – Professional Development under Section 12 – Staff and Program Development, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 6, Purchasing: Collegewide 5-Year Master Plan, on agenda page 456.

MOTION: (Young – DiBella) The motion was made to approve the Collegewide 5-Year Master Plan, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 7, Finance: Fees and Charges, on agenda pages 457 – 458.

MOTION: (Brown – McGehee) The motion was made to approve the Fees and Charges, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 8, Academic Affairs: Academic Calendar, 2022-2023, on agenda pages 459 – 460.

MOTION: (Hawkins – Brown) The motion was made to approve the Academic Calendar, 2022-2023, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 9, Academic Affairs: Activation of Financial Technology (FinTech) Advanced Technical Certificate, on agenda page 461.

MOTION: (Young – Hawkins) The motion was made to approve the Activation of Financial Technology (FinTech) Advanced Technical Certificate, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

President Avendano presented the administration's recommendation on Action Item 10, Academic Affairs: Inactivation of Associate in Science in Ophthalmic Technician Degree Program, on agenda page 462.

MOTION: (Davis – McGehee) The motion was made to approve the Inactivation of Associate in Science in Ophthalmic Technician Degree Program, as recommended.

Chair Bell asked if there were any questions or comments by the Board, and there were none.

Motion carried unanimously.

INFORMATION ITEMS:

(Ref. Board Agenda for February 8, 2022; Items A – F, Pages 202200463 – 514)

Chair Bell asked the Board if there were any questions or comments related to Information Items A – F, on agenda pages 463 – 514, and there were none.

REPORT OF THE BOARD

CHAIR:

Chair Bell reported he echoed President Avendano's remarks regarding the January 2022 Deep Dive Workshop/Planning Meeting, noting he walked away energized and extremely impressed with the analysis completed by the staff and all the preparation that went into the meeting. Chair Bell believes the willingness to do things in a different way will produce great results, once the plan is executed. He thanked everyone for their in-depth dialogue and contributions at the annual session.

REPORT OF TRUSTEES:

Trustee Hawkins reported he recently attended the February 2022 FSCJ Business Speaker Series virtual panel event on the topic, "Supply Chain & Logistics: Keep it Moving in an Uncertain World." He complimented the College on their choice of topics as this particular series was outstanding as well as today's workshop topic. Trustee Hawkins shared his appreciation for keeping the Board up to speed on topics relevant with the latest trends and programs offered at the College.

Trustee McGehee noted the Business Speaker Series topic shows a certain amount of relevance to the latest trends in the economy and that is the College's role.

President Avendano noted the timing was perfect for the event topic, especially as FSCJ is looking at a CDL program that the College is inheriting but also supply chain, logistics and transportation faces some of the biggest challenges in the country. President Avendano thanked the Business Speaker Series for being relevant to our community with the event topics they select/present each month.

Trustee DiBella reported she is a member of a statewide advisory committee, Florida Freight Advisory Committee (FLFAC), wherein the College's CDL grant was recently discussed in great detail. She noted it was a proud moment when FSCJ was mentioned. Trustee DiBella commended the grants team and everyone who assisted with the grant award.

REPORT OF THE BOARD  
 FINANCE & AUDIT  
 COMMITTEE CHAIR:

FSCJ Finance & Audit Committee Chair Hunt Hawkins provided the Board with a summary of the February 2022 quarterly meeting, which included information regarding the Property Insurance Update, to include information on the property insurance contract with Arthur J. Gallagher Risk Management Services, Inc.; discussion of Interim Financial Statement for the quarter ending December 31, 2021, sharing information on student fees and enrollment trends, indirect cost recovery and spending plan recommendations; discussion of the Fund Balance Calculation Methodology, to include information on the current statutory requirement and the proposed methodology of the Government Finance Officers Association (GFOA) fund balance guideline; and FSCJ's Investment Report, sharing information on the Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi-Endowment Fund for the quarter ending September 30, 2021 as well information for the quarter ending December 31, 2021.

The next meeting of the Finance & Audit Committee is scheduled for Tuesday, April 12, 2022, 10:45 a.m.

REPORT OF THE BOARD  
 LIAISON, FSCJ  
 FOUNDATION BOARD OF  
 DIRECTORS:

FSCJ Foundation Board Liaison Jennifer Brown provided the Board with an overview of the written report relating to the FSCJ Foundation Board of Directors quarter-to-quarter Board meetings along with other committee meetings and activities. (Appendix A)

REPORT OF THE  
 ADMINISTRATIVE AND  
 PROFESSIONAL  
 COLLABORATIVE (APC):

Administrative and Professional Collaborative Chair Dr. Mark Boese provided the Board with a written report relating to current APC initiatives and activities. (Appendix B)

REPORT OF THE CAREER  
 EMPLOYEES COUNCIL  
 (CEC):

Career Employees Council Chair Matt Wetzel provided the Board with a written report relating to current CEC initiatives and activities. (Appendix C)

REPORT OF THE FACULTY  
 SENATE (Senate):

Faculty Senate President Dr. John Woodward provided the Board with a written report relating to current Senate initiatives and activities. (Appendix D)

REPORT OF THE STUDENT  
 GOVERNMENT  
 ASSOCIATION (SGA):

Collegewide Student Government Association President Breana White addressed the Board and presented an overview of the written report relating to current SGA initiatives and activities. (Appendix E)

President Avendano shared with the Board that SGA President White is the student commencement speaker at this year's Commencement Ceremony, noting he looked forward to hearing her presentation there as well.

NEXT MEETING:

Chair Bell announced the next regular meeting of the Board is scheduled for Tuesday, April 12, 2022, 1 p.m.

ADJOURNMENT:

There being no further business, Chair Bell declared the meeting adjourned at 1:50 p.m.

APPROVAL OF MINUTES:

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Chair, District Board of Trustees

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Executive Secretary, District Board of Trustees

Submitted by: Kimberli Sodek, Secretary to the Board



## REPORT OF THE BOARD LIAISON, TRUSTEE SHANTEL DAVIS FEBRUARY 8, 2022

The Foundation's 2020-2021 fiscal year-end was September 30, 2021. The year-end audit, being prepared by the accounting firm of Dixon Hughes Goodman is near completion, and will be submitted to this Board for review soon thereafter.

The October year-beginning was highlighted by the Artist Series' three-week presentation of the Broadway hit Hamilton. The Foundation's Board and staff made good use of the occasion by hosting groups of donors, prospects and friends of the College for three nights in the second week. Hamilton was a virtual sell out for the three-week period it was here from September 29<sup>th</sup> – October 17<sup>th</sup>.

The month of October also included the Foundation's 3<sup>rd</sup> Annual Power of Possible Scholarship fund raiser held on October 21<sup>st</sup> at the Cummer Museum and Gardens, and principally sponsored for a third year by Florida Blue. Guest speaker for the evening was the award-winning executive chef and motivational speaker Chef Jeff Henderson. Chef Henderson was kind enough to spend time during the day with our culinary arts students and staff. At the end of the night's event Chef Jeff was presented an FSCJ monogrammed chef's jacket as a token of appreciation.

The month's activities also saw the beginning of a collaborative process evaluation between the Foundation and the College's Financial Aid Department intended to improve the percentage of Foundation scholarship awards to eligible students, while at the same time aligning the awarding and disbursing process, with a goal of increasing the use of available scholarship dollars from roughly 50% to 75% or more. The evaluation is being guided by Dr. Kip Strasma, Executive Director of the College's Office of Project Development and Management.

Foundation, in partnership with the College's Marketing and Communications Department, held the first annual President's Forum at Epping Forest Yacht Club on November 10<sup>th</sup>. The President's Forum is designed to engage donors to the Foundation, friends of the College, community leaders, and members of the President's Circle in conversation on a broad range of national and global issues.

Retired Admiral James Stavridis, former Supreme Allied Commander for the NATO Alliance from 2009-2013, and Commander of U.S. Southern Command from 2006-2009 was keynote speaker for the event. Admiral Stavridis is a contributing editor for TIME Magazine and Chief International Security Analyst for NBC News.

I invite you all to mark your calendars for the next scheduled Forum planned for June 6, 2022, where our prospective guest Speaker will be Retired Admiral Michelle J. Howard; the first Woman to achieve the rank of four-star admiral, is African American, and is the first woman to be appointed as Vice Chief of Naval Operations (the second highest rank in the Navy). Admiral Howard is currently a Visiting Shapiro Professor at the Elliot School of International Affairs, George Washington University.

Although the Foundation development team continues to pursue donations for the Dental Hygiene Clinic, the campaign effort to raise \$1M to augment the \$3M needed to complete the renovation and relocation project is done. The ribbon cutting and unveiling of the donor wall is planned for Friday, February 25<sup>th</sup> at 10:30 a.m. Again, I invite you to mark your calendars for the date and time of the event and join me there.

While on the subject of invites, you all should have recently received an invite from President Avendano to attend a reception to be held at The River Club on February 10<sup>th</sup> where we will celebrate members of The President's Circle. Members of The Circle include all donors to the College of \$1K or more. For the year ending September 30<sup>th</sup> there were 88 members of The President's Circle who gave a total of more than \$3M from year-to-year.

That concludes my report.



Date: February 2, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: Marc Boese, Chair of the Administrative and Professional Collaborative, 2021-2022

Re: February 2022 Administrative and Professional Collaborative Report

Chair Bell and Trustees:

The Administrative and Professional Collaborative (APC) continues our work to build engagement between our members across the College and promote meaningful Collegewide initiatives. The return from winter break has delivered a renewed sense of purpose and determination to meet the needs of our faculty, staff, students, and community. Many Administrative and Professional (A&P) employees are excited about the new telework policy and have begun applying and implementing telework and hybrid work options. The APC is also beginning to collect feedback and input regarding the new policy and looks forward to sharing early observations in our upcoming report.

On January 6, the APC held a welcome-back breakfast attended by over 70 A&P employees. The event was a way to bring us back together, share the joy of the holidays, and look forward to the opportunities in the new year. We have also begun our Speed Networking program, bringing together over 20 A&P employees in small groups to network outside of work to build relationships and professional connections. Throughout February, the APC is holding individual campus meetings to bring together the A&P campus communities as a platform for asking questions and sharing opportunities. We look forward to sharing the input and experiences from both campaigns.

On February 17, the APC will hold its next Brown Bag Lunch professional development event with guests Cleve Warren and Danielle Thompson. They will share an overview of how the Foundation supports the success of our students and opportunities for our FSCJ community to contribute through the annual giving campaign.

Lastly, we are sad to announce that our APC Secretary for the past two years, Trina McCowan, has left the College. However, we are pleased to introduce our new Interim APC Secretary, Whitney Lafond, Department Chair of Communication.

Respectfully,

Marc Boese, Ph.D.

Executive Director of Organizational Development

Administrative and Professional Collaborative Chair, 2021-2022



Date: February 2, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: Matt Wetzel, Career Employees' Council Chair

Re: February 2022 Career Employees' Council Report

Chair Bell and Trustees:

On December 10th, the Career Employees' Council held a meeting and had a poinsettia pick-up in the Advanced Technology Center. The Poinsettia fundraiser supporting the Book Scholarship raised \$320.50. During this meeting the Council discussed some new ideas and suggestions regarding the advancement and benefit of our career employees and the College. We are looking forward to our continued collaboration with College leadership to discuss these initiatives.

On behalf of the career employees, we express our appreciation to the District Board of Trustees for your time, effort and support that you bring to the College community, staff and our students.

Respectfully,  
Matt Wetzel  
Matt Wetzel  
Career Employees' Council Chair 2021-2022  
Florida State College at Jacksonville  
904-381-3707 / [matt.wetzel@fscj.edu](mailto:matt.wetzel@fscj.edu)



February 2, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: John A. Woodward, PhD

Re: February 2022 Faculty Senate Report

Chair Bell and Fellow Trustees:

Senate is engaged this semester in several continuing projects. The first, which I mentioned in my last letter, is responding to the data from the CCSSE survey of our students, specifically at the declining numbers regarding student-faculty interaction. We are developing a process for reporting and acting on cases of academic dishonesty. And we are crafting specific language regarding our academic expectations for hybrid courses.

The Senate committee on Faculty-Student interaction met last month and asked for clarification on the data from the survey. Several our questions about the data focused on whether our online offerings might be exacerbating the situation. The data Dr. Dumouchel provided from the survey did not strongly support that idea, but there is some work for us to do to ferret out an answer to that question. In our next meeting this week we will continue that discussion and may consider recommendations that include addressing engagement in the fully online modality. The mission of the committee is to investigate the data and the downward trend in the data, determine if there are potentially structural reasons for the decline, and make recommendations to Senate for consideration.

On the front of academic dishonesty, we have made strides. At the beginning of the Spring semester 2022, I sent a joint email to faculty and adjunct faculty, co-signed by Dr. Wall, on reporting incidences of academic dishonesty. Effectively, we have established a two-pronged approach. We have an online form for reporting academic dishonesty to student services. Student services will track the data and determine when students are repeat violators of our policies. At the same time as submitting the form, faculty will address the issue in their classroom according to their policies in their syllabus, approaching their academic supervisor when appropriate for further advise or direction. Our faculty were concerned that without a larger tracking database any punishment we selected for the incident in the class may not ameliorate the larger situation; whereas having a database of offences we could monitor would lead to better understanding the scope of the issue and help us develop workshops, online courses, syllabus language, and so forth to help with prevention and remediation. This will be an iterative process. The next step will be to develop discipline-specific guidelines for what is severe dishonesty relevant to that discipline and its expectations

(plagiarizing an essay is fundamentally different than plagiarizing a math formula, for example—but the disciplines themselves will need to offer clarity to their faculty and to student services). The final step will be to create remediation strategies for students who are repeat violators of our policies—at least one of which may be a mandatory workshop those students will take before being able to register for further semesters.

Finally, a large amount of Senate's time this semester and last has been dedicated to crafting a white paper that defines expectations regarding our hybrid courses. This will include universal pedagogical recommendations. It will also ask disciplines to make specific pedagogical recommendations about their material. And it will ask for policy changes in the scheduling of these courses. The final language has not been agreed to but will be submitted to Dr. Wall for feedback and any further modifications before we disseminate to our colleagues and enter it into the faculty handbook. What we have found is that hybrid courses are scheduled for various reasons, and there does not seem to be consistency communicating with faculty that a course is scheduled as a hybrid, nor what the pedagogical expectations are for that course (i.e., what percentage of the work for the course should take place exclusively in the online environment). We want our colleagues to develop specific strategies for managing hybrid courses—courses which have a shorter face-to-face meeting time than is usual—and to consider the amount of time students must devote to work in the online environment or work outside of the classroom. This discussion in Senate has also opened our eyes to the many ways hybrid courses are taught and just how valuable they are for our students and their academic experiences. What we seek is some general consistency in their scheduling, the student experience, and the rigorous approach.

On the horizon in Senate, inspired by this discussion of the hybrid courses, is to look at how to quantify our academic rigor by looking at how much time students should dedicate to a rigorous course. We will want to determine a range of time appropriate for our courses, and then help faculty design their courses and lesson plans and material to fit into those frameworks.

That concludes my report.

Respectfully,



John Arrington Woodward, PhD  
Professor of Humanities and Film Studies  
Faculty Senate President  
C2326B, DWC  
Florida State College at Jacksonville  
john.a.woodward@fscj.edu  
904-997-2703



Date: February 2, 2022

To: Florida State College at Jacksonville District Board of Trustees

From: Florida State College at Jacksonville Student Government Association Executive Board

Re: February 2022 Student Government Association Report

Chair Bell and Trustees,

The Student Government Association (SGA) is the voice of the student body at Florida State College at Jacksonville (FSCJ). Please see the following updates and accomplishments for the period between December 2021 and February 2022.

Since the last report, the SGA has accomplished the following:

- At the end of the 2021 Fall Term, the SGA hosted and participated in multiple virtual events aimed at helping students relax prior to their final exams.
- At the beginning of the Spring Term, SGA members help welcome students to campus by providing refreshments, directions, and information about ways to get involved in co-curricular activities.
- On Martin Luther King Day, members of the SGA participated in a day of service at the Kingsley Plantation. In addition to assisting with the maintenance and upkeep of the park, students were able to learn the history of Kingsley Plantation.
- In January, SGA officers Robin Price and Breana White became part of the Quality Enhancement Plan (QEP) Exploratory Committee. They attended their first meeting on January 20<sup>th</sup> where they met the committee members, learned about the QEP process, and what steps will be completed next.
- Additionally, Breana White is a part of the FSCJ 5-Year Collegewide Master Plan Steering Committee. The first meeting was held on January 25<sup>th</sup>. The purpose of the committee is to enhance the unique character of each of the FSCJ campus/centers and offer forward-thinking about growth and development options for the future.
- Members of the SGA, Baseball Team, and Softball Team joined FSCJ employees in volunteering to plant 50 trees at the North Campus on January 21<sup>st</sup> as part of Florida Arbor Day. Over the past 6 years, 300 trees have been planted at the North Campus.
- Approximately 30 students will participate in the FSCJ Leadership Certificate Program, which will kick off on February 4<sup>th</sup> at the FSCJ Urban Resource Center. The opening retreat will be followed by a series of weekly workshops and a symposium on March 11<sup>th</sup> at the Downtown Campus.
- Members of the SGA have helped to plan and will participate in FSCJ Black History Month and Women's History Month events that will occur throughout the months of February and March.
- Members of the SGA have helped plan, promote, and participate in co-curricular activities including eSports, billiards, and table tennis tournaments as well as Movie Night, Club Rush, and Fling Spring events scheduled throughout the Spring Term.
- Finally, FSCJ will be represented by nine SGA Officers at FCSSGA Region 1 Leadership Conference on February 11<sup>th</sup> at Northwest Florida State College.

On behalf of the student body, we extend our deepest gratitude to the District Board of Trustees and FSCJ President Dr. John Avendano for continuing to provide the SGA the opportunity to share updates and accomplishments of our students. Thank you for your time and all that you do for the students of FSCJ.

Sincerely,

Breana White

FSCJ Collegewide Student Government Association President

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 1.**

Subject:	Administration: Board Rules – Non-Substantive Changes and Review
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the non-substantive revisions to the Rules of the Board of Trustees as attached and listed below.

6Hx7-4.19 – Fees, Charges and Refunds  
6Hx7-10.1 – Requirements for Admission

**BACKGROUND:** Florida Statute 120.74 states that each agency shall review and revise its rules as often as necessary to ensure that its rules are correct and comply with statutory requirements. Additionally, each agency shall perform a formal review of its rules every two years. The College administration is committed to reviewing and updating the Rules of the Board of Trustees to properly reflect the organizational structure as well as to reflect applicable Florida Statutes and State Board of Education rules. As part of this review, non-substantive changes are being brought to the Board's attention as consent items. Non-substantive changes primarily pertain to technical revisions such as changes to position titles, words, definitions, grammar corrections, obsolete language and changes to supporting state or federal statutes and/or rules.

**RATIONALE:** The changes required to Florida State College at Jacksonville Rules of the Board of Trustees referenced above are ministerial in nature and non-substantive, and are supported by current College procedures.

**FISCAL NOTES:** There is no economic impact as a result of this action.

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- (1) The following admission policies are those of Florida State College at Jacksonville. Individuals who are eligible for admission under Florida Statute will be admitted subject to the following requirements. Changes to specific requirements will be made in accordance with Florida Statutes and funding considerations.
- A. Requirements for admission to Florida State College at Jacksonville shall be approved by the District Board of Trustees and shall be reflected in the online College Catalog.
1. General admission eligibility criteria:
    - a. The individual must have earned a standard or college-ready high school diploma or the equivalency of a standard high school diploma.
    - b. Applicants under the age of 18 with a significant disciplinary or criminal record may be excluded from admission at the discretion of the College administration.
    - c. Pursuant to §1001.64(8)(a), F.S., the College may consider the past actions of any individual applying for admission or enrollment. The College may deny admission or enrollment to an individual because of misconduct if determined to be in the best interest of the College. An individual designated as a sexual predator by any court will not be admitted to or enrolled with the College. An individual identified as a sexual offender by any court may be considered for admission or enrollment using procedures established by the administration.
    - d. Students who have been declared a sexual predator or sexual offender admitted prior to the adoption of this Rule and are in continuous enrollment may continue their education. Those admitted will be allowed on a College campus only as may be required to complete a program of study at the College.
    - e. A student designated as a sexual predator or sexual offender admitted and continuously enrolled prior to the adoption of this Rule will be subject to procedures established by the administration, including, but not limited to, responsibilities and any conditions or restraints to continue his/her enrollment.
  2. Selective Admission: Some associate degree, baccalaureate degree and technical certificate programs have additional admission requirements as established by the College administration, State Statute or State Board of Education rule. Admission requirements for all selective admission programs will be published on the program curriculum pages of the College's catalog.
  3. Provisional Lower Division Admission: Individuals who have not graduated from high school may be provisionally admitted to the lower division in any of the following cases:

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- a. Dual Enrollment: Individuals enrolled at a public or private high school or home school may be provisionally admitted if they meet the dual enrollment requirements in accordance with State Statute and rules, and as detailed in dual enrollment agreements with local school districts, private schools, or with home-school families.
4. Limited Special Admission (LSA): In order to accelerate postsecondary access for high school students who are precluded from Dual Enrollment by State Statute and rules, the College offers Limited Special Admission (LSA) to individuals who meet specified criteria.
- a. Individuals (typically seniors) who are enrolled at a public or private high school or are home-schooled, who have not yet officially graduated, but can provide an affidavit/documentation verifying the completion of all Florida secondary graduation requirements by the end of the current academic year, may be eligible for LSA to the College. Individuals who can present verification of having completed a GED exam, during the semester just prior to the college term for which they are seeking admission, but who have not yet received scores from that exam at the time of registration, may also be eligible for LSA to the College pending receipt of the official scores.
- i. Limited Special Admission (LSA), may not exceed one term of enrollment and a maximum of 12 credit hours. LSA will require the consent of the student's parent or guardian, if a minor.
  - ii. Students enrolling under the LSA provision must be qualified for college level coursework per passing scores on an approved college placement assessment and are responsible for all tuition, fees and course materials.
  - iii. Students in this category must complete placement assessments and advising prior to registration.
  - iv. Continued enrollment beyond one semester for LSA students is contingent upon:
    - 1) The College's receipt of an official high school transcript verifying graduation prior to the second term of postsecondary enrollment, or;
    - 2) The receipt of an official score report indicating passing scores on all sections of the GED test, or;
    - 3) In the case of a home-schooled student, a parent affidavit verifying completion of all Florida secondary graduation requirements.
5. Bright Futures Florida Academic Scholars: Lower division students who qualify for the Florida Department of Education Bright Futures Florida Academic Scholars award may be guaranteed admission to a baccalaureate degree program.
- a. The student must meet all entry requirements for the specified baccalaureate degree while completing the relevant associate degree.

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- b. Upon completion of the relevant associate's degree, Bright Futures Academic Scholars will be admitted to the upper division program of study with no additional application process.
  
6. General upper division admission eligibility criteria:
  - a. The individual must have earned an associate in science degree, associate in arts degree, or higher degree from a regionally accredited college or university, or have earned at least 60 semester hours, with a minimum cumulative grade-point-average of 2.0 or above.
  - b. The individual must have met all requirements for college preparatory work.
  
7. Selective Admission: Upper division programs may have additional admission requirements as established by the College administration, Florida Statutes or State Board of Education rule.
  - a. Additional requirements may include a higher grade-point-average requirement.
  - b. Admission requirements for all upper division programs will be published on the program curriculum pages of the College's catalog.
  - c. In compliance with state law, graduates from a public Florida state college or community college receive priority for admission to upper division programs.
  
8. Provisional Upper Division Admission: Students who do not meet all requirements for an upper division baccalaureate program may be provisionally admitted to the baccalaureate program with approval of the appropriate dean or dean's designee.
  - a. When provisionally admitted, students will be informed of the specific conditions required for full admission.
  - b. The student must meet conditions for full admission within one semester from the date of provisional admission.
  - c. Students who are admitted provisionally to baccalaureate programs must as a priority enroll in coursework that will fulfill conditions for full admission status to their intended program of study during the term of provisional admission.
  - d. Requests for enrollment in upper division courses by provisionally admitted students must be considered and approved by special exception by the appropriate dean or the dean's designee.
  - e. When the conditions for full admission have been satisfied the hold on enrollment in upper division courses may be lifted by the appropriate dean or dean's designee.
  - f. College preparatory (remedial) course work is ineligible for provisional admission.
  
9. Non-Degree Seeking Upper Division Students: Non-degree seeking students may be admitted to enroll in upper division courses for which the student meets all program admission requirements and course pre-requisites on a space available basis. Enrollment in

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upper division courses requires submission of all postsecondary transcripts prior to registration as well as the approval of the appropriate dean or dean's designee.

- B. Requirements for admission to Career Certificate ~~clock hour Workforce Education~~ programs (~~Postsecondary Career and Technical Certificate Education~~) of Florida State College at Jacksonville shall be approved by the District Board of Trustees and shall be reflected in the College's online catalog.
1. General admission eligibility criteria for the Career Certificate ~~Workforce Education~~ programs are as follows:
    - a. The individual must be at least 18 years old.
    - b. The individual must demonstrate reading proficiency at the 6th grade level or higher.
  2. Individuals under the age of 18 who have earned a high school completion credential may be admitted to Career Certificate ~~Workforce Education~~ programs if they meet the following criteria:
    - a. The individual must demonstrate reading proficiency at the 6th grade level or higher.
  3. Individuals under the age of 18 who have not earned a high school completion credential may be admitted to the Career Certificate ~~Workforce Education~~ programs if they meet the following criteria:
    - a. The individual demonstrates reading proficiency at the 6th grade level or higher.
    - b. The individual provides written consent for admission from the individual's parent or legal guardian.
    - c. The individual obtains written confirmation from all high schools attended that the individual has not been found guilty of any of the following offenses:
      - i. Distribution of drugs
      - ii. Simple battery upon school employees or agents
      - iii. Robbery
      - iv. Extortion
      - v. Burglary of school property
      - vi. Criminal mischief or vandalism
      - vii. Possession of weapons or dangerous objects
      - viii. Indecent public conduct
      - ix. Battery upon another student resulting in bodily harm
      - x. Inciting or participating in a major student disorder
      - xi. Commission of any felony

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4. Individuals currently attending a public or private high school or home school also may be admitted as dual enrollment students if they meet the dual enrollment requirements in accordance with inter-institutional agreements.
  5. Selective Admission Programs: Some Career Certificate ~~Workforce Education~~ programs have additional admission requirements as established by the College administration, State Statute or State Board of Education rule. These requirements are published in the College's online catalog.
- C. Requirements for admission to the Adult Education program shall be approved by the District Board of Trustees and shall be reflected on the College's web site.
1. General admission eligibility criteria for the Adult Education program: High School Equivalency are as follows:
    - a. The individual must be 18 years of age or older.
    - b. The individual must demonstrate reading proficiency at the 6th grade level or higher on the TABE M-Level Reading subtest.
  2. General admission eligibility criteria for applicants under the age of 18 into the Adult Education program: High School Equivalency are as follows:
    - a. The individual must demonstrate reading proficiency at the 6th grade level or higher on the TABE M-Level Reading subtest.
    - b. The individual complies with their school district's withdrawal process.
    - c. The individual must complete the "Age Waiver" process with their local school district in order to register for the GED® test.
    - d. The individual completes a "Special Admission Form for Students Under 18 Years of Age" with their local school district stating that the individual has not been found guilty of any of the following offenses:
      - i. Distribution of drugs
      - ii. Simple battery upon school employees or agents
      - iii. Robbery
      - iv. Extortion
      - v. Burglary of school property
      - vi. Criminal mischief or vandalism
      - vii. Possession of weapons or dangerous objects
      - viii. Indecent public conduct
      - ix. Battery upon another student resulting in bodily harm
      - x. Inciting or participating in a major student disorder
      - xi. Commission of any felony

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3. General admission eligibility criteria for the Adult Education program: Adult High School are as follows:
- a. The individual must be 18 years old or older.
  - b. The individual must require 10 credits or less (including \*Certificate of Completion) to earn a standard high school diploma in the state of Florida.
  - c. The individual must have a current high school grade point average of 1.7 or higher on a 4-point scale.
  - d. The individual must be seeking and have not already completed any high school completion credential.  
\* Certificate of Completion-the student has met State of Florida 24 credit requirements but has not passed FCAT 2.0, and/or earned a 2.0 GPA.
- D. Participation requirements for military, public safety and security programs may be restricted as follows:
1. The individual must be 18 years of age or older.
  2. Minors may be allowed to participate at the discretion of College administration, and with the written permission of their parent/guardian. At the discretion of College administration, participation by minors may require written confirmation that the individual has not been found guilty of any of the following offenses:
    - a. Distribution of drugs
    - b. Simple battery upon school employees or agents
    - c. Robbery
    - d. Extortion
    - e. Burglary of school property
    - f. Criminal mischief or vandalism
    - g. Possession of weapons or dangerous objects
    - h. Indecent public conduct
    - i. Battery upon another student resulting in bodily harm
    - j. Inciting or participating in a major student disorder
    - k. Commission of any felony

(General Authority: F.S. 1001.02, 1001.03, 1001.64, 1001.65, SBE Rule 6A-10.0315, 6A-14.0261, 6A-14.064, 6A-19.002)

(Adopted 07/01/73, Revised 10/11/78, 02/13/80, 06/23/80, 06/30/82, 06/29/83, 01/16/85, 5/27/93, 04/06/99, 02/06/01, 06/04/02, 05/04/04, 12/07/10, 06/11/13, 5/13/14, 08/12/14, 10/14/14, 08/11/15, 04/12/22 Formerly 6.3)

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA - 2.**

<b>Subject:</b>	Purchasing: Annual Contract Extensions
<b>Meeting Date:</b>	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees authorize College administration to extend the following annual contracts.

	Bid #/ File #	Title	Supplier	Extension Period		Year # of #	Estimated or Not-to- Exceed Value	Annual Change in Price
				From:	To:			
1.	2019C-16T	Plumbing Delivery Order Contracting Services	Touchton Plumbing Contractors, Inc.	06/01/2022	05/31/2023	3 of 5	\$500,000	0%
2.	2019C-16W		Watson Maintenance Services, Inc. DBA/Watson Plumbing	06/01/2022	05/31/2023	3 of 5	\$500,000	0%
3.	2020C-13F	Pressure Washing & Window Cleaning Job Order Contracting Services	Fleetwash, Inc. dba/Krystal Klean (Formally Krystal Co LLC)	06/01/2022	05/31/2023	2 of 5	\$325,000	0%
4.	2020C-13S		Santana Pressure Cleaning Services, Inc.	06/01/2022	05/31/2023	2 of 5	\$325,000	0%

**BACKGROUND:** The College solicits annual indefinite quantity contracts for various services and products used Collegewide. These contract renewals are negotiated annually for optional extension terms. Each contract requires review to confirm satisfactory performance, terms, conditions and competitive renewal rates.

**RATIONALE:** Pursuant to State Board of Education Rule 6A-14.0734 annual indefinite quantity contracts minimize purchase costs through collective volume buying.

**FISCAL NOTES:** The total amount of services provided using these contracts is comprehended in the College's operating or capital budgets.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 3.**

Subject:	Purchasing: Construction \$700K - \$4M Delivery Order/Job Order Contracting Services
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into satisfactory indefinite quantity contract(s) for Collegewide Construction Delivery Order Contracting Services with the following companies:

- C.C. Borden Construction, Inc.
- E. Vaughan Rivers, Inc.
- ShayCore Enterprises, Inc.
- Warden Construction Corporation

These companies were the top-ranked proposers for the initial term of April 13, 2022, to April 30, 2023. Each resultant contract will have a per project amount not-to-exceed of \$4,000,000, as well as an amount not-to-exceed of \$8,000,000 per termed period. Renewal of contract(s) for up to five additional one-year terms is subject to continued need, satisfactory performance, fixed rates, same terms and conditions, and District Board of Trustees approval of extension.

**BACKGROUND:** The current Collegewide construction delivery order contracting services contracts will expire on June 30, 2022. Multiple general contractor contracts have been awarded to provide each campus with the ability to assign work to different contractors during peak service or emergency situations due to the length of time each project may take to complete.

College administration advertised and publicly issued a request for proposals (RFP) soliciting proposals from licensed qualified general contractors to provide defined services without a lapse period. The RFP solicited competitive fixed cost pricing based on an R.S. Means coefficient and allows for utilization during disaster situations.

Seventy-Three licensed general contractor firms were solicited in addition to being publicly advertising in the Florida Times Union and posted on the Florida Vendor Bid System. Seven firms submitted proposals plus three No-bids were received. One firm was deemed as non-Responsive to the defined State Requirements for Educational Facilities (SREF) calculated minimum limits based on the contract value.

A College evaluation committee completed a detailed evaluation of the six responsive proposals.

**RATIONALE:** Pursuant to State Board Rule 6A-14.0734, indefinite quantity contracts minimize purchase costs through collective volume buying. The recommendation of award of contract(s) to the top-ranked proposers will cost-effectively provide the College with access to qualified, experienced licensed contractor(s).

**FISCAL NOTES:** The total amount is comprehended in the College's operating budget.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 4.**

<b>Subject:</b>	<b>Purchasing: Painting Delivery Order Contracting Services</b>
<b>Meeting Date:</b>	<b>April 12, 2022</b>

**RECOMMENDATION:** It is recommended that the District Board of Trustees authorize College administration to negotiate and enter into satisfactory indefinite quantity contract(s) for Painting Delivery Order Contracting Services for the following companies:

- Fleetwash, Inc. dba Krystal Klean
- Painting Unlimited Contractors, Inc.
- Quick Painting Group Corp
- The Rose Group, LLC

These companies were the top-ranked proposers for the initial term of April 13, 2022, to April 30, 2023. Each resultant contract will have an amount not-to-exceed of \$195,000 per project, as well as an amount not-to-exceed of \$1,000,000 per termed period. Renewal of contract(s) for up to five additional one-year terms is subject to continued need, satisfactory performance, mutually agreed to rates, same terms and conditions, and District Board of Trustees approval of extension.

**BACKGROUND:** The current Collegewide painting delivery order contracting services contracts expire on June 30, 2022. It is recommended multiple painting contracts be awarded to provide each campus with the ability to concurrently assign work to different painting contractors during peak periods or emergency situations.

College administration issued a request for proposals (RFP) soliciting proposals from qualified painting contractors to provide defined services. The RFP solicited competitive fixed price rates for various painting surfaces and conditions. The scope allows for utilization during disaster situations.

Thirteen painting contracting firms were solicited in addition to being publicly advertised in the Florida Times Union and posted on the Florida Vendor Bid System and the eBidding GetAll System. Four firms submitted proposals. A College evaluation committee completed a detailed evaluation of the four responsive qualified proposals.

**RATIONALE:** Pursuant to State Board Rule 6A-14.0734 indefinite quantity contracts minimize purchase costs through collective volume buying. The recommendation of award of contract(s) to the top-ranked proposers will cost-effectively provide the College with timely access to qualified, experienced contractor(s).

**FISCAL NOTES:** The total amount is comprehended in the College's operating budget.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 5.**

<b>Subject:</b>	Finance: Direct Support Organization Checklist and Annual Audit for the Fiscal Year Ended September 30, 2021
<b>Meeting Date:</b>	April 12, 2022

**RECOMMENDATION:** The annual financial audit for Florida State College at Jacksonville Foundation, Inc. for the fiscal year ended September 30, 2021, and the attached audit checklist, is submitted to the District Board of Trustees for review pursuant to F.S. 1004.70(6).

**BACKGROUND:** The Foundation must submit for review its annual financial audit to the Office of the Auditor General, the State Board of Education, and the Florida State College at Jacksonville District Board of Trustees within 9 months of its fiscal year end.

The audit was prepared by Dixon Hughes Goodman LLP in accordance with rules adopted by the Auditor General pursuant to s. 11.45(8). In the opinion of the auditor, “the annual financial audit of the Foundation presents fairly, in all material respects, the financial position of the Foundation as of September 30, 2021, and the changes in its financial position and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.”

**MANAGEMENT DISCUSSION AND ANALYSIS:** The increase in current assets in the current fiscal year is largely due to accounts receivable due from the College of \$11,627,991 associated with unearned revenue from prepaid subscribers and advance ticket sales for the 2021 Artist Series season. The increase in current assets in the prior fiscal year is largely due to accounts receivable due from the College of \$8,228,966 associated with unearned revenue from prepaid subscribers and advance ticket sales for the 2020 Artist Series season.

The 27% increase investments from \$57 million to \$72.2 million is due largely to an increase in the fair value of certain endowed assets for the year ending September 30, 2021, as compared to the 3% increase in the fair value of certain endowed assets for the year ended September 30, 2020.

**RATIONALE:** Submission and review of the Foundation’s annual financial audit and audit checklist to the District Board of Trustees follows F.S. 1004.70(6).

**FISCAL NOTES:** There is no fiscal impact to the College associated with acceptance of the audit.



# Florida State College at Jacksonville Foundation, Inc.

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## Financial Statements and Supplementary Information

Years Ended September 30, 2021 and 2020



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## Independent Auditors' Report

Board of Directors  
Florida State College at Jacksonville Foundation, Inc.  
Jacksonville, FL

### ***Report on the Financial Statements***

We have audited the accompanying financial statements of the Florida State College at Jacksonville Foundation, Inc. (the "Foundation"), a direct-support organization and component unit of the Florida State College at Jacksonville, which comprise of the statements of net position as of September 30, 2021 and 2020, and the related statements of revenues, expenses and changes in net position, and cash flows for the years then ended, and the related notes to the financial statements.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statement that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statement based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and standards applicable to financial audits contained in the *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statement are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statement.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of September 30, 2021 and 2020, and the changes in its revenues, expenses and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

***Other Matters***

**Required Supplementary Information**

Accounting principles generally accepted in the United States of America require that management's discussion and analysis on pages 3 through 9 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statement, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statement. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

***Report on Supplementary Information***

Our audit was conducted for the purpose of forming an opinion on the basic financial statements of the Foundation taken as a whole. The accompanying schedule of expenditures of federal awards, as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards for the year ended September 30, 2021, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the basic financial statements taken as a whole.



***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated February 9, 2022, on our consideration of the Foundation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Foundation's internal control over financial reporting and compliance.

*Dixon Hughes Goodman LLP*

Jacksonville, FL  
February 9, 2022

**Florida State College at Jacksonville Foundation, Inc.  
Management's Discussion and Analysis**

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## Management's Discussion and Analysis

The Management's Discussion and Analysis ("MD&A") provides an overview of the financial position and activities of Florida State College at Jacksonville Foundation, Inc. (the "Foundation") for the years ended September 30, 2021 and 2020, and should be read in conjunction with the financial statements and related notes.

The Foundation is a direct-support organization and a component unit of Florida State College at Jacksonville (the "College"), a governmental agency. The Foundation's mission is to secure financial resources for Florida State College at Jacksonville to provide students in need access to an affordable, quality education and to enhance the lives and the economic development of Northeast Florida.

The Foundation's financial statements are presented on an accrual basis, which includes (1) assets and liabilities as current and noncurrent; (2) revenues and expenses as operating and non-operating; (3) the use of the direct method for the statement of cash flows; and (4) management's discussion and analysis of the financial results.

The MD&A focuses on current activities, resulting changes and currently known facts to provide the reader with an overall summary of the accompanying financial statements. It should be read in conjunction with the basic financial statements and accompanying notes.

Pursuant to *GASB Statement No. 35*, the Foundation's financial report consists of these basic financial statements:

- Statements of Net Position
- Statements of Revenues, Expenses, and Changes in Net Position
- Statements of Cash Flows
- Notes to Financial Statements

### ***Financial Highlights***

	<b>September 30, 2021</b>	<b>September 30, 2020</b>	<b>September 30, 2019</b>
Contributions	<b>\$ 2,541,202</b>	\$ 1,172,357	\$ 936,219
Permanent endowments (included)	<b>144,480</b>	99,107	168,240
Scholarships	<b>791,323</b>	768,885	691,665
Artist Series – Net operating income	<b>2,565,958</b>	517,845	225,387
Patron contributions (included)	<b>328,266</b>	470,088	297,107
Unearned ticket revenue	<b>12,209,589</b>	7,999,939	8,070,046
Net appreciation in investments	<b>16,142,827</b>	2,799,774	2,261,364
Net investment income (loss)	<b>(117,901)</b>	(55,468)	513,502
Change in net position	<b>17,886,426</b>	1,411,750	1,691,212
Net position, end of year	<b>75,882,742</b>	57,996,316	56,584,566

**Florida State College at Jacksonville Foundation  
Management's Discussion and Analysis**

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The \$12,209,589 in unearned ticket revenue for the Artist Series is a result of advance ticket sales for the upcoming 2022 season, which typically starts in November/December. These advance ticket sales speak to the high renewal rate of the Artist Series' annual subscribers and continued community interest in the various shows that are presented.

Cash contributions to the Foundation for the years ended September 30, 2021 and 2020, include major gifts greater than \$50,000 from donors such as Bank of America Foundation, Florida Blue Foundation, and Riverside Hospital Foundation.

State of Florida Grant Programs (Dr. Philip Benjamin Matching). At September 30, 2021 and 2020, the Foundation had \$16.4 million and \$14.8 million, respectively, of state matching funds for eligible donations (which are temporarily suspended) that may be funded by the State at a future date.

First Generation Matching Grant Program provided additional scholarship funding. Approved by the Florida Legislature, the program provides state matching funds for unrestricted contributions received by the Foundation and dedicated for this purpose at the sole discretion of the Foundation. In fiscal year 2021, the Foundation received \$85,200 of private contributions and a 100% state match allotment on those funds. The primary purpose of the program is to provide scholarship opportunities to students who are first-generation college students in their family.

***Statements of Net Position***

The purpose of the Statements of Net Position is to present the Foundation's financial condition as of the end of the fiscal year. The Statements of Net Position will enable the reader to determine the Foundation's ability to continue its operations, amounts owed to vendors and creditors, and the assets that are available to pay expenditures of the Foundation.

The following represents a condensed statements of net position and the changes in the Foundation's assets, liabilities and net position:

Florida State College at Jacksonville Foundation  
Management's Discussion and Analysis

**Condensed Statements of Net Position**

	<u>September 30, 2021</u>	<u>September 30, 2020</u>	<u>September 30, 2019</u>	<u>FY 21-20 Change</u>	<u>FY 20-19 Change</u>
<b>Assets</b>					
Current	<b>\$ 18,030,695</b>	\$ 10,400,501	\$ 9,813,048	\$ 7,630,194	\$ 587,453
Noncurrent	<b><u>72,543,682</u></b>	<u>57,575,289</u>	<u>55,502,029</u>	<u>14,968,393</u>	<u>2,073,260</u>
Total assets	<b><u>\$ 90,574,377</u></b>	<u>\$ 67,975,790</u>	<u>\$ 65,315,077</u>	<u>\$ 22,598,587</u>	<u>\$ 2,660,713</u>
<b>Liabilities</b>					
Total liabilities	<b><u>\$ 14,691,635</u></b>	<u>\$ 9,979,474</u>	<u>\$ 8,730,511</u>	<u>\$ 4,712,161</u>	<u>\$ 1,248,963</u>
<b>Net Position</b>					
Restricted by					
donors	<b>5,068,856</b>	2,147,014	2,049,693	2,921,842	97,321
Permanent endowments	<b>33,464,631</b>	26,312,399	25,865,924	7,152,232	446,475
Unrestricted:					
Board appropriated	<b>35,874,999</b>	27,927,915	27,116,407	7,947,084	811,508
Unappropriated	<b><u>1,474,256</u></b>	<u>1,608,988</u>	<u>1,552,542</u>	<u>(134,732)</u>	<u>56,446</u>
Total net position	<b><u>75,882,742</u></b>	<u>57,996,316</u>	<u>56,584,566</u>	<u>17,886,426</u>	<u>1,411,750</u>
Total liabilities and net position	<b><u>\$ 90,574,377</u></b>	<u>\$ 67,975,790</u>	<u>\$ 65,315,077</u>	<u>\$ 22,598,587</u>	<u>\$ 2,660,713</u>

**Current assets**

The increase in current assets in the current fiscal year is largely due to accounts receivable due from the College of \$11,627,991 associated with unearned revenue from prepaid subscribers and advance ticket sales for the 2021 Artist Series season.

The increase in current assets in the prior fiscal year is largely due to accounts receivable due from the College of \$8,228,966 associated with unearned revenue from prepaid subscribers and advance ticket sales for the 2020 Artist Series season

**Noncurrent assets**

The 27% increase in investments from \$57 million to \$72.2 million is due largely to an increase in the fair value of certain endowed assets during the year ended September 30, 2021, as was the 3% increase in investments from \$55.3 million to \$57 million is due largely to an increase in the fair value of certain endowed assets during the year ended September 30, 2020. A more detailed breakdown of the Foundation's investments may be found in Notes 3, 4, 5, and 6 which are an integral part of these financial statements.

**Liabilities**

Total liabilities from the 2020 period to 2021 period increased by 47%, from \$9.9 million to \$14.7 million and can be ascribed to an increase in unearned pledge revenue. Total liabilities from the 2019 period to 2020 period increased by 14%, from \$8.7 million to \$9.9 million and can be largely ascribed to an increase in unearned ticket revenues associated with Artist Series' activities.

**Florida State College at Jacksonville Foundation  
Management's Discussion and Analysis**

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***Net position***

Net position at September 30, 2021 totaled \$75.9 million, an increase of \$17.9 million, or 31% from total net position of \$58 million as of September 30, 2020.

Net position at September 30, 2020 totaled \$58 million, an increase of \$1.4 million, or 2.5% from total net position of \$56.5 million as of September 30, 2019. Net position consists of two categories as follows:

1) Restricted assets consist of the following:

- Restricted by donors - expendable represents amounts which are available for spending in accordance with the donor's specified criteria; and
- Quasi endowments - expendable represents assets restricted by the Foundation as matching funds for the Dr. Philip Benjamin Matching Grant Program and for the Foundation's operational needs; and
- Permanent endowments - nonexpendable represents the Foundation's restricted nonexpendable endowment funds which are required to be held in perpetuity.

2) Unrestricted assets represent amounts available to the Foundation for operational purposes in support of its mission.

***Statements of Revenues, Expenses, and Changes in Net Position***

The purpose of the Statements of Revenues, Expenses and Changes in Net Position is to provide the details of the operating and non-operating activities for the fiscal year. This includes the revenues displayed by major source, expenses, and gains and losses received or incurred by the Foundation.

The Statements of Revenues, Expenses, and Changes in Net Position includes the following categories:

- Operating Revenues are revenues received from donor cash and noncash contributions, in-kind support from the College, grants and other program revenues.
- Operating Expenses represent expenses incurred for goods and services provided in return for the operating revenues to carry out the mission of the Foundation. Operating expenses include scholarships to College students, salaries and benefits, institutional and program support to the College, education programs, and management and general expenses supporting the Foundation operations, exclusive of Artist Series activities.
- Net Operating Income/(Loss) represents the amount of operating revenues in excess of the year's operating expenses and does not include non-operating revenue.
- Artist Series activities represents revenues and expenses related to the Foundation's Artist Series events, shows and other activities.
- Non-operating Revenues represents amounts received from sources for which no services are provided by the Foundation, e.g., investment income from endowed and other investments.
- Additions to Endowments represent contributions received for permanent endowments.

The change in net position is the result of the fiscal year's excess of revenues over expenses.

**Florida State College at Jacksonville Foundation  
Management's Discussion and Analysis**

In summary, the Foundation is structured as follows:

**Fund Development:** Solicitation of donors for endowed and non-endowed contributions for scholarships, programs, and other needs of the College.

**Foundation Support:** Financial accounting, investment administration and operations support for the Foundation. The allocation of funds allocations is also determined therein.

**Artist Series:** Production of Broadway shows and performing arts programs from which the Foundation receives the net operating income at the end of the Series season.

**Non-Operating Revenues (Expenses):** Amounts received from sources for which no services are provided by the Foundation, e.g., investment income from endowed and other investments.

**Additions to Endowments:** Contributions received for permanent endowments.

**Condensed Statements of Revenue, Expenses and Changes in Net Position**

	<u>September 30, 2021</u>	<u>September 30, 2020</u>	<u>September 30, 2019</u>	<u>FY 21-20 Change</u>	<u>FY 20-19 Change</u>
<b>Fund Development</b>					
Revenues	\$ 2,114,897	\$ 653,404	\$ 840,385	\$ 1,481,493	\$ (186,981)
Program services	(1,869,423)	(1,758,747)	(1,371,278)	110,676	387,469
Foundation support	(1,094,412)	(844,165)	(946,388)	250,247	(102,223)
Operating (loss)	<u>(848,938)</u>	<u>(1,949,508)</u>	<u>(1,477,281)</u>	<u>1,120,570</u>	<u>(472,227)</u>
<b>Artist Series</b>					
Revenues from shows	4,778,072	8,252,827	6,160,342	(3,474,755)	2,092,485
Expenses of shows	<u>(2,212,114)</u>	<u>(7,734,982)</u>	<u>(5,934,955)</u>	<u>(5,522,868)</u>	<u>(1,800,027)</u>
Net activities	<u>2,565,958</u>	<u>517,845</u>	<u>225,387</u>	<u>2,048,113</u>	<u>292,458</u>
Net investment Income	<u>16,024,926</u>	<u>2,744,306</u>	<u>2,774,866</u>	<u>13,280,620</u>	<u>(30,560)</u>
Changes in net position before contributions to permanent endowments	<u>17,741,946</u>	<u>1,312,643</u>	<u>1,522,972</u>	<u>16,449,301</u>	<u>(210,329)</u>
Contribution to permanent endowments	<u>144,480</u>	<u>99,107</u>	<u>168,240</u>	<u>45,373</u>	<u>(69,133)</u>
Total net position	<u>\$ 75,882,742</u>	<u>\$ 57,996,316</u>	<u>\$ 56,584,566</u>	<u>\$ 17,906,424</u>	<u>\$ 1,411,750</u>

The Statement of Revenues, Expenses and Changes in Net Position is presented as part of the basic financial statements. For the years ended September 30, 2021 and 2020, the Foundation's increase in net position before contributions to endowments were \$17.7 and \$1.3 million, respectively, primarily due to the increase in market values for investments.

**Florida State College at Jacksonville Foundation  
Management's Discussion and Analysis**

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***Fund development***

For the years ended September 30, 2021 and 2020, the Foundation received major gifts from donors such as Bank of America Foundation, Florida Blue Foundation, and Riverside Hospital Foundation.

***Artist Series***

The Artist Series had \$12,209,589 in advanced ticket sales for the 2022 season, an increase of \$4,209,650 from the previous year end 2021 season.

The Artist Series had \$7,999,939 in advanced ticket sales for the 2021 season, a decrease of \$70,108 from the previous year end 2020 season.

The Artist Series is a self-sustaining auxiliary service and, as such, receives no in-kind support from the College for any expenses, including the salaries and benefits of its staff. The net income of \$429,485 for the year ended September 30, 2021, resulted in an amount due from the College which is remitted to the Foundation from the College's resources.

The Artist Series is a self-sustaining auxiliary service and, as such, receives no in-kind support from the College for any expenses, including the salaries and benefits of its staff. The net income of \$517,845 for the year ended September 30, 2020, resulted in an amount due from the College which is remitted to the Foundation from the College's resources.

***Non-operating revenues and expenses***

**Year Ended September 30, 2021**

Non-operating Revenues/Expenses totaled a \$16 million net gain, which includes interest and dividend, net of investment fees loss of \$117,901. Investment gains of \$16.1 million are attributed primarily to market value appreciation in the Foundation's investment portfolio.

**Year Ended September 30, 2020**

Non-operating Revenues/Expenses totaled a \$2.7 million net gain, which includes interest and dividend, net of investment fees loss of \$55,468. Investment gains of \$2.8 million are attributed primarily to market value appreciation in the Foundation's investment portfolio.

***Additions to endowments***

**Year Ended September 30, 2021**

Permanent Endowments. The Foundation received \$144,480 in donor contributions to its permanent endowments. There were no state matching funds received in fiscal 2021.

**Year Ended September 30, 2020**

Permanent Endowments. The Foundation received \$99,107 in donor contributions to its permanent endowments. There were no state matching funds received in fiscal 2020.

**Florida State College at Jacksonville Foundation  
Management's Discussion and Analysis**

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***Statements of Cash Flows***

The Statements of Cash Flows provides certain information about the Foundation's financial results by reporting the major sources and uses of cash and cash equivalents and indicates the cash provided by and used for operating, capital and related financing activities, and investing activities.

***Operating Activities*** include funds received from private donors, projects, grants and other sources, and Artist Series activities and payments made to employees, suppliers for goods and services, and the College for programs, institutional and facilities support for Foundation operations.

***Noncapital Financing Activities*** include funds received from donors for contributions to permanent endowments.

***Investing Activities*** represent funds used to purchase investments and funds received from proceeds of investment sales, interest and dividends, and distributions from private equity funds.

***Capital Assets***

The Foundation had no capital assets at September 30, 2021 or 2020.

***Economic Outlook***

The financial position of the Foundation is directly affected by certain economic conditions of Jacksonville's local economy. Through private and corporate contributions, as well as net operating revenues from Artist Series activities, the Foundation is expected to be able to directly support Florida State College at Jacksonville's efforts to continue providing scholarship support to students, the development of new programs to meet the ever-changing needs of employers and provide a leadership role in educational and community services for Duval and Nassau counties in northeast Florida.

In March 2020, the World Health Organization declared the outbreak and spread of COVID-19, a novel strain of Coronavirus, a pandemic. The coronavirus outbreak has had far reaching and unpredictable impacts on the global economy, supply chains, financial markets, and global business operations of a variety of industries. Governments have taken substantial action to contain the spread of the virus including mandating social distancing, suspension of certain gatherings, and shuttering of certain nonessential businesses.

The COVID-19 pandemic has disrupted the operational and financial performance of the Foundation and there is significant uncertainty in the nature and degree of its continued effects on the Foundation over time. The extent to which it will impact the Foundation going forward will depend on a variety of factors including the duration and continued spread of the outbreak, impact on the Foundation's employees and vendors, as well as governmental, regulatory, and private sector responses. Further, the pandemic may have a significant impact on management's accounting estimates and assumptions.

***Requests for Information***

This financial report is designed to provide a general overview of the Foundation's finances for all those with an interest therein. Questions concerning any of the information provided in this report or requests for additional information may be addressed to:

Cleve E. Warren, Executive Director  
Florida State College at Jacksonville Foundation, Inc.  
501 West State Street, Suite 104  
Jacksonville, Florida 32202

Florida State College at Jacksonville Foundation, Inc.  
 Statements of Net Position  
 September 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 4,868,494	\$ 1,376,402
Pledges receivable, current	1,163,927	697,088
Accounts receivable, net	150,652	-
Due from Florida State College at Jacksonville	11,627,991	8,228,966
Prepaid expenses	219,631	98,045
Total current assets	<u>18,030,695</u>	<u>10,400,501</u>
Noncurrent assets:		
Pledges receivable long-term, net	150,000	573,143
Investments, fair value	72,276,193	56,886,780
Artwork	23,675	23,675
Restricted cash, agency endowment	93,814	91,691
Total assets	<u>\$ 90,574,377</u>	<u>\$ 67,975,790</u>
<b>LIABILITIES AND NET POSITION</b>		
Current liabilities:		
Due to Florida State College at Jacksonville	\$ 1,054,307	\$ 617,613
Unearned revenues	1,333,925	1,270,231
Unearned revenues - Artist Series	12,209,589	7,999,939
Total current liabilities	<u>14,597,821</u>	<u>9,887,783</u>
Funds held as agency endowment	<u>93,814</u>	<u>91,691</u>
Total liabilities	<u>14,691,635</u>	<u>9,979,474</u>
Net Position:		
Restricted:		
Restricted by donors - expendable	5,068,856	2,147,014
Permanent endowments - nonexpendable	33,464,631	26,312,399
Unrestricted:		
Board appropriated	35,874,999	27,927,915
Unappropriated	1,474,256	1,608,988
Total net position	<u>75,882,742</u>	<u>57,996,316</u>
Total liabilities and net position	<u>\$ 90,574,377</u>	<u>\$ 67,975,790</u>

See accompanying notes.

Florida State College at Jacksonville Foundation, Inc.  
 Statements of Revenues, Expenses, and Changes in Net Position  
 Years Ended September 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
<b>Program and Fund Development Activities</b>		
<b>Operating revenues:</b>		
Contributions	\$ 2,068,456	\$ 603,162
In-kind support from Florida State College at Jacksonville	32,317	32,317
Noncash contributions	11,124	13,925
Other revenues	3,000	4,000
Total operating revenue from program and fund development activities	<u>2,114,897</u>	<u>653,404</u>
<b>Operating expenses:</b>		
Program services:		
Scholarships	791,323	768,885
Institutional and program support	1,078,100	989,862
Total program services	<u>1,869,423</u>	<u>1,758,747</u>
Supporting Services:		
Salaries and benefits	513,000	431,980
Management and general	581,412	412,185
Total expenses	<u>2,963,835</u>	<u>2,602,912</u>
Operating loss from program and fund development activities	<u>(848,938)</u>	<u>(1,949,508)</u>
<b>Artist Series</b>		
Revenues from performing arts events and shows	222,615	7,571,051
Other revenues from Artist Series	173,866	165,028
Contributions	328,266	470,088
Grants	48,230	46,660
Shuttered Venue Operators Grant	4,005,095	-
Expenses of performing arts events	(1,254,335)	(6,763,771)
Salaries and benefits	(957,779)	(971,211)
Total Artist Series activities, net	<u>2,565,958</u>	<u>517,845</u>
Operating income (loss)	<u>1,717,020</u>	<u>(1,431,663)</u>
<b>Non-Operating Revenues (Expenses)</b>		
Interest and dividends, net of investment fees	(117,901)	(55,468)
Net appreciation in investment	16,142,827	2,799,774
Total non-operating revenues, net	<u>16,024,926</u>	<u>2,744,306</u>
Change in net position before contributions to endowments	17,741,946	1,312,643
Contributions to permanent endowments	144,480	99,107
Change in net position	<u>17,886,426</u>	<u>1,411,750</u>
Net position, beginning	<u>57,996,316</u>	<u>56,584,566</u>
Net position, ending	<u>\$ 75,882,742</u>	<u>\$ 57,996,316</u>

See accompanying notes.

Florida State College at Jacksonville Foundation, Inc.  
Consolidated Statements of Cash Flows  
Years Ended September 30, 2021 and 2020

	<u>2021</u>	<u>2020</u>
Cash flows from operating activities:		
Received from private donors	\$ 1,774,281	\$ (400,006)
Received from projects, grants, and other sources	4,087,924	83,829
Received from performing arts productions	1,525,710	9,421,373
Payment received (from) in funds held as agency endowment, net	2,123	3,228
Payments to College for scholarships	(180,917)	(158,479)
Payments to employees and suppliers for goods and services	(3,416,799)	(9,097,699)
Payments to College for programs and facilities support	(1,078,100)	(989,862)
	<u>2,714,222</u>	<u>(1,137,616)</u>
Net cash provided by (used in) operating activities		
Cash flows from investing activities:		
Purchases of investments	(1,106,242)	(437,519)
Proceeds from sale of investments	-	411,065
Distributions from private equity investments	1,859,656	1,182,447
Interest and dividends received, net of investment fees	(117,901)	(55,468)
	<u>635,513</u>	<u>1,100,525</u>
Net cash provided by investing activities		
Cash flows from financing activities:		
Contributions to permanent endowment fund	144,480	99,107
	<u>144,480</u>	<u>99,107</u>
Net cash provided by financing activities		
	<u>3,494,215</u>	<u>62,016</u>
Net increase in cash and cash equivalents, including restricted		
Cash and cash equivalents, including restricted beginning	<u>1,468,093</u>	<u>1,406,077</u>
	<u>\$ 4,962,308</u>	<u>\$ 1,468,093</u>
Cash and cash equivalents, including restricted, ending		
Reconciliation of operating income (loss) to net cash flow from operating activities:		
Operating income (loss)	\$ 1,717,020	\$ (1,431,663)
Adjustment to reconcile operation loss to net cash flow from operating activities:		
Increase in pledges receivable	(43,696)	(923,339)
Increase in accounts receivable	(150,652)	-
Increase in amount due from College	(3,399,025)	(352,970)
(Increase) decrease in prepaid expenses	(121,586)	321,393
Increase in amount due to College	436,694	45,612
Increase in unearned revenues	4,273,344	1,200,123
Increase in funds held as agency endowment	2,123	3,228
	<u>\$ 2,714,222</u>	<u>\$ (1,137,616)</u>

## Notes to the Financial Statements

### 1. Nature of Organization and Summary of Significant Accounting Policies

The Florida State College at Jacksonville Foundation, Inc. (the "Foundation") is a not-for-profit corporation organized as a direct-support organization, as defined in Section 1004.70 of the *Florida Statutes*, and a component unit of the Florida State College at Jacksonville (the "College"). The Foundation provides financial support for the benefit of the students and programs of the College.

Revenue and support are received primarily from individuals and businesses, most of whom are located in northeast Florida. The Foundation also derives financial resources from the FSCJ Artist Series (the "Artist Series") program which operates as a fundraising component of the Foundation and College. The Artist Series is a presenter of performing arts events and shows in northeast Florida and supports the College's performing arts efforts including the Scholarship Endowment Fund. The Fund supports performing arts students, as well as other students, attending Florida State College at Jacksonville.

#### ***Basis of accounting***

The financial statements of the Foundation have been prepared using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recognized when they are incurred. The Foundation follows pronouncements issued by the Governmental Accounting Standards Board (GASB). GASB establishes standards for external financial reporting which includes a statement of net position, a statement of revenues, expenses and changes in net position, and a statement of cash flows using the direct method. These pronouncements also include a requirement that management provide a discussion and analysis of the basic financial statement and the classification of net position into three components – net investment in capital assets, restricted; and unrestricted. These classifications are defined as follows:

- **Net investment in capital assets:**  
Capital assets, net of accumulated depreciation, reduced by outstanding balances of any debt that is attributable to those assets (currently not applicable to the Foundation).
- **Restricted**  
Consists of assets that have externally imposed constraints placed upon their use, either by donors or through laws, regulations, or restrictions imposed by law through constitutional provisions or enabling legislation, reduced by any liabilities to be paid from these assets as follows:
  - **Expendable** - net position that is subject to donor, grantor or other outside party restrictions as to use for the benefit of various programs at the College or Foundation, including the expendable portion of endowment funds;
  - **Nonexpendable** - net position representing the nonexpendable portion of endowment funds that are subject to donor, grantor or other outside party restrictions as to use for the benefit of various programs at the College or Foundation.

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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- **Unrestricted**

Net position that does not meet the definition of “restricted” or “net investment in capital assets”, and are available without restriction for carrying out the Foundation’s objectives. Unrestricted net position may also be appropriated for specific purposes by action of the Foundation’s Board of Directors.

***Cash and cash equivalents***

For purposes of the statement of cash flows, the Foundation considers all cash on hand, cash on deposit, and highly liquid investments with original maturities of three months or less to be cash and cash equivalents. At September 30, 2021 and 2020, unrestricted cash and cash equivalents included amounts on deposit with a commercial bank totaling \$3,979,259 and \$916,109 respectively, which are available for immediate withdrawal. Restricted cash and cash equivalents totaled \$983,049 and \$551,984 at September 30, 2021 and 2020, respectively, consisting of bank demand deposit accounts.

***Custodial credit risk - deposits***

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Foundation may not be able to recover its deposits. The Foundation periodically maintains public deposits in excess of the Federal Deposit Insurance Corporation. All such public deposits as defined by Chapter 280, Florida Statutes are placed in Qualified Public Depositories. The Foundation had \$3,983,043 and \$220,400 in excess of federally insured limits at September 30, 2021 and 2020, respectively. Management does not believe there is any significant credit risk relative to these deposits.

***Investments***

Investments are stated principally at fair value based on quoted market values. Private equity fund and other alternative investments are based on external valuation sources. Net realized and unrealized gains and losses are recognized in the accompanying statement of revenues, expenses, and changes in net position. Investments classified as noncurrent primarily represent the corpus of donor restricted contributions and amounts subject to other restrictions as well as investments not expected to be used during the Foundation’s next fiscal year. The Foundation’s intent is to hold its investments for the long term. However, the short-term operating needs of the Foundation may, at times, require the sale of a portion of these assets, subject to the approval of its Finance Committee from recommendation of the investment committee.

***Unearned revenues - Artist Series***

Unearned revenues primarily represent tickets sold in advance for Artist Series events and shows occurring after the statement of net position reporting date.

***Contributions and pledges***

The Foundation recognizes unrestricted contributions, including unconditional promises to give, as assets and revenues in the period received at fair values. Contributions are considered unrestricted unless their use is specifically restricted by the donor. Gifts of cash and other assets are reported as restricted support if their use is restricted by any outside party.

The Foundation receives pledges of financial support from corporations and individuals. Revenue is recognized when a pledge representing an unconditional promise to give is received and all eligibility requirements, including time requirements, have been met. In the absence of such a promise, revenue is recognized when the gift is received. In accordance with GASB Statement No. 33, “Accounting and Financial Reporting for Nonexchange Transactions”, endowment pledges or other pledges restricted for use in future periods do not meet eligibility requirements and are not recorded until the related gift is received.

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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***Donor-restricted endowments***

Investment income, including unrealized appreciation and depreciation, is allocated to the restricted expendable account on a pro rata basis based on a 36-month average nonexpendable endowment balance. In accordance with state law, these funds are then available for expenditure, at 4% annually, when the specific donor criteria are met.

In the absence of donor stipulations or law to the contrary, losses on the investments of a donor-restricted endowment fund reduce restricted expendable net position to the extent that donor-imposed temporary restrictions on net appreciation of the fund have not been met before a loss occurs. Any remaining loss reduces unrestricted net position.

If losses reduce the assets of a donor-restricted endowment fund below the level required by the donor stipulations or law, gains that restore the fair value of the assets of the endowment fund to the required level are classified as increases in unrestricted net position.

After the fair value of the assets of the endowment fund equals the required level, gains that are restricted by the donor are classified as increases in restricted expendable net position or restricted nonexpendable net position, depending on the donor's restrictions.

***Operating income***

Operating revenues and expenses are those items resulting from providing services and producing and delivering goods and services. Revenues and expenses not meeting this definition are reported as non-operating revenues and expenses. Interest and dividends, net gains and losses on investments, and contributions received for endowments or from state matching funds are considered non-operating. When both restricted and unrestricted resources are available for use, the Foundation's policy is to use restricted resources first, then unrestricted resources as needed.

***In-kind contributions***

The College provides the Foundation with certain administrative and fiscal services, support personnel and staff, and office space at no cost. In addition, the College may incur expenses for the Artist Series performing arts events in excess of amounts reimbursed by the Foundation. Third parties, at times, may also contribute certain non-cash items for the benefit of the College. Such in-kind contributions are recorded at their estimated fair values both as revenues and expenses.

***Real estate and artwork***

Real estate and artwork are stated at cost on the date of purchase, or in the case of donated gifts, at their estimated fair value on the date of contribution. Changes in estimated fair value are recognized in the statement of changes in net position. Upon disposition, any related gain or loss is included in the change in net position.

***Advertising and promotion***

Advertising and promotion costs are primarily related to Artist Series shows and events. These costs are expensed as incurred. Advertising and promotion expense totaled \$26,631 and \$79,346 for the years ended September 30, 2021 and 2020.

***Income taxes***

The Foundation is a not-for-profit organization as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from federal and state income taxes on related income pursuant to Section 501(a) of the Internal Revenue Code and Chapter 220.13 of the Florida Statutes, respectively. As such, only unrelated business income is subject to income tax.

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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***Use of estimates***

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect (1) the reported amounts of assets and liabilities; (2) disclosure of contingent assets and liabilities at the date of the financial statement; and, (3) the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

***Subsequent events***

In October 2021, the Foundation was awarded approximately \$2 million in grant funds under the Shuttered Venue Operators Grant program, as described in Note 7.

The Foundation has evaluated the effect subsequent events would have on the financial statements through February 9, 2022, which is the date the financial statements were available to be issued.

**2. Pledges Receivable**

Pledges receivable are presented in the accompanying statements of financial position as follows:

	<u>2021</u>	<u>2020</u>
Receivable in less than one year	\$ 1,187,033	\$ 697,088
Receivable in one to five years	<u>150,000</u>	<u>576,251</u>
	<b>1,337,033</b>	1,273,339
Discount to present value	<u>(23,106)</u>	<u>(3,108)</u>
Pledges receivable, net	<u><b>\$ 1,313,927</b></u>	<u><b>\$ 1,270,231</b></u>

Pledges receivable are recorded at net realizable value in accordance with GASB 33. Pledges receivable for amounts due in greater than one year from the reporting date have been discounted at 1.53% and 1.59% at September 30, 2021 and 2020, respectively. No allowance for uncollectible pledges was considered necessary at September 30, 2021 and 2020.

Eight donors represented all of total pledges receivable at September 30, 2021. Seven donors represented all of total pledges receivable at September 30, 2020.

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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### 3. Investments

The Foundation's investments are recorded at fair value and consist of corporate bonds, U.S. government bonds and agency securities, equity mutual funds, fixed income mutual funds, money market funds, and private equity funds. Real estate and artwork available for sale are recorded at estimated fair values.

The estimated fair values of investments are based on valuations provided by external investment managers and consist of the following:

	<u>2021</u>	<u>2020</u>
External pooled investment funds:		
Domestic equities	\$ 37,437,985	\$ 31,935,624
International equities	6,914,395	5,546,300
Real estate securities	3,621,630	2,577,928
Fixed income	11,532,274	8,363,733
Commodities	810,083	574,943
Money market	96,477	96,451
Private equity funds	11,863,349	7,791,801
Artwork	<u>23,675</u>	<u>23,675</u>
	<u>\$ 72,299,868</u>	<u>\$ 56,910,455</u>

The Foundation had subscribed to a total capital commitment in private equity funds of \$11,150,000. Additional subscriptions increased total capital commitments to \$14,150,000 and \$10,900,00 at September 30, 2021 and 2020 respectively. Cumulative capital calls totaled \$10,218,040 through September 30, 2021 (\$9,011,625 at September 30, 2020), leaving future capital commitments of \$3,931,960. Capital calls are due from time to time without notice in varying amounts. The Foundation generally expects to be able to meet its capital commitment obligations.

The Foundation's net investment income is summarized as follows:

	<u>2021</u>	<u>2020</u>
Net realized and unrealized gains	\$ 16,142,827	\$ 2,799,774
Interest and dividend income	937	35,847
Investment management fees	<u>(118,838)</u>	<u>(91,315)</u>
Net investment income	<u>\$ 16,024,926</u>	<u>\$ 2,744,306</u>

Florida State College at Jacksonville Foundation, Inc.  
Notes to the Financial Statements

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#### 4. Deposit and Investment Risk

GASB Statement No. 40, *Deposit and Investment Risk Disclosures*, requires the following disclosures of credit and interest rate risk related to the Foundation's investment holdings that are invested in fixed-income funds as of September 30, 2021 and 2020:

	2021			
	<u>Fair Value</u>	<u>Weighted Average Life</u>	<u>Effective Duration</u>	<u>Average Credit Quality*</u>
Commonfund Intermediate Term Fund	\$ 2,326,060	2.5 years	1.7 years	AA
Commonfund Multi-Strategy Bond Fund	<u>9,206,214</u>	7.3 years	6.4 years	A+
Total fixed income securities	<u>\$ 11,532,274</u>			

	2020			
	<u>Fair Value</u>	<u>Weighted Average Life</u>	<u>Effective Duration</u>	<u>Average Credit Quality*</u>
Commonfund Intermediate Term Fund	\$ 2,318,855	2.4 years	1.9 years	AA
Commonfund Multi-Strategy Bond Fund	<u>6,044,878</u>	7.9 years	5.4 years	A
Total fixed income securities	<u>\$ 8,363,733</u>			

##### ***Interest rate risk***

The Foundation's investment policy does not specifically limit debt obligation maturities. However, as a means of managing the Foundation's exposure to fair value losses arising from changes in interest rates, the policy provides for diversifying fixed-income investments among maturities according to interest rate prospects.

##### ***Credit risk***

The Foundation's investment policy provides that no more than 15% of the corporate debt securities in the fixed-income portfolio may be rated below investment-grade.

##### ***Custodial credit risk***

The Foundation's investment policy does not address custodial credit risk.

##### ***Concentration of credit risk***

The Foundation's investment policy provides that the maximum amount invested in the securities of a single issuer may not exceed 5% of total investments. Securities issued by the United States government and its agencies are not subject to this limitation.

Florida State College at Jacksonville Foundation, Inc.  
Notes to the Financial Statements

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## 5. Fair Value of Financial Assets

The Foundation implemented GASB Statement No. 72, *Fair Value Measurement and Application* ("GASB 72"), effective July 1, 2015. GASB 72 establishes the accounting and financial reporting issues related to fair value measurements of investments. The Foundation's investments are reported at fair value, as defined under U.S. generally accepted accounting principles, which establishes a framework for measuring fair value and requires disclosures about fair value measurements. Accordingly, fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

This standard also establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The Foundation has characterized its investments based on a three-level hierarchy to classify fair value measurements for disclosure purposes as follows:

**Level 1:** Quoted prices are available in active markets for identical investments as of the reporting date.

**Level 2:** Valuations for assets and liabilities traded in less active dealer or broker markets. Valuations are obtained from third-party pricing services for identical or similar assets or liabilities.

**Level 3:** Pricing inputs are unobservable for the investment and include situations where there is little, if any, market activity for the investment. The inputs into the determination of fair value require management judgment and estimation. Such investment valuations are derived from other valuation methodologies, including option pricing models, discounted cash flow models and similar techniques.

Inputs broadly refer to the assumptions that market participants use to make valuation decisions, including assumptions about risk. The Foundation uses the market approach valuation technique to value its investments.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the unobservable inputs. Prices for certain cash equivalents and investment securities, such as U.S. government bonds and agency securities, fixed income and equity mutual funds, and corporate bonds, are readily available in the active markets in which those securities are traded, and the resulting fair values are categorized as Level 1.

There is little or no observable market data for the prices of, private equity funds and artwork that are held by the Foundation. As a result, the fair values of these investments are categorized as Level 3.

The following is a description of the valuation methodologies used for assets measured at fair value.

### ***Commingled external investment pools***

The Foundation's investments, including its endowments, in Commonfund are commingled external investment pools of assets in which investors own units of the fund, not the actual underlying securities in the fund. Each fund of the commingled investment pool allocates their assets among a select group of private investment funds. The funds pursue multiple strategies to diversify risks and reduce volatility. The Foundation records the fair value of its fund of the commingled funds' investments based on their proportionate share of the underlying fair value of the fund's net asset value as reported by the fund's investment manager. The Foundation's investments in the

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

Commonfund external investment funds are categorized as Level 2 or 3 of the fair value hierarchy, dependent upon whether the inputs are observable or unobservable.

**Private equity funds**

Certain of the Foundation's endowment investments with Commonfund are also made in external private equity funds. Private equity funds are typically structured as closed-end, commitment-based investment funds in which the entity commits a specified amount of capital upon the fund's inception. Such funds generally do not provide for redemption options for investors nor permit subscriptions by new or existing investors. Accordingly, the interests in such private equity funds do not have an active market and are classified as Level 3 of the fair value hierarchy.

**Artwork and real estate**

Artwork and real estate are valued at their fair value on the date of donation. Since there is no active market for these investments, they are classified as Level 3 of the fair value hierarchy.

The following summarizes the Foundation's investments carried by level within the valuation hierarchy:

	<b>2021</b>			<b>Fair Value</b>
	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	
Fixed income mutual funds	\$ -	\$ 11,532,274	\$ -	\$ 11,532,274
Equity mutual funds	-	37,437,985	-	37,437,985
International mutual funds	-	5,891,323	-	5,891,323
Real estate mutual funds	-	3,621,630	-	3,621,630
Commodity mutual funds	-	810,083	-	810,083
Emerging markets mutual funds	-	1,023,072	-	1,023,072
Money market	-	96,477	-	96,477
Private equity funds	-	-	11,863,349	11,863,349
Artwork	-	-	23,675	23,675
<b>Total</b>	<b>\$ -</b>	<b>\$ 60,412,844</b>	<b>\$ 11,887,024</b>	<b>\$ 72,299,868</b>

	<b>2020</b>			<b>Fair Value</b>
	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	
Fixed income mutual funds	\$ -	\$ 8,363,733	\$ -	\$ 8,363,733
Equity mutual funds	-	31,935,624	-	31,935,624
International mutual funds	-	4,679,143	-	4,679,143
Real estate mutual funds	-	2,577,928	-	2,577,928
Commodity mutual funds	-	574,943	-	574,943
Emerging markets mutual funds	-	867,157	-	867,157
Money market	-	96,451	-	96,451
Private equity funds	-	-	7,791,801	7,791,801
Artwork	-	-	23,675	23,675
<b>Total</b>	<b>\$ -</b>	<b>\$ 49,094,979</b>	<b>\$ 7,815,476</b>	<b>\$ 56,910,455</b>

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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The following is a reconciliation of investments measured at fair value on a recurring basis using significant unobservable inputs (Level 3):

	<u>2021</u>	<u>2020</u>
Fair value, beginning of period	\$ 7,815,476	\$ 7,694,700
Net realized and unrealized gains	5,115,525	911,266
Distributions	(1,859,656)	(1,182,447)
Purchases	<u>815,679</u>	<u>391,957</u>
Fair value, end of period	<u>\$ 11,887,024</u>	<u>\$ 7,815,476</u>

## 6. Funds Held as Agency Endowment

The Foundation holds certain funds as an agency endowment for the Prosperity Scholarship Fund, which provides scholarships to financially eligible students to attend college in northeast Florida. Scholarships to eligible students may be used at Florida State College at Jacksonville, University of North Florida, Jacksonville University, or Edward Waters College. Contributions to the Prosperity Scholarship Fund are permanently endowed and the investment earnings on the endowed account are used to fund the scholarships.

The Foundation recognizes an asset and liability which is measured at the fair value of the funds received from the donor. Distributions of cash for scholarships to specified third-party recipients are reported as decreases in the asset and related liability. Financial activity related to the fund is excluded from the Foundation's statements of revenues, expenses and changes in net position.

At September 30, 2021 and 2020, the balance in the Prosperity Scholarship Endowment account totaled \$93,814 and \$91,691, respectively, which is presented as a liability in the Foundation's statements of financial position. The following summarizes the fund's activity:

	<u>2021</u>	<u>2020</u>
Agency endowment fund balance, beginning of year	\$ 91,691	\$ 88,463
Contributions	6,623	6,713
Distributions to recipient colleges	<u>(4,500)</u>	<u>(3,485)</u>
Agency endowment fund balance, end of year	<u>\$ 93,814</u>	<u>\$ 91,691</u>

## 7. Shuttered Venue Operators Grant

During the year ending September 30, 2021, the Foundation received a grant in the amount of \$4,005,095 related to the Shuttered Venue Operators Grant program. This program was established by the Economic Aid to Hard-Hit Small Businesses, Nonprofits, and Venues Act, and amended by the American Rescue Plan Act. The grant provides emergency assistance to eligible venues affected by COVID-19. \$1,868,235 was expended under this grant during the fiscal year ending September 30, 2021.

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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## 8. State of Florida Matching of Private Contributions

The Foundation receives certain private contributions that were eligible to be matched, either all or in part, by the state of Florida College System. These matching funds are authorized by the Dr. Philip Benjamin Matching Grant Program for Community Colleges (Florida Statute 1011.85). For the year ended September 30, 2021, the Foundation submitted a certified appropriations request in the amount of \$1,248,043. The cumulative private contributions received during the period from February 2, 2007 to February 1, 2021 are as follows:

	<u>Eligible Contributions Received</u>	<u>State Match Requested</u>
Matching program for support scholarships (F.S. 1011.85(5))	\$ 9,990,252	\$ 9,472,594
Matching program for program support (F.S. 1011.85(6))	<u>6,439,503</u>	<u>3,976,542</u>
	<u>\$ 16,429,755</u>	<u>\$ 13,449,136</u>

The Foundation's next appropriations request will be submitted upon request by the State.

Effective July 1, 2011, Senate Bill 2150 amended Florida Statute 1011.85 to temporarily suspend state matching funds for eligible donations received on or after June 30, 2011. As a result, the State of Florida Legislature did not appropriate funds for matching contributions for either of the years ended September 30, 2021 and 2020. Existing eligible donations remain eligible for future matching funds.

In addition to the above matching contributions, the state of Florida also appropriates certain nonrecurring general funds for scholarships to "first generation-in-college" students under the First Generation Matching Grant Program (FGMG). As of December 1, 2020 (for the year ended September 30, 2020), the Foundation had received \$82,400 of private contributions that were eligible for the FGMG match and had received 100% matching funds from the State of Florida by September 30, 2020.

## 9. Board Appropriated Unrestricted Net Position

Board appropriated unrestricted net position are appropriated as follows:

	<u>2021</u>	<u>2020</u>
Quasi-endowments	\$ 19,445,244	\$ 13,121,337
Philip Benjamin Matching Grant Program	<u>16,429,755</u>	<u>14,806,578</u>
	<u>\$ 35,874,999</u>	<u>\$ 27,927,915</u>

## 10. Restricted Net Position

Expendable restricted net position is restricted for scholarships or other similar purposes and totaled \$5,068,856 and \$2,147,014 at September 30, 2021 and 2020, respectively.

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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Nonexpendable restricted net position (endowments) is donor-directed contributions restricted in perpetuity for scholarships, program instruction, and other similar purposes. Nonexpendable restricted net position totaled \$33,464,631 and \$26,312,399 at September 30, 2021 and 2020, respectively.

The Board of Trustees of the Foundation has interpreted the Florida Uniform Prudent Management of Institutional Funds Act (FUPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment fund, absent donor stipulations to the contrary. As a result of this interpretation, the Foundation classifies as nonexpendable restricted net position: (a) the original value of the gift donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund.

The Foundation has adopted investment and spending policies for endowment assets that attempt to protect the principal of the fund, provide consistent long-term income returns and protect the Foundation against long-term inflation trends. To satisfy its long-term rate-of-return objectives, the Foundation relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Foundation targets a diversified asset allocation that places a greater emphasis on equity-based investments to achieve its long-term return objectives within prudent risk constraints.

The Foundation limits spending on endowments to a maximum of 4% on endowed programs & scholarships spending and 1% for an administrative fee for a total of 5% annually of the most recent prior year- end endowment fund balances provided net earnings are available.

## **11. Related Party Transactions**

The College incurs certain other expenses on behalf of the Foundation. Other in-kind expenses provided by the College were \$32,317 for the years ended September 30, 2021 and 2020.

In connection with an arrangement between the College and Foundation, the College also employs certain employees whose services are related to the Artist Series performing arts activities on behalf of the Foundation. Other costs and expenses related to the Artist Series may also be incurred by the College. Artist Series personnel costs totaled \$957,779 and \$971,211 for the years ended September 30, 2021 and 2020, respectively. None of these expenses were provided in-kind by the College. As of September 30, 2021 and 2020, amounts due to the College totaled \$1,054,307 and \$617,613, respectively.

At September 30, 2021, amounts due from the College totaled \$11,627,991 (\$8,228,966 as of September 30, 2020), primarily related to Artist Series ticket sales for shows and events that occurred during the reporting period and advance ticket sales collected by the College for shows to be performed after the statement of net position date. At the end of the College's fiscal June 30 reporting period, an accounting of the Artist Series revenue and expense activities is prepared by the College, and any residual funds, net of Artist Series event expenses paid by the College, are remitted to the Foundation.

## **12. Concentrations of Market, Credit and Currency Risks**

The Foundation's investments are subject to various risk factors including market, credit, and currency risk. Investments are made in the United States and internationally and thus have concentrations in such regions. The fund's investments are also subject to the risk associated with investing in private equity securities. The investments

**Florida State College at Jacksonville Foundation, Inc.**  
**Notes to the Financial Statements**

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in private equity securities are generally illiquid, and there can be no assurance that the fund will be able to realize the value of such investments in a timely manner. The Foundation had approximately 16% and 14% of its total portfolio invested in private equity funds at September 30, 2021 and 2020, respectively.

The funds are invested, for purposes of capital appreciation, in various underlying funds that vary by size, industry and geographical concentration. Investment performance of an industry sector in which the funds have a concentration of investments may have a significant impact on the performance of the fund.

The Foundation's invested funds also participate in assets and securities of non-U.S. issuers. Investments of this type may be subject to significant price fluctuations and above-average risk related to certain factors not typically associated with investing in U.S. securities, including risks relating to currency exchange matters, differences between the U.S. and foreign securities markets, and certain other economic and political risks with respect to such securities.

### **13. Commitments and Contingencies**

#### ***Investment subscription agencies***

The Foundation is party to various subscription agreements with a private equity fund manager which provide for capital contributions as requested by the funds. At September 30, 2021, future funding commitments totaled \$3,931,960 (\$1,888,375 at September 30, 2020).

#### ***Grantor agencies***

At times, the Foundation may receive grants from various government agencies. Activities related to these grants are subject to audit by the regulatory funding authority. As a result, the Foundation may be contingently liable for reimbursement of funds received which may exceed reimbursable expenditures. The Foundation's management believes that the liability, if any, for any reimbursable amounts would not be material to the financial statement.



***Supplementary Information***

Florida State College at Jacksonville Foundation, Inc.  
 Schedule of Expenditures of Federal Awards  
 Year Ended September 30, 2021

<b>Federal Granting Agency</b>	<b>Federal CFDA Number</b>	<b>Pass-Through Entity Identifying Number</b>	<b>Federal Expenditures</b>
<u>U.S. Small Business Administration:</u>			
Shuttered Venue Operators Grant	59.075	N/A	\$ 1,868,235
Total U.S. Small Business Administration			1,868,235
<b>Total Expenditures of Federal Awards</b>			<b>\$ 1,868,235</b>



**Florida State College at Jacksonville Foundation, Inc.  
Notes to Schedule of Expenditures of Federal Awards  
September 30, 2021**

**1. Basis of Presentation**

The accompanying Schedule of Expenditures of Federal Awards (the “Schedule”) includes the federal award activity of Florida State College at Jacksonville Foundation, Inc. (a not-for-profit organization) (the “Foundation”) under programs of the federal government for the year ended September 30, 2021. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations (CRF) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)*. Because the Schedule presents only a selected portion of the operations of the Foundation, it is not intended to and does not present the financial position, changes in net assets or cash flows of the Foundation. Therefore, some amounts presented in the Schedule may differ from amounts presented in the financial statements.

**2. Summary of Significant Accounting Policies**

Expenditures reported on the schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the *Uniform Guidance*, wherein certain times of expenditures are not allowable or are limited as to reimbursement.

**3. Indirect Cost Rate**

The Foundation has elected not to use the 10% de minimus cost rate allowed under *Uniform Guidance*.



# Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Board of Directors  
Florida State College at Jacksonville Foundation, Inc.  
Jacksonville, FL

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to the financial audits contained in the *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of Florida State College at Jacksonville Foundation, Inc. (a nonprofit organization) (the "Foundation") as of and for the year ended September 30, 2021, and the related notes to the financial statements and have issued our report thereon dated February 9, 2022.

## ***Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the Foundation's internal control over financial reporting (internal control) as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control. Accordingly, we do not express an opinion on the effectiveness of the Foundation's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency*, or a combination of deficiencies, in internal control that is less severe than material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was limited for the purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

***Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the Foundation's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statement amounts. However, providing an opinion on compliance with those provisions were not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

***Purpose of the Report***

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Dixon Hughes Goodman LLP*

Jacksonville, FL  
February 9, 2022



## Independent Auditors' Report on Compliance for Each Major Federal Program and on Internal Control Over Compliance Required by the Uniform Guidance

Board of Directors  
Florida State College at Jacksonville Foundation, Inc.  
Jacksonville, FL

### ***Report on Compliance for Each Major Federal Program***

We have audited Florida State College at Jacksonville Foundation, Inc. (a not-for-profit organization) (the "Foundation") compliance with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Compliance Supplement* that could have a direct and material effect on the Foundation's major federal program for the year ended September 30, 2021. The Foundation's major federal program is identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

### ***Management's Responsibility***

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

### ***Auditors' Responsibility***

Our responsibility is to express an opinion on compliance for each of the Foundation's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)*. Those standards and the *Uniform Guidance* require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Foundation's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for the major federal program. However, our audit does not provide a legal determination of the Foundation's compliance.

### ***Opinion on Each Major Federal Program***

In our opinion, the Foundation complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended September 30, 2021.



***Report on Internal Control over Compliance***

Management of the Foundation is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Foundation's internal control over compliance with the types of requirements that could have a direct and material effect on the major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for the major federal programs and to test and report on internal control over compliance in accordance with the *Uniform Guidance*, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Foundation's internal control over compliance.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the *Uniform Guidance*. Accordingly, this report is not suitable for any other purpose.

*Dixon Hughes Goodman LLP*

Jacksonville, FL Supp  
February 9, 2022



**Florida State College at Jacksonville Foundation, Inc.  
Schedule of Findings and Questioned Costs  
For the Year Ended September 30, 2021**

**PART I – SUMMARY OF AUDITORS’ RESULTS**

1. The Independent Auditors’ Report on whether the financial statements of Florida State College at Jacksonville Foundation, Inc. (the “Foundation”) were prepared in accordance to GAAP, dated February 9, 2022 expressed an unmodified opinion.
2. No significant deficiencies or material weaknesses relating to the audit of the financial statements are reported in the Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards* (report dated February 9, 2022) were noted.
3. No instances of noncompliance material to the financial statements of the Foundation, which would be required to be reported in accordance with *Government Auditing Standards*, were noted.
4. No significant deficiencies or material weaknesses relating to the audit of the major federal award programs are reported in the Independent Auditors’ Report on Compliance for the Major Program and Internal Control Over Compliance Required by the *Uniform Guidance* (report dated February 9, 2022).
5. The Independent Auditors’ Report on Compliance for Each Major Federal Program and On Internal Control Over Compliance Required by the *Uniform Guidance*, dated February 9, 2022, expressed an unmodified opinion.
6. There were no audit findings relative to the major federal awards programs that are required to be reported in accordance with CFR 200.516(a).
7. The Foundation’s major program was the Shuttered Venue Operators Grant (CFDA 59.075).
8. A threshold of \$750,000 was used to distinguish between Type A and Type B Programs.
9. The Association does not qualify as a low-risk auditee as that term is defined in the *Uniform Guidance*.

**PART II – FINDINGS – FINANCIAL STATEMENT AUDIT**

None reported.

**PART III – FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL AWARDS**

None reported.

**DSO NAME: Florida State College at Jacksonville Foundation, Inc.**

**Beginning October 1, 2020 and Ending September 30, 2021**

COLLEGE PRESIDENT'S RESPONSE TO DSO AUDIT:

1. In accordance with Section 1004.70(2), Florida Statutes (F.S.), did the chair of the board of trustees appoint a representative to the board of directors and the executive committee of each direct-support organization established under section 1004.70, Florida Statutes?

YES  NO

NAME OF APPOINTEE: Ms. Shantel Davis

2. In accordance with section 1004.70(2), F.S., did the president or the president's designee serve on the board of directors and the executive committee of the college's direct-support organization?

YES  NO

NAME OF APPOINTEE: NONE

3. In accordance with section 1004.70(4)(c), F.S., did the board of trustees approve all transactions or agreements between one direct support organization and another direct support organization?

YES NO N/A

4. In accordance with section 1004.70(4)(e), F.S., did the board of trustees authorize all debt, including lease-purchase agreements, incurred by the direct-support organization? (Authorization for approval of short-term loans and lease-purchase agreements for a term of not more than five years, including renewals, extensions, and refundings, for goods, materials, equipment, and services may be delegated by the board of trustees to the board of directors of the direct-support organization. Trustees shall evaluate proposals for debt according to guidelines issued by the Division of Florida Colleges. Revenues of the Florida College System institution may not be pledged to debt issued by direct-support organizations.)

YES NO N/A

5. In accordance with section 1004.70(5), F.S., did this direct-support organization submit to the board of trustees a copy of its Internal Revenue Service (IRS) Letter of Continuance dated March 28, 2019 – which affirms the issuance of a determination letter in August 1973 recognizing the Foundation as tax-exempt under IRC Section 501(c)(3), and its IRS Return of Organization Exempt from Income Tax form (Form 990).

YES  NO

6. Did the board of trustees review the following issues and accept the annual audit?
- A. College support of direct-support organization's operating expenses.
  - B. Annual change in the direct-support organization's net assets.
  - C. Direct-support organization's ability to cover indebtedness (both current and projected).
  - D. Direct-support organization's internal controls.
  - E. Direct-support organization's compliance with Florida Statute.

YES  NO

7. If the direct-support organization expended \$500,000 or more in federal awards during the fiscal year, was an independent federal single audit performed as required pursuant to the *Single Audit Act Amendments of 1996 (Section 7502 (a)(1)(A))*; *OMB Circular A-133 (Part 3, Section M)*; the *Florida Single Audit Act (F.S. 215.97 (2)(a))*; or other applicable federal and state law?

YES  NO N/A

**Florida State College at Jacksonville**

\_\_\_\_\_  
PRESIDENT (SIGNATURE)

\_\_\_\_\_  
DATE

Dr. John Avendano

(Print Name)

\_\_\_\_\_  
CHAIRMAN, BOARD OF TRUSTEES (SIGNATURE)

\_\_\_\_\_  
DATE

Mr. Michael M. Bell

(Print Name)

Please attach this checklist to the audit and return to:

The Florida College System Office  
Florida Department of Education  
325 West Gaines Street, Suite #1224  
Tallahassee, FL 32399-0400  
[flaudgen\\_localgovt@aud.state](mailto:flaudgen_localgovt@aud.state)



Department of the Treasury  
Internal Revenue Service  
Cincinnati Service Center  
CINCINNATI OH 45999-0038

202200600

In reply refer to: 0256425663  
Mar. 28, 2019 LTR 4168C 0  
23-7168438 000000 00

00018262  
BODC: TE

FLORIDA STATE COLLEGE AT  
JACKSONVILLE FOUNDATION INC  
% CLEVE WARREN  
501 W STATE ST STE 104  
JACKSONVILLE FL 32202



010235

Employer ID number: 23-7168438  
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Mar. 21, 2019, about your tax-exempt status.

We issued you a determination letter in August 1973, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

0256425663  
Mar. 28, 2019 LTR 4168C 0  
23-7168438 000000 00  
00018263

FLORIDA STATE COLLEGE AT  
JACKSONVILLE FOUNDATION INC  
% CLEVE WARREN  
501 W STATE ST STE 104  
JACKSONVILLE FL 32202

local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely yours,



Kim A. Billups, Operations Manager  
Accounts Management Operations 1

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 6.**

<b>Subject:</b>	Facilities: Certificate of Final Inspection for the North Campus – Bldg. A Dental Clinic Renovation
<b>Meeting Date:</b>	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the North Campus – Building A Dental Clinic Renovation Project to Warden Construction Corporation.

**BACKGROUND:** The Board of Trustees awarded Construction Delivery Order Contracting Services to Warden Construction Corporation to construct the North Campus – Building A Dental Clinic Renovation Project in accordance with specifications, drawings and addendums prepared by PQH Group. The College issued a contract to Warden Construction Corporation with notice on award on February 12, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on January 4, 2022 by the College’s Facilities Management and Construction Building Code Official and the Architect of Record, PQH Group. It certifies that the North Campus – Building A Dental Clinic Renovation Project has been completed in accordance with the contract documents and best construction practices.

**RATIONALE:** State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

**FISCAL NOTES:** Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 7.**

<b>Subject:</b>	Facilities: Certificate of Final Inspection for the South Campus Fire Academy Live Fire Training Facility
<b>Meeting Date:</b>	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the South Campus Fire Academy Live Fire Training Facility Repair Project to E. Vaughan Rivers, Inc.

**BACKGROUND:** The Board of Trustees awarded Construction Delivery Order Contracting Services to E. Vaughan Rivers, Inc. to complete repairs to the South Campus Fire Academy Live Fire Training Facility in accordance with specifications and drawings prepared by Architect: Studio 9 and Engineer: McVeigh & Mangum dated April 22, 2021. The College issued a contract to E. Vaughan Rivers, Inc. with notice on award on May 4, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on March 4, 2022 by the College's Facilities Management and Construction Building Code Official and the Engineer of Record, McVeigh & Mangum. It certifies that the South Campus Fire Academy Live Training Facility Repair Project has been completed in accordance with the contract documents and best construction practices.

**RATIONALE:** State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

**FISCAL NOTES:** Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 8.**

Subject:	Facilities: Certificate of Final Inspection for the South Campus Partial Water Re-pipe
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the South Campus Partial Water Re-pipe Project to Marand Builders, Inc.

**BACKGROUND:** The Board of Trustees awarded the South Campus Partial Water Re-pipe Project to Marand Builders, Inc. in accordance with FSCJ ITB dated March 5, 2021. The project installed a new domestic meter and water line to supply the main South Campus buildings and to transition the old domestic water lines to Fire Service only in accordance with plans and specifications prepared by M.V. Cummings Engineers. The College issued a contract to Marand Builders, Inc. on April 19, 2021 after receiving the Board of Trustees approval to award on April 13, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on January 11, 2022 by the College's Facilities Management and Construction Building Code Official and the Engineer of Record, M.V. Cummings Engineers, Inc. It certifies that the South Campus Partial Water Re-pipe Project has been completed in accordance with the contract documents and best construction practices.

**RATIONALE:** State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

**FISCAL NOTES:** Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. CA – 9.**

<b>Subject:</b>	Facilities: Certificate of Final Inspection for the Urban Resource Center Upper Roof Replacement
<b>Meeting Date:</b>	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees accept the Certificate of Final Inspection and authorize final payment of the Urban Resource Center Upper Roof Replacement Project to BBG Contracting Group, Inc.

**BACKGROUND:** The Board of Trustees awarded Roof Repair & Replacement Delivery Order Contracting Services to BBG Contracting Group, Inc to replace the Urban Resource Center Upper Roof system in accordance with plans and specifications. The College issued a contract to BBG Contracting Services, Inc. with notice on award on April 30, 2021.

A Certificate of Final Inspection (CFI) for the project was executed on February 15, 2022 by the College's Facilities Management and Construction Building Code Official and the Architect of Record, Akel Logan Shafer, PA. It certifies that the Urban Resource Center Upper Roof Replacement Project has been completed in accordance with the contract documents and best construction practices.

**RATIONALE:** State Requirements for Educational Facilities Chapter 4.2(3), and District Board of Trustees Rule 6Hx7-8.5, Construction Contract Administration require the following prior to final payment for construction contracts:

“Final Payment shall not be made until Certificate of Final Inspection has been issued, the project has been completed, and the Board has accepted the project.”

**FISCAL NOTES:** Final payment to the contractor is subject to this acceptance and resolution of all outstanding construction items.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 1.**

A. RECOMMENDATION: It is recommended that the District Board of Trustees approve the Consent Agenda as presented,

with the exception of:

Item \_\_\_\_, Title \_\_\_\_\_, page(s) \_\_\_\_\_

which have been removed from the Consent Agenda for individual consideration.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 2.**

<b>Subject:</b>	Administrative Procedure Act – Board Rules, Section 10 – Educational Support Services
<b>Meeting Date:</b>	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the attached revisions to the following Board Rule under Section 10 – Educational Support Services, effective with this action.

6Hx7-10.2 – Intercollegiate Athletic Team Eligibility and Financial Assistance

**BACKGROUND:** The College periodically reviews Board Rules and administrative procedures for currency, accuracy, and to ensure compliance with state and federal law, as applicable. Proposed revisions to a Board Rule or an administrative procedure (APM) are reviewed through the shared governance process after Cabinet has reviewed and approved unless the proposed changes are non-substantive.

- Edits to Board Rule 6Hx7-10.2 – Recommends modifications to the Rule to reflect appropriate clarifications and updates to College practices.

**RATIONALE:** Approval of this item brings the Rule up to date with Florida Statutes and State Board of Education Rules as depicted within and current College business practices.

**FISCAL NOTES:** There is no economic impact as a result of this action.

RULES OF THE BOARD OF TRUSTEES		
NUMBER	TITLE	PAGE
6Hx7-10.2	Intercollegiate Athletic Team Eligibility and Financial Assistance	10-2

- (1) To establish the criteria for student eligibility for participation in intercollegiate athletics and for awarding and renewing financial assistance for Student Athletes inclusive of scholarships, Talent Grants, and need-based state and federal financial aid. A Student Athlete is defined as a College student who is participating in a National Junior Collegiate Athletic Association sanctioned intercollegiate athletic sport offered at Florida State College at Jacksonville ([FSCJ](#)).
- A. Recruitment: Potential student athletes will be recruited by coaches based on athletic ability, potential to perform academically, and willingness to contribute to the College community. Student athletes must comply with all College policies and procedures regarding admissions, testing and degree requirements.
- B. Eligibility: Student athletes are recruited from high schools and non- National Junior College Athletic Association (NJCAA) institutions and are admitted to the College and receive financial aid in the same manner as other students. In accordance with Florida College System Activities Association (FCSAA) and the National Junior College Athletic Association rules, the College Athletic Director will recommend the participation of student athletes to the College Registrar, who will make the final determination regarding eligibility compliance. Continuing eligibility of student athletes at the College is subject to the rules established by the NJCAA and the FCSAA.
1. Letters of Intent: The awarding of financial assistance to student athletes will be implemented through the normal financial aid processes and schedules. *Letters of Intent* are negotiated between the student and the Athletic Director/Coach, but are not considered binding until signed by the College President, or designee.
  2. Substance Abuse Education and Fitness [Consent](#) to Participate: Pursuant to the NJCAA Position Paper on Substance Use and Abuse, the College will implement a drug, alcohol and tobacco education program as part of the student athlete orientation for student athletes and athletic department staff. Use of performance enhancing and/or recreational drugs or excessive use of alcohol by a student participating in intercollegiate athletics is prohibited regardless of whether such use/abuse occurs before, during or after a team's competitive season. Any such use on or off campus constitutes an abuse of the privilege of representing the College in intercollegiate athletics and will result in dismissal from the athletic team, and the loss of athletic scholarships/grants. Participation in FSCJ Intercollegiate Athletics is a privilege; not a right. Student-athletes are expected to demonstrate good sportsmanship, honesty, integrity, and respect for others, as well as abide by all team, athletic program, FSCJ, FCSAA, and NJCAA policies, regulations, and procedures. To become and remain a participant in FSCJ Intercollegiate Athletics, a student-athlete must comply with the terms of this program that encompasses drug education, screening and counseling. By signing the Substance Abuse Testing Consent Form, the student-athlete agrees to submit to any and all tests ordered by FSCJ to detect unauthorized drug and/or substance use. Completion of this document is required of all student-athletes prior to participation in any athletic practices or games. Refusal to sign a consent form prohibits a student-athlete from participating in any intercollegiate sport at FSCJ. Furthermore, if a student athlete chooses not to be screened/tested when selected or

<b>RULES OF THE BOARD OF TRUSTEES</b>		
NUMBER	TITLE	PAGE
6Hx7-10.2	Intercollegiate Athletic Team Eligibility and Financial Assistance	10-2.1

does not participate in the agreed upon counseling program after a 1<sup>st</sup> violation, he/she forfeits his/her right to participate and will be eliminated from the team immediately and referred to the Dean of Students.

- a. Drug Testing: In consultation with the Vice President ~~for~~ of Student Services, the Athletic Director or his/her designee reserves the right to randomly test student-athletes for the use of proscribed substances or alcohol. Such tests may also be administered to a particular team(s) or individual(s) based on a reasonable suspicion that the student(s) or team(s) is engaging in proscribed use of drugs or excessive consumption of alcohol. The costs associated with drug testing will be incurred by the College; however, any subsequent testing (i.e.: during counseling) will be the responsibility of the student athlete. Students who test positive for the second time in his/her career at FSCJ will be eliminated from program participation and immediately referred to the Dean of Students for disciplinary action.
  - b. Eligibility Compliance: All athletic staff and coaches will annually receive copies of the Florida College System Activities Association and National Junior Collegiate Athletic Association rules regarding the eligibility of student athletes. Referenced staff and coaches will affirm in writing that they are in receipt of, understand and will comply with all applicable rules regarding the eligibility of athletes.
  - c. Pre-participation Physical: In accordance with NJCAA rules, a student athlete must have on file the results of a pre-participation physical examination attesting to the student's fitness to participate in intercollegiate athletics. In instances where there is a substantive change in physical condition, the student will be immediately suspended from participation in athletic activities pending the results of a medical evaluation.
- ~~C. Athletic Oversight Committee (AOC): This Committee shall be established by the College President as a recommending body to assist the athletic department in regularly reviewing aggregate data regarding student participation in intercollegiate athletics, department needs and expenditures, and adherence to Title IX regulations. The Committee shall be co-chaired by the Athletic Director and the Executive Dean of Collegiate Life and Student Engagement. Membership shall consist of a representative from each campus appointed by the VP of Student Services, and the College Scholarship Manager, as well as a student representative. The AOC will meet quarterly either in person or by telephone conference call, and as needed to consider exceptional requests within their charge.~~
- ~~C. D. Financial Assistance: The financial assistance program provides financial support to student athletes who without such assistance would be unable to attend Florida State College at Jacksonville FSCJ. Financial assistance consists of scholarships, athletic talent grants, need-based grants, loans and employment that may be offered to students. Students must participate fully in the activity required to receive Athletic Talent Grants during the term in which funds are received.~~

<b>RULES OF THE BOARD OF TRUSTEES</b>			
<b>FSCJ</b> Florida State College at Jacksonville	<b>NUMBER</b>	<b>TITLE</b>	<b>PAGE</b>
		6Hx7-10.2	Intercollegiate Athletic Team Eligibility and Financial Assistance

(General Authority: F.S. 468.454, 1005.05, 1001.64, 1001.65, 1005.05, 1006.71, 1009.23, ~~SBE Rule 6A-14.0261~~, Florida College System Activities Association (FCSAA), National Junior College Athletic Association (NJCAA))

(Adopted: 08/12/14, Revised 04/12/22)

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A - 3.**

Subject:	Human Resources: Award of Continuing Contracts
Meeting Date:	April 12, 2022

RECOMMENDATION: It is recommended that the District Board of Trustees approve continuing contract status for the following full-time faculty members, effective with the 2022-23 faculty contract year.

<u>Name</u>	<u>Title</u>
Daniel Cronrath	Professor of Political Science
Russell Flint	Professor of Communication
Yonas Getahun	Professor of Mathematics
Wil Kaiser	Professor of Humanities
Doug Kines	Professor of Biological Sciences

BACKGROUND: Pursuant to State Board of Education Rule 6A-14.0411, *Employment Contracts for Full-Time Faculty*, the Board shall provide a continuing contract to eligible instructional employees who meet the established minimum requirements.

Article 13, *Continuing Contracts*, of the Collective Bargaining Agreement (CBA) between The District Board of Trustees of Florida State College at Jacksonville and the United Faculty of Florida – Florida State College at Jacksonville stipulates the guidelines, criteria and process for application.

RATIONALE: These faculty members have demonstrated a standard of excellence and commitment to the College, its philosophy and mission, consistent with established criteria for the award of continuing contract.

FISCAL NOTES: There is no economic impact as a result of this action.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 4.**

Subject:	Human Resources: Faculty Sabbaticals
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve a faculty sabbatical for the following full-time faculty members, effective with the 2022-23 faculty contract year.

<p>Lourdes Norman Sarah Stuart</p>	<p>Professor of Biological Sciences Professor of English</p>
--	--

**BACKGROUND:** The Faculty Sabbatical Program is designed to encourage full-time faculty to take advantage of opportunities for professional growth and development, and may be awarded for development of a program of academic study, instructional methodology, collaboration and business, research, or writing of importance that furthers the goals of the College. The sabbatical may vary in length from one semester to one full contract year.

<b>Faculty Member</b>	<b>Brief Project Description</b>
Lourdes Norman, Professor of Biological Sciences	Perform as a Jefferson Science Fellowship (JSF) awardee. The JSF program is designed to bring academic science, technology, and engineering communities into the formulation and implementation of U.S. foreign policy.
Sarah Stuart, Professor of English	Hone her craft through the targeted publication of two writing projects, and furthering her knowledge, skills and abilities on the business of editing, publishing and marketing.

**RATIONALE:** Approval of these sabbaticals will enhance the professors' ability to better prepare students for success in their respective fields. The faculty members have met the eligibility requirements for application for faculty sabbatical and all required steps in the process were followed.

**FISCAL NOTES:** Pursuant to the Collective Bargaining Agreement, Article 15, while on sabbatical the professors will receive 70% of their respective 2022-23 annual base salary plus continuation of current benefits. The reduced pay to the faculty members will cover the cost of adjunct or overload for their normal load with an inconsequential effect on College finances.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 5.**

Subject:	Human Resources: Florida College System Annual Equity Update Report
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the submission of the College’s 2021-22 Annual Equity Update Report to the Florida Department of Education as required by Florida Statute.

**BACKGROUND:** The College is required annually to provide a status report of efforts made to comply with Florida Statutes as they relate to nondiscrimination and equal access to postsecondary education and employment. The Annual College Equity Update Report serves to document efforts by each college in the Florida College System to meet federal laws related to civil rights and nondiscrimination in the treatment and admission of students and employees. The Report includes a review of:

- Policies and Procedures that Prohibit Discrimination
- College Employment Equity Accountability Plan
- Strategies to Overcome Underrepresentation of Students
- Substitution Waivers for Admissions and Course Substitutions for Eligible Students with Disabilities
- Gender Equity in Athletics

Florida Department of Education (FLDOE) requires assurance of compliance with certain Federal laws that prohibit discrimination or denial of services based on race, color, national origin, gender or disability. Florida’s public colleges are required, in part, to include in their reports plans to increase diversity among its students and employees, and to develop methods and strategies to increase the participation of students of a particular race, ethnicity, national origin, gender, disability, or marital status in programs and courses in which they may have been traditionally underrepresented.

A copy of the full Report has been provided to Trustees individually.

**RATIONALE:** The item is presented to inform the District Board of Trustees of the requirements of the Community College Educational Equity Act and to comply with the reporting requirements.

**FISCAL NOTES:** The item has no economic impact.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 6.**

Subject:	Finance: Fees and Charges
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the fee change for the following course to be effective as follows, pursuant to Board Rule 6Hx7-4.19.

**BACKGROUND:** Florida Statutes 1009.22(9) Workforce education postsecondary student fees and 1009.23(12) Florida College System institution student fees allow the assessment of user fees. State Board Rule 6A-14.054(6), Student Fees, provides that each board of trustees may establish user fees in addition to tuition fees for services that incur unusual costs (specialized software and equipment, equipment and software maintenance, tests, kits, materials, insurance and others). These fees shall not exceed the cost of the goods or services provided and shall only be charged to students or agencies receiving those goods or services.

Fall Term 2022

Course Number	Course	Current Fee	Recommended Fee
COS 0001	BASIC COSMETOLOGY	\$458.00	\$468.00

Students enrolled in the cosmetology program are required to use a cosmetology kit to complete the requirements of the program. The fee listed above is requested for the increase in price of the cosmetology kits.

**RATIONALE:** The District Board of Trustees is authorized under Florida Statute 1009.22 and 1009.23 to establish fees to recover costs of services provided.

**FISCAL NOTES:** This will have no net fiscal impact on the College.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 7.**

Subject:	Finance: FSCJ ACCESS Program
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve the FSCJ ACCESS Program for Summer Term 2022, pursuant to Board Rule 6Hx7-4.19.

**BACKGROUND:** Florida Statutes 1009.22(9) Workforce education postsecondary student fees and 1009.23(12) Florida College System institution student fees allow the assessment of user fees. State Board Rule 6A-14.054(6), Student Fees, provides that each board of trustees may establish user fees in addition to tuition fees for services that incur unusual costs (specialized software and equipment, equipment and software maintenance, tests, kits, materials, insurance and others). These fees shall not exceed the cost of the goods or services provided and shall only be charged to students or agencies receiving those goods or services.

Florida Statutes allow inclusive access programs when there is documented evidence that the options reduce the cost of textbooks and course materials for students. Students enrolling in courses under this program benefit from significantly reduced textbook costs, as publishers are willing to sell for less when more students purchase the course materials. In most cases, the FSCJ ACCESS program utilizes electronic textbooks and online software. In accordance with Florida Statute 1004.085, Textbook and Instructional Materials Affordability, the FSCJ ACCESS program will utilize an opt-out approach, where students are charged for their books along with their tuition in the participating courses unless the student opts-out of the program. The additional course fees would be exactly what the bookstore provider charges for the course materials. Students enrolled in FSCJ ACCESS classes for Fall Term 2021 had total savings of \$252,884.

**RATIONALE:** The bookstore is able to provide course materials at lower costs due to volume and contractual arrangements with publishers that allow for the lowest cost for course materials when an inclusive access program is employed. This will ensure access to required resource material on the first day of classes to everyone in the FSCJ ACCESS class and will provide course materials at lower costs. The program guarantees the lowest cost to students because the College is able to secure a below competitive market rate for the material by purchasing in bulk.

**FISCAL NOTES:** This will have no net fiscal impact on the College.

**Florida State College at Jacksonville  
District Board of Trustees**

**AGENDA ITEM NO. A – 8.**

Subject:	Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 2
Meeting Date:	April 12, 2022

**RECOMMENDATION:** It is recommended that the District Board of Trustees approve Amendment No. 2 to the Fiscal Year 2021-22 Operating Budget.

**BACKGROUND:** The District Board of Trustees approved the College's Operating Budget on June 8, 2021, and approved Amendment No. 1 on September 14, 2021.

<b><u>Budget Amendment #2, FY 2021-22</u></b>	<b>Current Budget</b>	<b>Changes</b>	<b>Revised Budget</b>
<u>Opening Reserves July 1, 2021</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	13,986,994	\$	13,986,994
<b>Total Reserves</b>	<b>\$ 17,816,994</b>	<b>\$ 0</b>	<b>\$ 17,816,994</b>
Tuition and Fees	\$ 47,663,842		\$ 47,663,842
State Appropriations	80,026,639		80,026,639
Other Revenue	12,087,151	\$ 11,826,167	23,913,318
<b>Total Revenue</b>	<b>\$ 139,777,632</b>	<b>\$ 11,826,167</b>	<b>\$ 151,603,799</b>
<b>Total Available Funds</b>	<b>\$ 157,594,626</b>	<b>\$ 11,826,167</b>	<b>\$ 169,420,793</b>
Personnel	\$ 110,484,164		\$ 110,484,164
Current Expense	27,077,518		27,077,518
Transfers	1,457,470	\$ 15,718,440	17,175,910
Equipment	2,236,516		2,236,516
<b>Total Expenses</b>	<b>\$ 141,255,668</b>	<b>\$ 15,718,440</b>	<b>\$ 156,974,108</b>
<u>Year-end Reserves, June 30, 2022</u>			
Designated Reserve for Insurance Programs	\$ 3,830,000		\$ 3,830,000
Unrestricted Board Reserve	11,628,354		8,616,685
<b>Total Reserves</b>	<b>\$ 15,458,354</b>	<b>\$ 0</b>	<b>\$ 12,446,685</b>
<b>Total Expenses and Reserves</b>	<b>\$ 156,714,022</b>	<b>\$ 15,718,440</b>	<b>\$ 169,420,793</b>

Subject: Finance: Fiscal Year 2021-22 Operating Budget Amendment No. 2  
(Continued)

This budget amendment increases the Fiscal Year 2021-22 Operating Expenditure Budget by \$15,718,440. The increase in Current Expense allows a transfer of \$15,718,440 from the Operating Budget to the Debt Service Fund in order to pay the balance of the capital lease for the Energy Performance Contract.

**RATIONALE:** This action involves a routine annual adjustment to the Operating Budget to incorporate year-end fiscal data from the prior year, as well as other noted adjustments. State Board of Education Rule 6A-14.071 authorizes college boards to amend budgets in compliance with laws, rules, and accepted educational and fiscal principles.

**FISCAL NOTES:** The net of the items listed above increases the Fiscal Year 2021-22 Operating Expenditure Budget by \$15,718,440.

**Florida State College at Jacksonville  
District Board of Trustees**

**INFORMATION ITEM I – A.**

Subject:	Human Resources: Personnel Actions
Meeting Date:	April 12, 2022

**INFORMATION:** The Personnel Actions since the previous Board Meeting are presented to the District Board of Trustees for information.

**BACKGROUND:** This listing provides the District Board of Trustees a timely notification of all recently hired personnel.

**FISCAL NOTES:** The costs of all personnel actions are covered by the College's annual salary budget or from grant or auxiliary funding.

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting  
as of April 12, 2022**

**A&P Full-Time Appointments**

Arroyo	Phil	Library and Learning Commons Manager
Bowen	Lindsay	Functional Analyst of Student Services
Cason	Lea	Library and Learning Commons Manager
Colee	Jacob	Certification-Assessment Center Manager
Dover-Jones	Shirelle	Associate Dean of Operations
Dutrieux	Thomas	Program Manager, FAA Certified A & P School
Ferren	Melanie	Director of Program Development
French	Reeder	Director of Law Enforcement Training
Goodwin	Laura	Program Manager
Hanlin	Aaron	Director of Honors Program
Hudson	Paul	Systems Engineer IV
Ordonio	Robert	Instructional Program Manager
Paul	Michael	Law Enforce Training Coordinator
Stein	Mary	Program Development Manager

**A&P Full-Time Reclassifications**

Deleston	Alisha	Assistant Director of Budget and Auxiliary Services
Hare	Amber	Functional Analyst - Financial Aid Systems
Schmidt	Jacqueline	Associate Vice President for Admissions and Records; Registrar

**Career Full-Time Appointments**

Angatia	Joseph	Security Officer I
Bachelor	Bethany	Call Center Representative II
Baughns	Victoria	Accountant IV
Beachem	Gloria	Academic Tutor
Beaufort	Chanita	Student Success Advisor II
Bright	Andre	Maintenance Site Manager
Campbell	Heather	Project Coordinator
Colee	Matthew	Interim Instructional Program Manager
Correoso	Adalis	Plant Service Worker
Crews	Erica	Senior Support Specialist
Cruz	Jennifer	Armed Security Officer
Danville Stallworth	Marcia	Plant Service Worker
Deck	Mary-Margaret	Student Records Specialist
Defulvio	Taylor	Plant Service Worker
Derival	Jennifer	Student Success Advisor I
Edney	Allison	Vision Rehabilitation Training Specialist III
Friend	Linda	Administrative Assistant I
Gotay	Marcus	Plant Service Worker
Guerrero	Kaelin	Accounting Specialist I
Hackett	Alex	Advisor II
Hardge	Willie	Plant Service Worker
Hart	Clair	Project Coordinator
Henderson	Martha	Student Success Advisor I
Jenkins	Ericka	Student Engagement Advisor I
Kent	Nicole	Case Manager/Career Specialist
Lee	Gerald	Security Officer I
Manuel-Gordon	Judy	Central Services Clerk
Manuel-McKenney	Faith	Student Recruiter
Marquez-Lopez	Nalix	Plant Service Worker
Martel	Yvonne	Financial Aid Advisor II
Martin	Fredrickar	Student Records Specialist
McDonald	Andrew	Call Center Representative I
McDonald	Paciddia	Case Manager/Career Specialist
Medley	Amina	Retention Specialist
Morrison	Amy	Campus Dual Enroll Coordinator
Oventrop	James	Tradesworker III

**Faculty, Administrative, Professional and Career Appointments Since Previous Board Meeting  
as of April 12, 2022**

**Career Full-Time Appointments (cont.)**

Randall	Ayesha	Student Success Advisor I
Reid	Shannon	Enrollment Coach
Rollerson	Kyntessa	Student Success Advisor I
Simmons	Portica	Senior Plant Service Worker
Stepp	Desiree	Case Manager/Career Specialist
Stoetzer	Chelsea	Accounts Payable Specialist
Vallon	Ryand	Interim Project Coordinator
Warren	Benjamin	Tradesworker III
Watkins	Jordan	Distance Learning Assessment Specialist
Williams	Pamela	Distance Learning Assessment Coordinator
Williams	Vanessa	Academic and Career Advisor
Yaun	Scott	Project Coordinator

**Career Part-Time Appointments**

		<b><u>Job Title</u></b>
Allah	Ahkiah	Program Facilitator II
Barrington	Earnest	Enrollment Coach
Bateman	Kyle	Assistant Coach
Brower	Eden	Library Assistant I
Campbell	Brittany	Assistant Coach
Ellis	Michelle	Test Proctor
Giuffrida	Joseph	Test Proctor
Gonzalez	Daniel	Academic Tutor
Grace	Robin	Program Facilitator II
Hawkins	Nichole	Test Proctor
Mack	Carla	Test Examiner
Mackey	Maryellen	Test Proctor
Mollohan	Kaitlyn	Group Sales Specialist
O'Neal	Arielle	Academic Tutor
Rogers	Carson	Academic Tutor
Spears	Oksana	Academic Tutor
Suarez	Cora	Library Assistant I
Sykes	Jennifer	Patron Services Agent
Taylor	Alexis	Test Examiner
Wilcox	Jeffrey	Patron Services Specialist
Williams	Tiffany	Program Facilitator II

**Florida State College at Jacksonville  
District Board of Trustees**

**INFORMATION ITEM I – B.**

<b>Subject:</b>	Purchasing: Purchase Orders Over \$195,000
<b>Meeting Date:</b>	April 12, 2022

**INFORMATION:** The following information is provided to the District Board of Trustees pursuant to Board Rule 6Hx7-5.1 for purchases greater than \$195,000.

Contract/ PO No.	Total	Supplier	Description	Authority
PO00012987	\$430,081	Emtech, Inc.	South Campus Smart Classroom Phase 1 Equipment Upgrades	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; St. Johns County School Board Cooperative Agreement, Contract No. 2021-05.
PO00013091	\$291,400	InFlight Corporation	PeopleSoft Content Management System and Portal Framework for Human Resources, Financials and Supply Chain Management and Campus Solutions Environments	Purchase Authority: SBE 6A-14.0734 & Board Rule 6Hx7-5.1; Sole Source Acquisition & FSCJ Strategic Technology Plan.

**BACKGROUND:** Board Rule 6Hx7-5.1 requires submittal of an Information Item listing purchase orders greater than \$195,000 that were purchased in accordance with State Board of Education (SBE) and College Board Rules.

**RATIONALE:** This listing provides the District Board of Trustees an opportunity to review all College purchases \$195,000 or greater. These purchases were made within State of Florida purchasing guidelines, State Contracts, and the College procurement procedures.

**FISCAL NOTES:** These purchase orders utilized College restricted and unrestricted budgeted funds in the amount not to exceed \$721,481.

**Florida State College at Jacksonville  
District Board of Trustees**

**INFORMATION ITEM I – C.**

<b>Subject:</b>	Finance: Investment Reports for Quarter Ended December 31, 2021
<b>Meeting Date:</b>	April 12, 2022

**INFORMATION:** The Investment Reports for the Surplus Fund Account (Operating Fund) and the Quasi Endowment Fund for the quarter ending December 31, 2021 are presented to the District Board of Trustees (DBOT) for information.

**BACKGROUND:** The investment objective of the Operating Fund is to maximize income while minimizing market rate risk, and to insure the availability of short-term liquidity to meet the cash flow needs of the College. Consistent with the DBOT approved Investment Policy Statement, the Operating Fund Portfolio is of high credit quality and invested in U.S. Treasury, Federal Agency/GSE, Federal Agency/CMO, Corporate Note, Asset-backed, Mortgage-backed, Municipal, and Supranational Securities. The Operating Fund Portfolio's quarterly total return performance of -0.53 % outperformed the benchmark performance of -0.54% by 0.01%. Over the past year, the Portfolio earned -0.39%, compared to -0.49% for the benchmark.

The College utilizes the investment management services of PFM Asset Management LLC (PFM) for intermediate term fixed income investments. As of December 31, 2021, the College had surplus funds of approximately \$35.7 million under management with PFM.

Quasi Endowment Funds are derived largely from auxiliary activities. These funds are also managed by PFM and invested in a diverse portfolio of domestic and international equities, fixed income securities and cash equivalents. The account balance as of December 31, 2021 was \$7.7 million. The Quasi Endowment Fund Portfolio (the "Portfolio") returned 5.51% (net of mutual fund fees) in the 4th Quarter of 2021, outperforming its policy benchmark return of 5.01% by 0.50%. Over the past year, the portfolio had a return of 16.48%, outperforming its 13.80% benchmark return. Since the inception date of July 1, 2016, the Portfolio returned 13.12% annually compared to its 12.17% benchmark. In dollar terms, the Portfolio gained \$400,242 in return on investment over the quarter and gained \$1,083,896 over the past 12-months.

The Investment Performance Review for the quarter ending December 31, 2021 will be available at the District Board of Trustees meeting as information. The report is also reviewed at regular meetings of the District Board of Trustees Finance and Audit Committee.

**RATIONALE:** The sound investment of surplus funds and endowment funds can produce additional income to support the operations of the College and student financial aid programs while meeting the requirements of safety and liquidity.

**FISCAL NOTES:** As of December 31, 2021, the College had investment balances totaling \$43.4 million, which compares to \$42.4 million as of December 31, 2020.



Florida State College  
at Jacksonville

**Investment Performance Review**  
**SURPLUS FUNDS**  
**For the Quarter Ended December 31, 2021**

**Client Management Team**

Steven Alexander, CTP, CGFO, CPPT, Managing Director  
Robert Cheddar, CFA, Chief Credit Officer, Managing Director  
Richard Pengelly, CFA, CIMA, CTP, Managing Director  
Scott Sweeten, BCM, CFS, Client Relationship Manager  
Sean Gannon, CTP, Senior Managing Consultant

213 Market Street  
Harrisburg, PA 17101  
877-495-8246

**PFM Asset Management LLC**

225 E. Robinson Street  
Suite 250  
Orlando, FL 32804  
407-409-5900

**NOT FDIC INSURED : NO BANK GUARANTEE : MAY LOSE VALUE**

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202200623

## Current Market Themes



- COVID-19 caseloads reach record highs as the Omicron variant emerges as the dominant strain



- The U.S. economy is characterized by:
  - Rapidly increasing inflation
  - Improved labor market conditions
  - Depressed consumer confidence

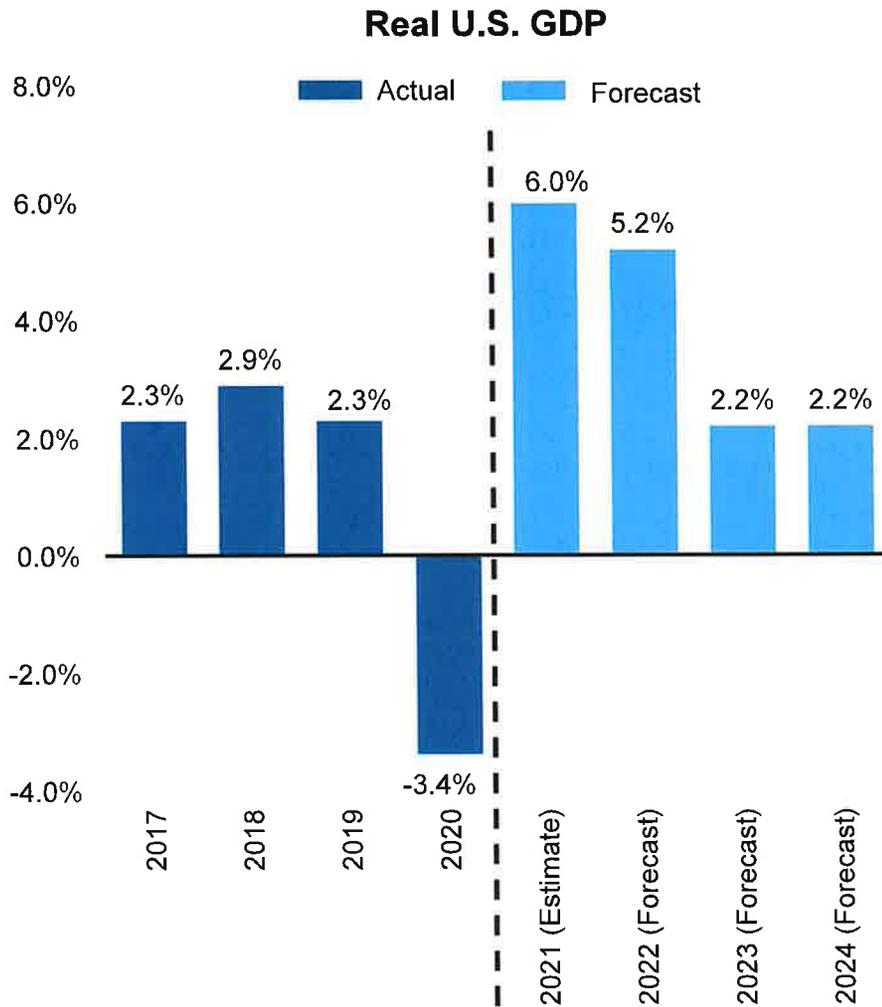


- The Federal Reserve is reducing monetary policy accommodation
  - Accelerated pace of asset purchase tapering
  - Fed expects three rate hikes in 2022
  - Changing composition of FOMC leadership



- The U.S. Treasury yield curve experiences “bear-flattening”
  - Short-term yields shift higher amid rate hike expectations
  - Longer-term yields adjust to evolving inflation and economic growth uncertainties

## U.S. GDP Rebounds from Pandemic



### Factors Driving Growth...

- Better-than-expected corporate profit margins fueling equity markets
- Unprecedented accommodative monetary policy and fiscal stimulus
- Access to COVID-19 vaccines and reduction of pandemic-era lockdowns
- Continued adaptation of all sectors of the economy to the challenging health situation

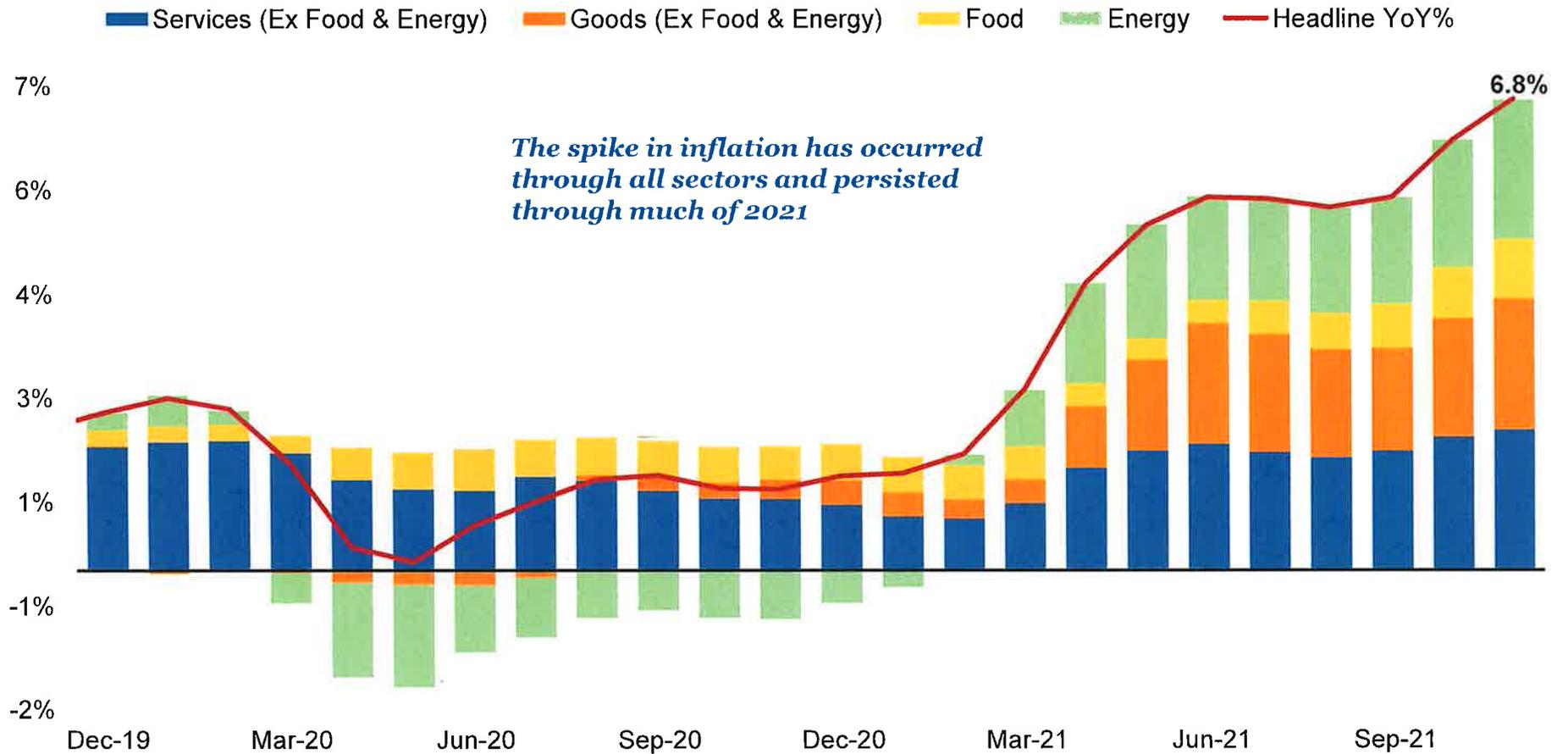
### Growth is Expected to Moderate...

- Persistent damage to supply chains continues to disrupt the production and distribution network
- Age-related impacts to labor force growth predating the pandemic
- Return to more normal household income and saving trends
- Normalizing fiscal and monetary policies

Source: International Monetary Fund, October 2021 World Economic Outlook

## Consumer Prices Rise to Four Decade High

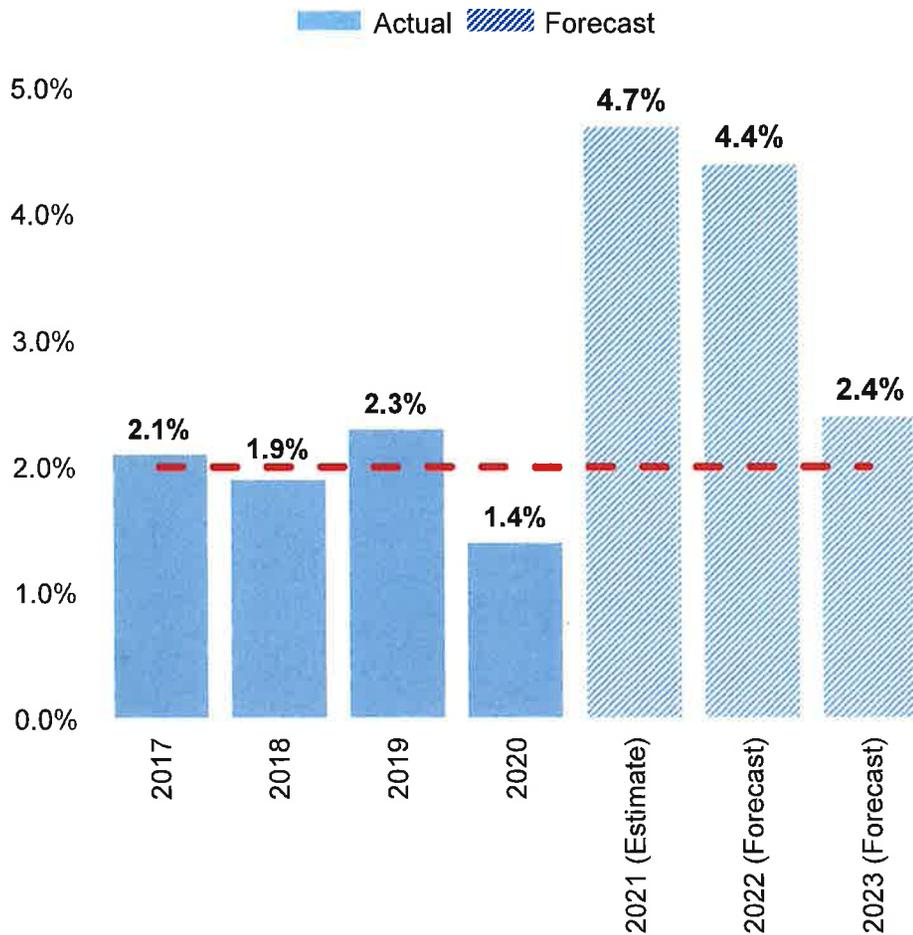
### Top-Line Contributions and CPI YoY



Source: Bloomberg, as of November 2021.

### Inflation Expected to Moderate over the Long Run

**Annual Change in CPI**



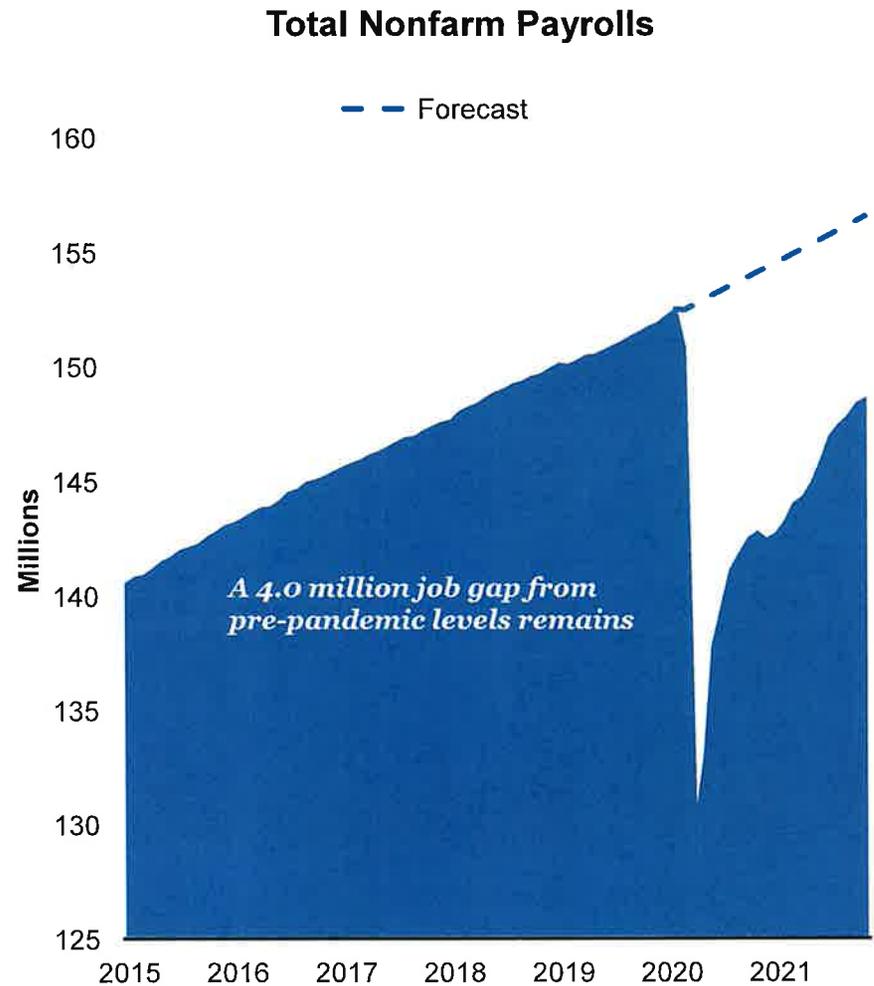
**Breakeven Inflation Rates**



Source: Bureau of Labor Statistics as of 12/31/2021. Forecasts are represented by the median Bloomberg forecast from 71 contributors (Left). Bloomberg, as of 12/31/2021 (Right).

### Uneven Labor Market Recovery Post-Pandemic

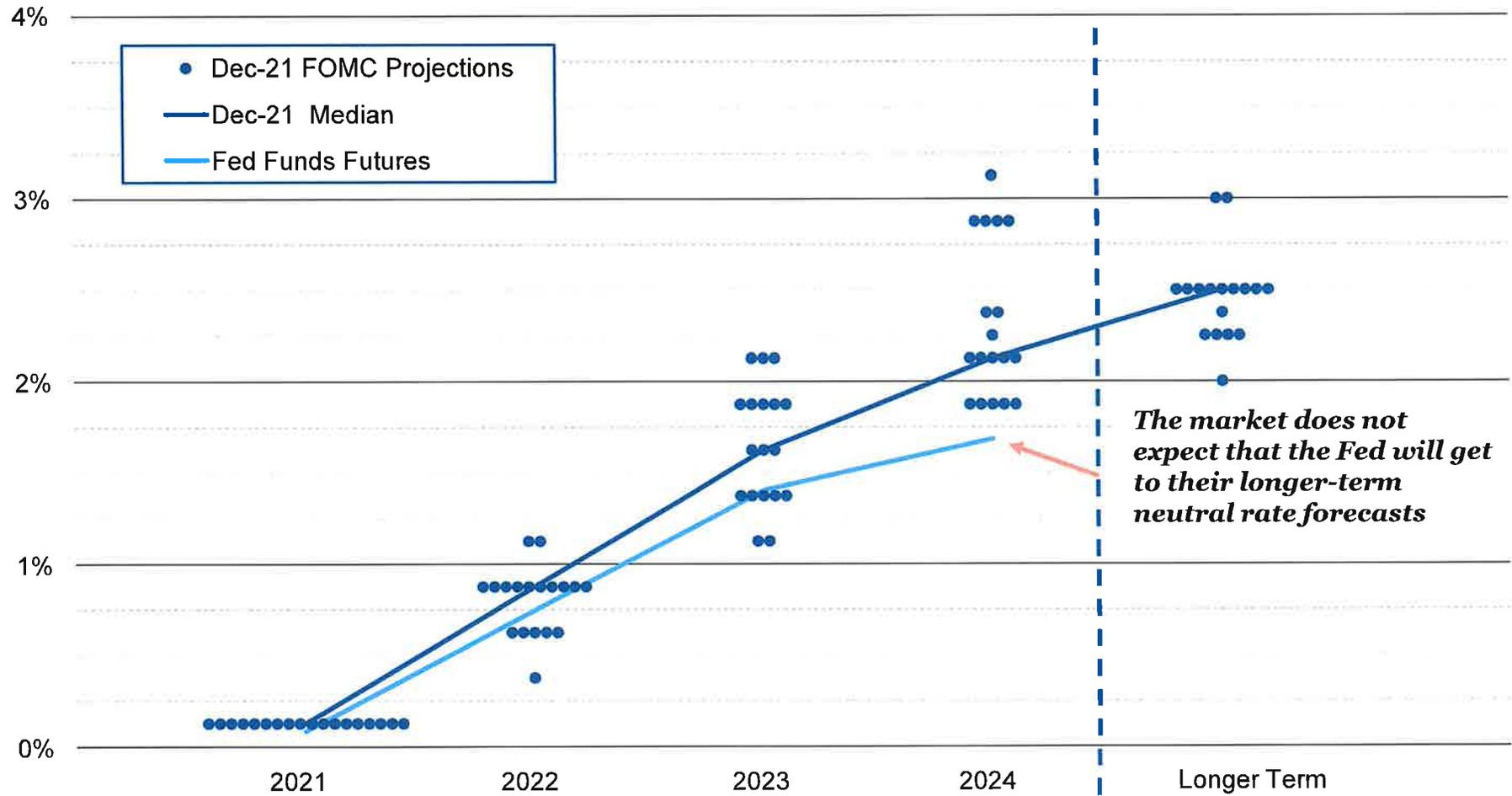
Economic Indicator	Pre-Pandemic	Pandemic Peak/Trough	Current
Unemployment Rate	3.6%	14.7%	3.9%
Labor Force Participation Rate (Total)	63.3%	60.2%	61.9%
Labor Force Participation Rate (Prime Age)	82.9%	79.9%	81.9%
Average Hourly Earnings Growth	2.9%	0.3%	4.7%
Job Opening Level	6.8 MM	4.6 MM	10.6 MM
Turnover Rate	3.7%	10.8%	4.2%
Quits Rate	2.3%	1.6%	3.0%
Initial Jobless Claims	218 K	6.1 MM	207 K
Continuing Claims	1.8 MM	23.1 MM	1.8 MM



Source: Bureau of Labor Statistics; latest available data as of December 2021; calculation from Bloomberg, pre-pandemic data as of December 2019.

## FOMC Accelerates Asset Purchase Tapering and Prepares for Rate Lift-off

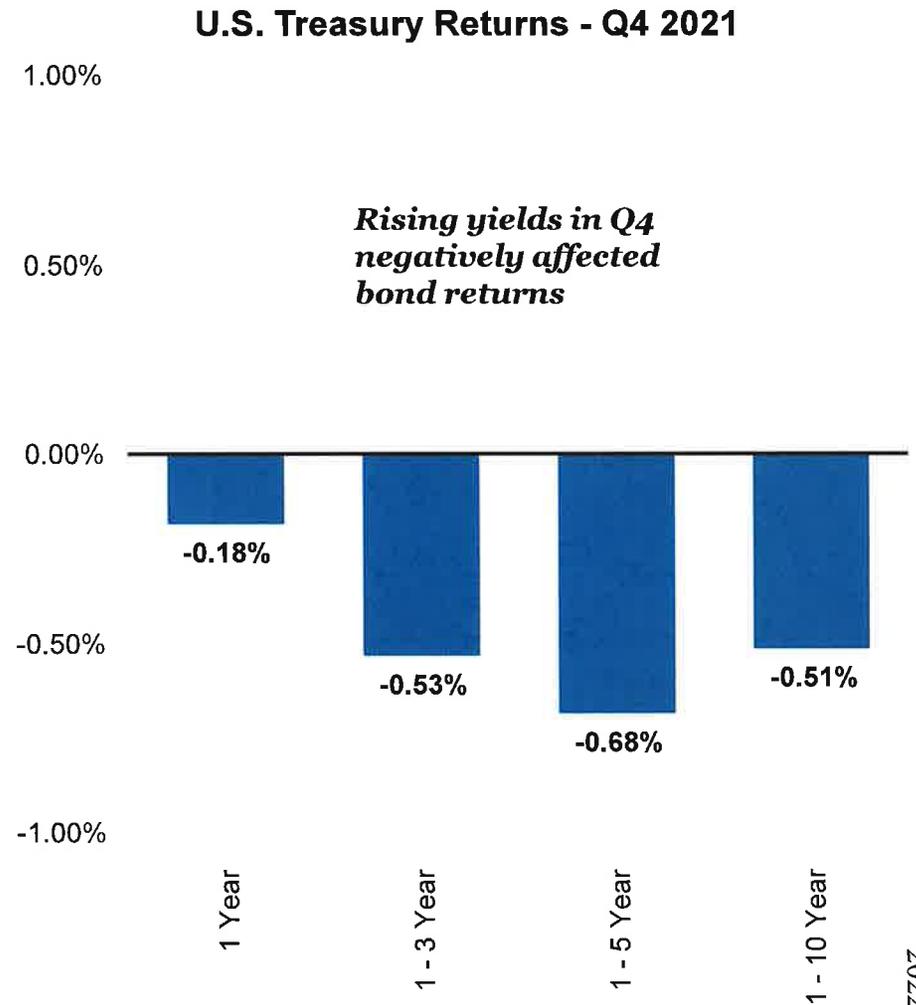
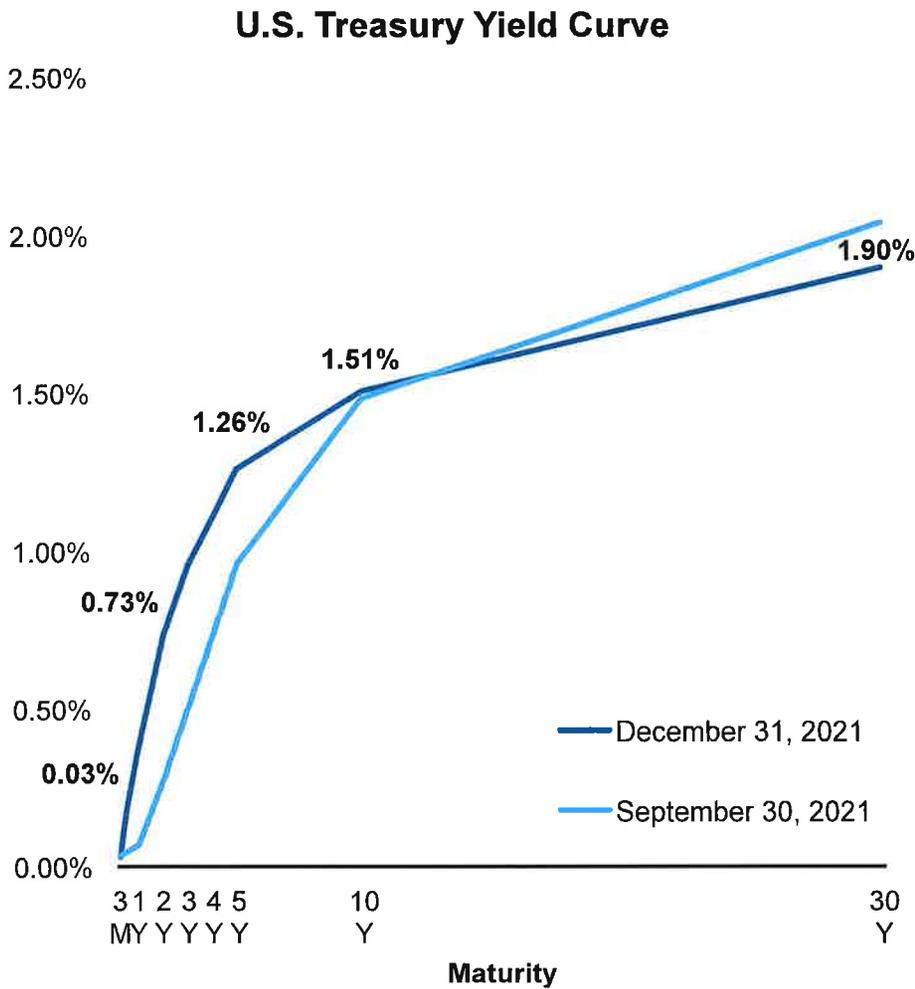
### Fed Participants' Assessments of 'Appropriate' Monetary Policy



Source: Federal Reserve and Bloomberg, as of 12/31/2021. Individual dots represent each Fed members' judgement of the midpoint of the appropriate target range for the federal funds rate at each year-end.

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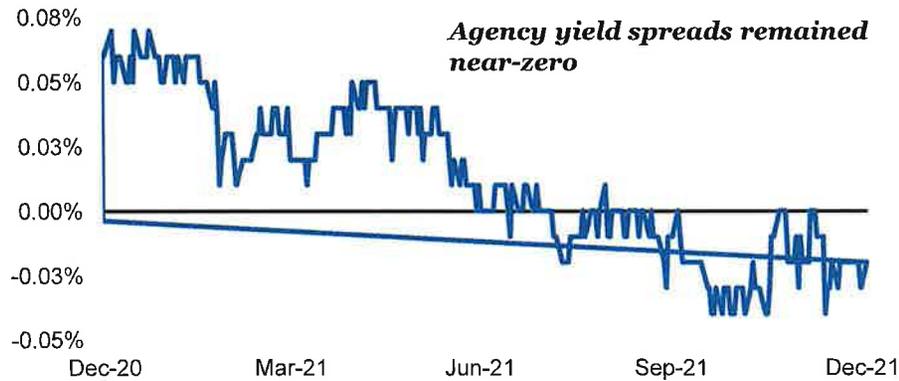
### Impact of Curve Flattening on Performance



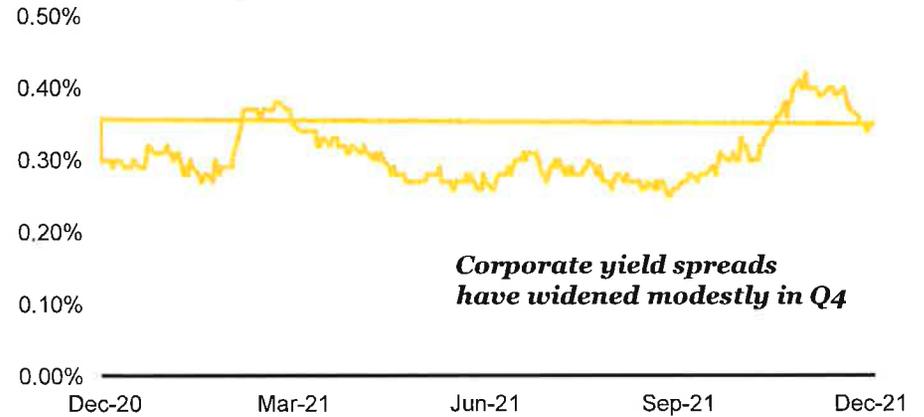
Source: Bloomberg, as of 12/31/2021.

### Sector Yield Spreads Widened in Q4

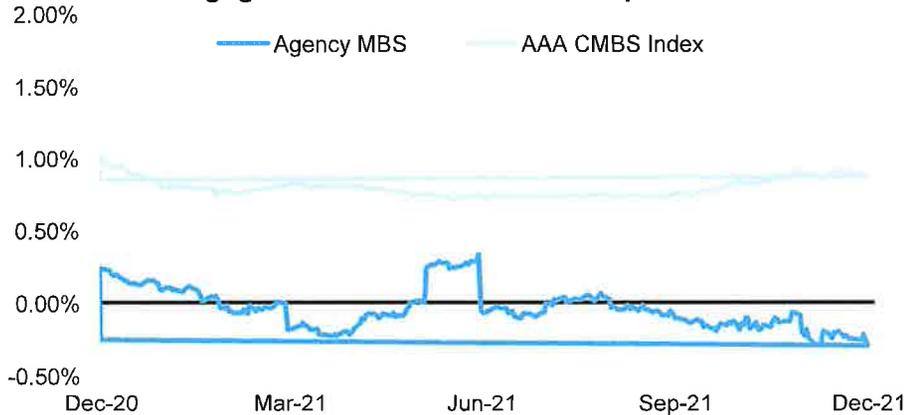
**Federal Agency Yield Spreads**



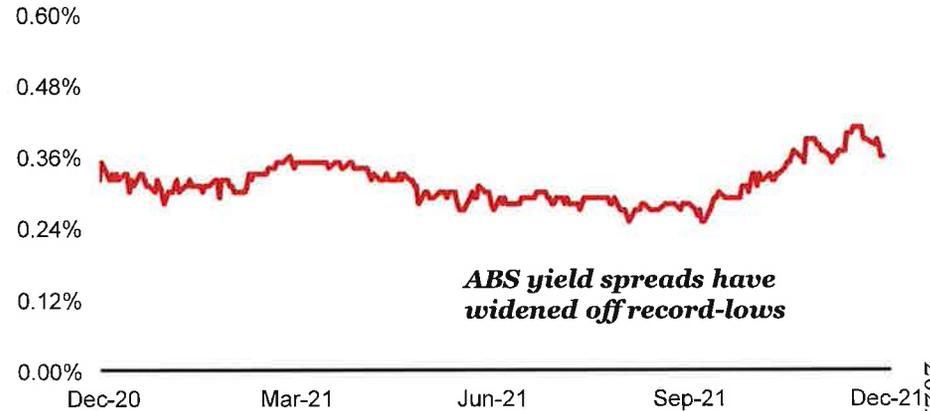
**Corporate Notes A-AAA Yield Spreads**



**Mortgage-Backed Securities Yield Spreads**



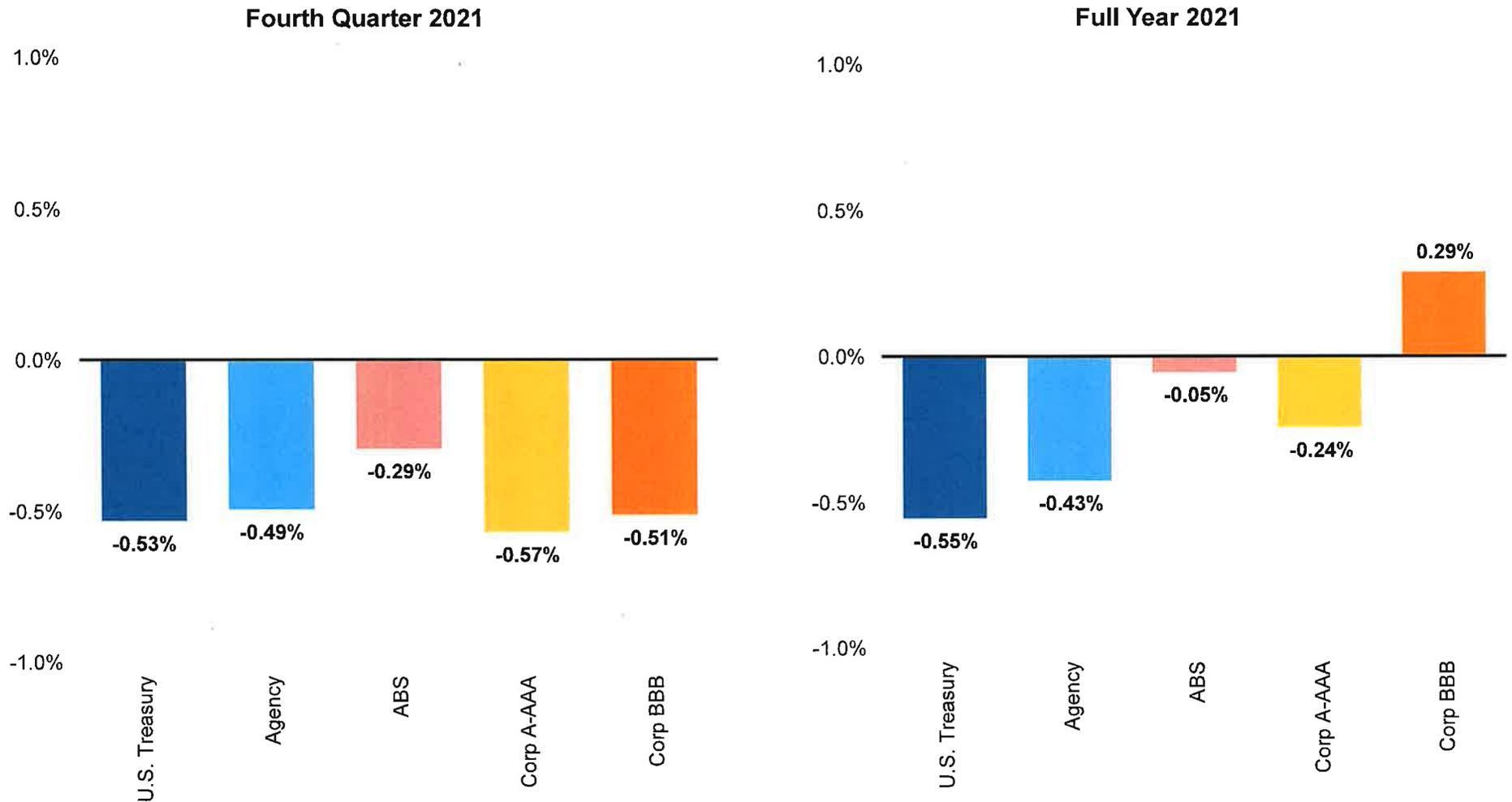
**Asset-Backed Securities AAA Yield Spreads**



Source: ICE BofAML 1-3 year Indices via Bloomberg, MarketAxess and PFM as of 12/31/2021. Spreads on ABS and MBS are option-adjusted spreads of 0-3 year indices based on weighted average life; spreads on agencies are relative to comparable maturity Treasuries. CMBS is Commercial Mortgage-Backed Securities.

## Rising Rates and Wider Spreads Hampered Fixed-Income Returns in Q4

### 1-3 Year Indices



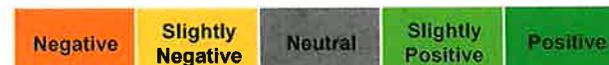
Source: ICE BofAML Indices. ABS indices are 0-3 year, based on weighted average life. As of 12/31/2021.

### Fixed-Income Sector Outlook – 4Q 2021

Sector	Our Investment Preferences
<b>COMMERCIAL PAPER / CD</b>	
<b>TREASURIES</b>	
<b>T-Bill</b>	
<b>T-Note</b>	
<b>FEDERAL AGENCIES</b>	
<b>Bullets</b>	
<b>Callables</b>	
<b>SUPRANATIONALS</b>	
<b>CORPORATES</b>	
<b>Financials</b>	
<b>Industrials</b>	
<b>SECURITIZED</b>	
<b>Asset-Backed</b>	
<b>Agency Mortgage-Backed</b>	
<b>Agency CMBS</b>	
<b>MUNICIPALS</b>	

● Current outlook

○ Outlook one quarter ago

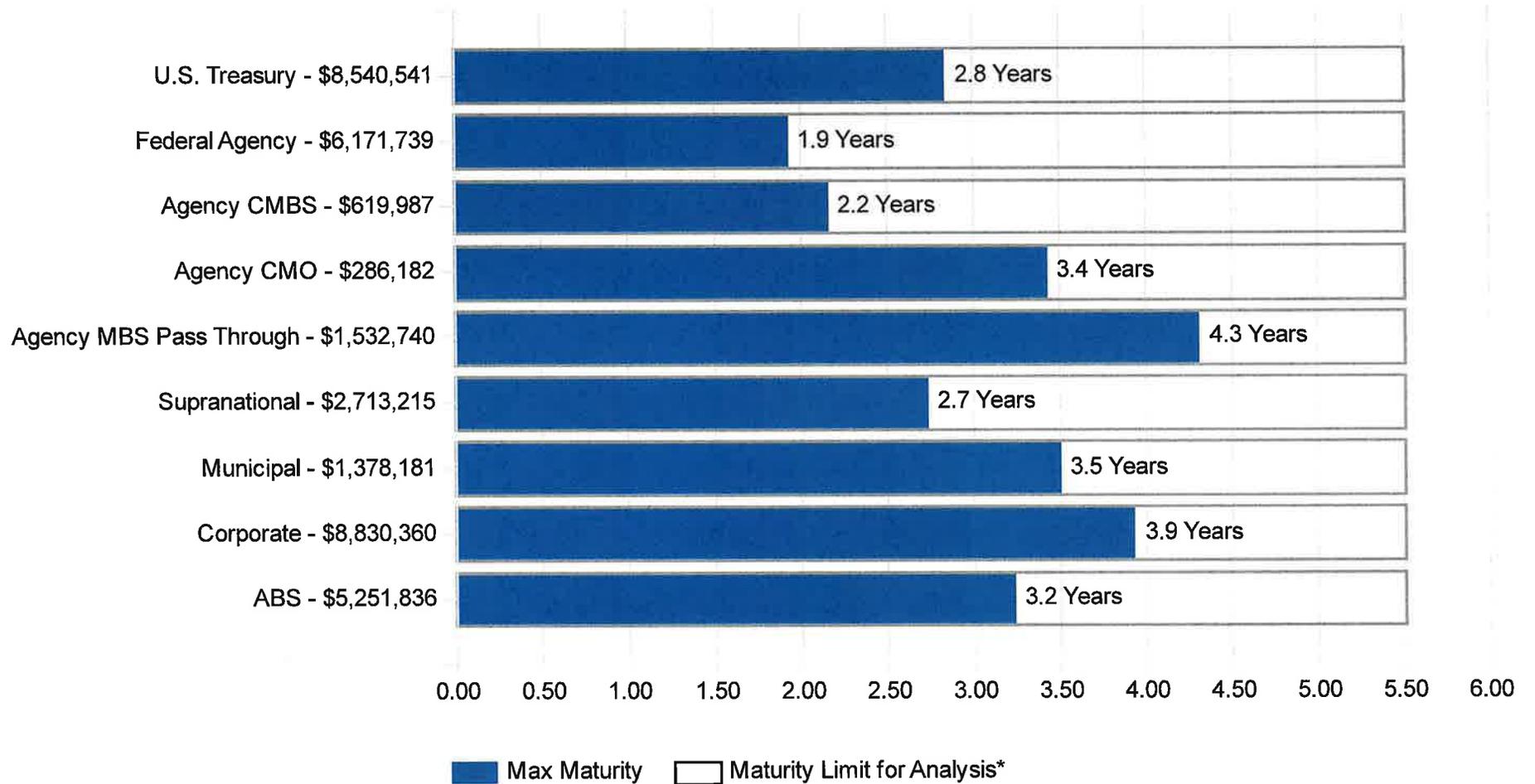


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## Fixed-Income Sector Commentary – 4Q 2021

- **U.S. Treasury** securities generated negative performance as yields rose across maturities. The higher absolute level of yields support duration extensions and roll-down where the curve is steep.
- **Federal agency** spreads widened modestly, generating slightly negative excess returns. Spreads remain tight by historical standards and opportunities to add will be limited.
- **Supranational** securities performed in line with their federal agency counterparts – supply from seasonal issuance should provide opportunities to add sector exposure.
- **Corporates** underperformed after consistently being one of the top performing sectors in prior quarters. Modestly wider spreads are likely to provide opportunities to increase exposure on an issuer-specific basis.
- **Asset-Backed Securities** issuance remains robust and wider spreads enhance the sector's relative value as collateral performance remains strong.
- **Mortgage-Backed Securities** performance was generally negative across collateral and coupon types with 15-yr MBS pools being the exception. FOMC asset purchase tapering and potential balance sheet reduction will continue to weigh negatively on the sector.
- **Taxable Municipal** securities were one of the best performing sectors in Q4. Limited supply is likely to keep downward pressure on spreads and limit opportunities to increase allocations.
- **Commercial Paper and CD** rates gravitated higher throughout the quarter as market expectations for rate hikes sent short maturities higher, creating opportunities to add.

### Max Maturity Analytics



For informational/analytical purposes only and is not provided for compliance assurance. Excludes balances invested in overnight funds.

\*Maturity Limit for Analysis is derived from our interpretation of your most recent Investment Policy as provided.

Mortgage-backed securities and asset-backed securities, if any, limit is based on weighted average life, if applicable. Callable securities, if any, limit is based on maturity date.

### Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>U.S. Treasury</b>	<b>24.2%</b>	
UNITED STATES TREASURY	24.2%	AA / Aaa / AAA
<b>Federal Agency</b>	<b>17.5%</b>	
FANNIE MAE	5.7%	AA / Aaa / AAA
FREDDIE MAC	11.8%	AA / Aaa / AAA
<b>Agency CMBS</b>	<b>1.8%</b>	
FREDDIE MAC	1.8%	AA / Aaa / AAA
<b>Agency CMO</b>	<b>0.8%</b>	
FANNIE MAE	0.3%	AA / Aaa / AAA
FREDDIE MAC	0.6%	AA / Aaa / AAA
<b>Agency MBS Pass Through</b>	<b>4.3%</b>	
FANNIE MAE	2.7%	AA / Aaa / AAA
FREDDIE MAC	1.2%	AA / Aaa / AAA
GOVERNMENT NATIONAL MORTGAGE ASSOCIATION	0.5%	AA / Aaa / AAA
<b>Supranational</b>	<b>7.7%</b>	
AFRICAN DEVELOPMENT BANK	0.7%	AAA / Aaa / AAA
ASIAN DEVELOPMENT BANK	2.9%	AAA / Aaa / AAA
INTER-AMERICAN DEVELOPMENT BANK	2.7%	AAA / Aaa / AAA
INTL BANK OF RECONSTRUCTION AND DEV	1.4%	AAA / Aaa / AAA
<b>Municipal</b>	<b>3.9%</b>	
ARIZONA TRANSPORTATION BOARD	0.4%	AA / Aa / NR
AVONDALE SCHOOL DISTRICT	0.3%	NR / Aa / NR
CITY OF TAMPA	0.1%	AAA / Aaa / AAA
DORMITORY AUTHORITY OF NEW YORK	0.2%	AA / NR / AA
FLORIDA STATE BOARD OF ADMIN FIN CORP	0.2%	AA / Aa / AA
NEW YORK ST URBAN DEVELOPMENT CORP	1.4%	AA / Aa / AA
PRINCE GEORGES COUNTY	0.1%	AAA / Aaa / AAA

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>Municipal</b>	<b>3.9%</b>	
STATE OF CONNECTICUT	0.0%	A / Aa / AA
STATE OF MINNESOTA	0.6%	AAA / Aa / AAA
STATE OF MISSISSIPPI	0.2%	AA / Aa / AA
STATE OF WASHINGTON	0.4%	AA / Aaa / AA
<b>Corporate</b>	<b>25.0%</b>	
ADOBE INC	0.3%	A / A / NR
AMAZON.COM INC	1.1%	AA / A / AA
AMERICAN EXPRESS CO	0.4%	BBB / A / A
AMERICAN HONDA FINANCE	0.3%	A / A / A
APPLE INC	0.6%	AA / Aaa / NR
ASTRAZENECA PLC	0.5%	A / A / NR
BANK OF AMERICA CO	1.2%	A / A / AA
BANK OF MONTREAL	0.9%	A / A / AA
BANK OF NOVA SCOTIA	0.7%	A / A / AA
BRISTOL-MYERS SQUIBB CO	0.3%	A / A / NR
CANADIAN IMPERIAL BANK OF COMMERCE	0.7%	BBB / A / AA
CATERPILLAR INC	1.0%	A / A / A
CHARLES SCHWAB	0.3%	A / A / A
CITIGROUP INC	0.6%	BBB / A / A
CREDIT SUISSE GROUP RK	0.7%	A / A / A
DEERE & COMPANY	0.6%	A / A / A
GENERAL DYNAMICS CORP	0.5%	A / A / NR
GLAXOSMITHKLINE PLC TAL	0.1%	A / A / A
GOLDMAN SACHS GROUP INC	0.6%	BBB / A / A
HONEYWELL INTERNATIONAL	0.2%	A / A / A
HSBC HOLDINGS PLC	0.6%	A / A / A

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Excludes balances invested in money market funds.

### Issuer Diversification

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>Corporate</b>	<b>25.0%</b>	
IBM CORP	0.4%	A / A / NR
JP MORGAN CHASE & CO	1.0%	A / A / AA
MERCK & CO INC	0.2%	A / A / A
MITSUBISHI UFJ FINANCIAL GROUP INC	0.7%	A / A / A
MORGAN STANLEY	0.7%	BBB / A / A
NATIONAL BANK OF CANADA	0.7%	BBB / A / A
PACCAR FINANCIAL CORP	0.6%	A / A / NR
PEPSICO INC	0.2%	A / A / NR
RABOBANK NEDERLAND	0.8%	A / Aa / AA
ROYAL BANK OF CANADA	0.9%	A / A / AA
SUMITOMO MITSUI FINANCIAL GROUP INC	0.7%	A / A / NR
THE BANK OF NEW YORK MELLON CORPORATION	1.7%	A / A / AA
TORONTO-DOMINION BANK	1.0%	A / A / AA
TOYOTA MOTOR CORP	0.8%	A / A / A
UNITEDHEALTH GROUP INC	0.3%	A / A / A
WELLS FARGO & COMPANY	0.6%	BBB / A / A
WESTPAC BANKING CORP	1.3%	AA / Aa / A
<b>ABS</b>	<b>14.9%</b>	
BANK OF AMERICA CO	0.1%	AAA / NR / AAA
BMW FINANCIAL SERVICES NA LLC	0.2%	AAA / Aaa / NR
BMW VEHICLE OWNER TRUST	0.2%	AAA / NR / AAA
CAPITAL ONE FINANCIAL CORP	0.5%	AAA / NR / AAA
CARMAX AUTO OWNER TRUST	1.7%	AAA / NR / AAA
CNH EQUIPMENT TRUST	0.6%	AAA / Aaa / AAA
FORD CREDIT AUTO LEASE TRUST	0.0%	AAA / NR / AAA
FORD CREDIT AUTO OWNER TRUST	0.8%	AAA / Aaa / NR

Security Type / Issuer	Market Value (%)	S&P / Moody's / Fitch
<b>ABS</b>	<b>14.9%</b>	
GM FINANCIAL CONSUMER AUTOMOBILE TRUST	0.9%	AAA / Aaa / AAA
GM FINANCIAL LEASINGTRUST	0.9%	AAA / Aaa / AAA
HARLEY-DAVIDSON MOTORCYCLE TRUST	0.4%	AAA / Aaa / NR
HONDA AUTO RECEIVABLES	1.8%	AAA / Aaa / AAA
HYUNDAI AUTO RECEIVABLES	0.7%	AAA / NR / AAA
JOHN DEERE OWNER TRUST	0.3%	NR / Aaa / AAA
MERCEDES-BENZ AUTO LEASE TRUST	0.2%	AAA / Aaa / AAA
MERCEDES-BENZ AUTO RECEIVABLES	0.2%	AAA / NR / AAA
NISSAN AUTO LEASE TRUST	0.3%	AAA / Aaa / NR
NISSAN AUTO RECEIVABLES	0.7%	AAA / Aaa / NR
TOYOTA MOTOR CORP	1.3%	AAA / Aaa / NR
VERIZON MASTER TRUST	0.4%	AAA / Aaa / AAA
VERIZON OWNER TRUST	1.1%	AAA / Aaa / AAA
VOLKSWAGEN AUTO LEASE TURST	0.2%	AAA / NR / AAA
VOLKSWAGEN OF AMERICA	0.4%	AAA / Aaa / NR
WORLD OMNI AUTO REC TRUST	0.7%	AAA / NR / AAA
<b>Total</b>	<b>100.0%</b>	

Ratings shown are calculated by assigning a numeral value to each security rating, then calculating a weighted average rating for each security type / issuer category using all available security ratings, excluding Not-Rated (NR) ratings. For security type / issuer categories where a rating from the applicable NRSRO is not available, a rating of NR is assigned. Excludes balances invested in money market funds.

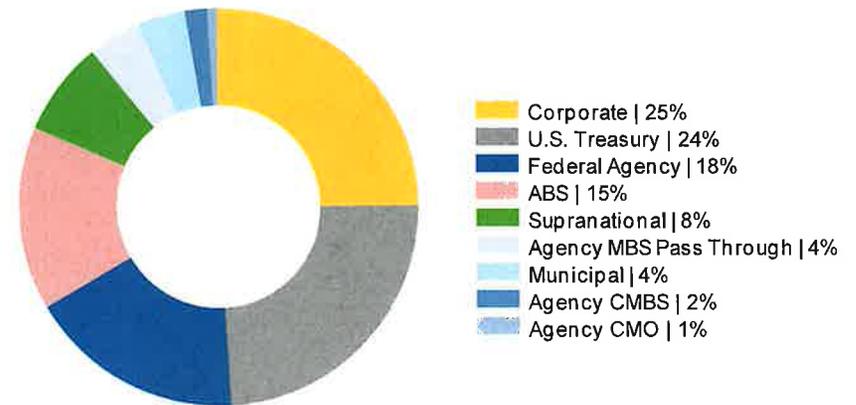
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## Portfolio Snapshot - FL STATE COLLEGE AT JACKSONVILLE OP FUND<sup>1</sup>

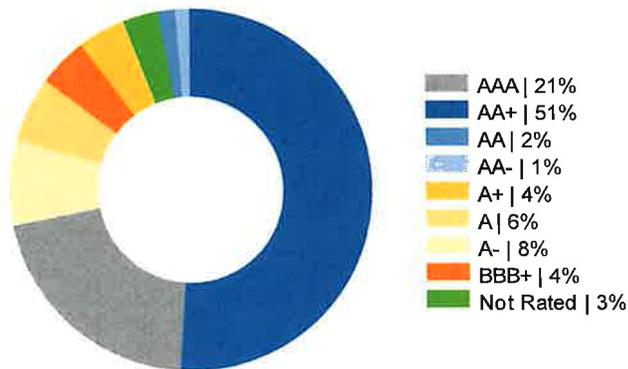
### Portfolio Statistics

<b>Total Market Value</b>	\$35,749,403.35
<b>Portfolio Effective Duration</b>	1.80 years
<b>Benchmark Effective Duration</b>	1.81 years
<b>Yield At Cost</b>	0.76%
<b>Yield At Market</b>	0.94%
<b>Portfolio Credit Quality</b>	AA

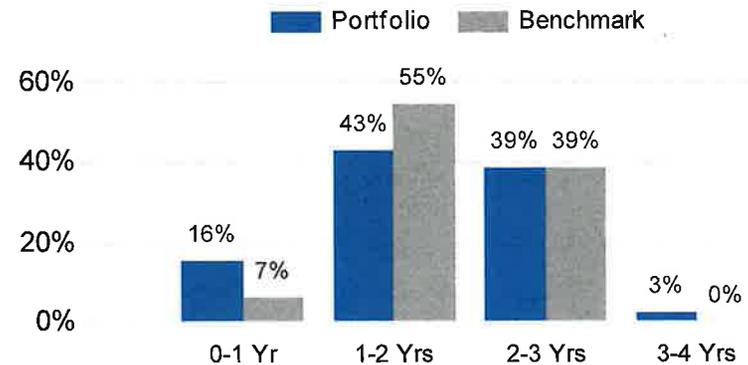
### Sector Allocation



### Credit Quality - S&P



### Duration Distribution

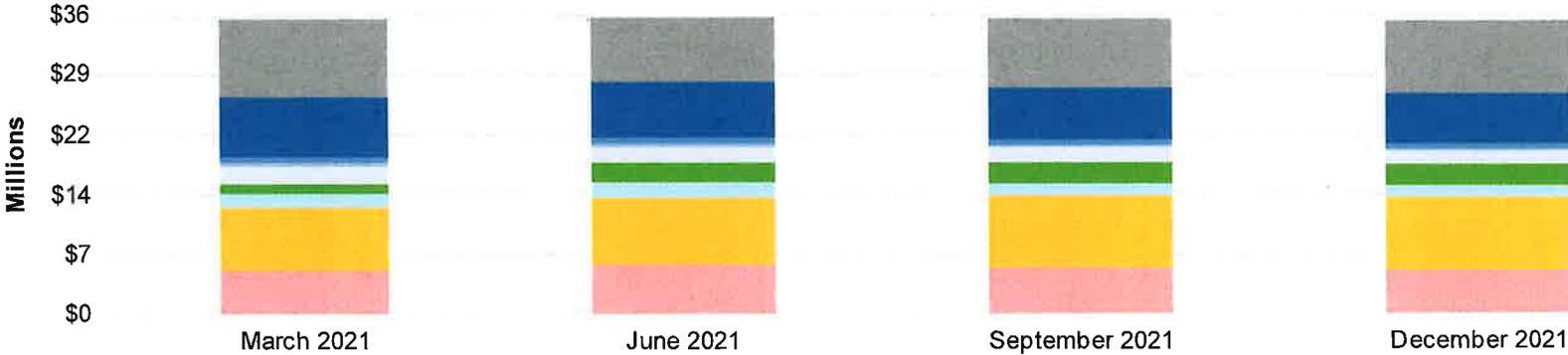


1. The portfolio's benchmark is currently the ICE BofAML 1-3 Year U.S Government/Corp A Rated and Above Index. Prior to 9/30/19 it was the ICE BofAML 1-5 Year Government/Corp A-AAA Index. Source: Bloomberg.  
An average of each security's credit rating was assigned a numeric value and adjusted for its relative weighting in the portfolio.

**Sector Allocation Review - FL STATE COLLEGE AT JACKSONVILLE OP FUND**

Security Type	Mar-21	% of Total	Jun-21	% of Total	Sep-21	% of Total	Dec-21	% of Total
U.S. Treasury	\$9.1	25.5%	\$7.7	21.5%	\$8.1	22.9%	\$8.5	24.2%
Federal Agency	\$7.2	20.3%	\$6.6	18.6%	\$6.2	17.5%	\$6.2	17.5%
Agency CMBS	\$0.9	2.5%	\$0.7	2.1%	\$0.7	2.0%	\$0.6	1.8%
Agency CMO	\$0.4	1.1%	\$0.3	1.0%	\$0.3	0.9%	\$0.3	0.8%
Agency MBS Pass Through	\$2.0	5.7%	\$1.9	5.2%	\$1.7	4.8%	\$1.5	4.3%
Supranational	\$1.2	3.3%	\$2.3	6.6%	\$2.7	7.7%	\$2.7	7.7%
Municipal	\$1.8	5.1%	\$1.8	5.0%	\$1.4	3.9%	\$1.4	3.9%
Corporate	\$7.5	21.3%	\$8.3	23.2%	\$8.7	24.6%	\$8.8	24.9%
ABS	\$5.4	15.2%	\$6.0	16.8%	\$5.6	15.7%	\$5.3	14.9%
<b>Total</b>	<b>\$35.4</b>	<b>100.0%</b>	<b>\$35.7</b>	<b>100.0%</b>	<b>\$35.5</b>	<b>100.0%</b>	<b>\$35.3</b>	<b>100.0%</b>

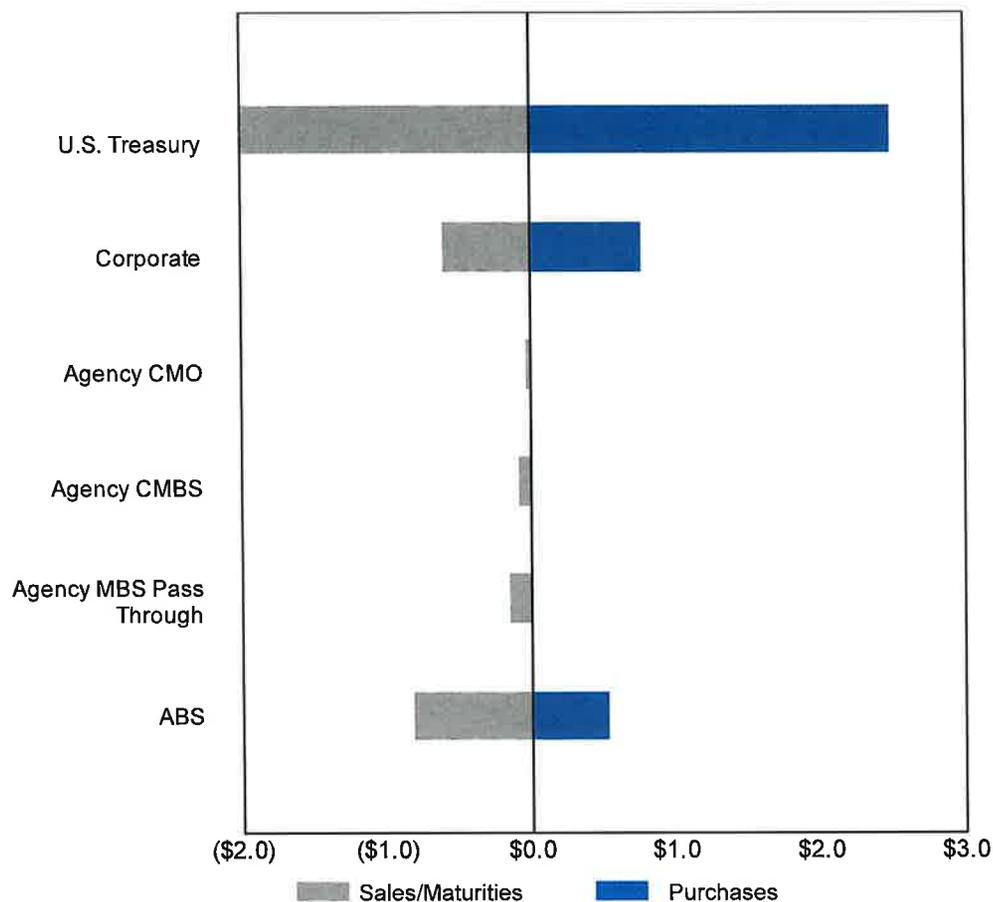
U.S. Treasury
  Federal Agency
  Agency CMBS
  Agency CMO
  Agency MBS Pass Through
  Supranational
  Municipal
  Corporate
  ABS



Market values, excluding accrued interest. Only includes investments held within the separately managed account(s). Detail may not add to total due to rounding.

### Portfolio Activity - FL STATE COLLEGE AT JACKSONVILLE OP FUND

**Net Activity by Sector**  
(\$ millions)

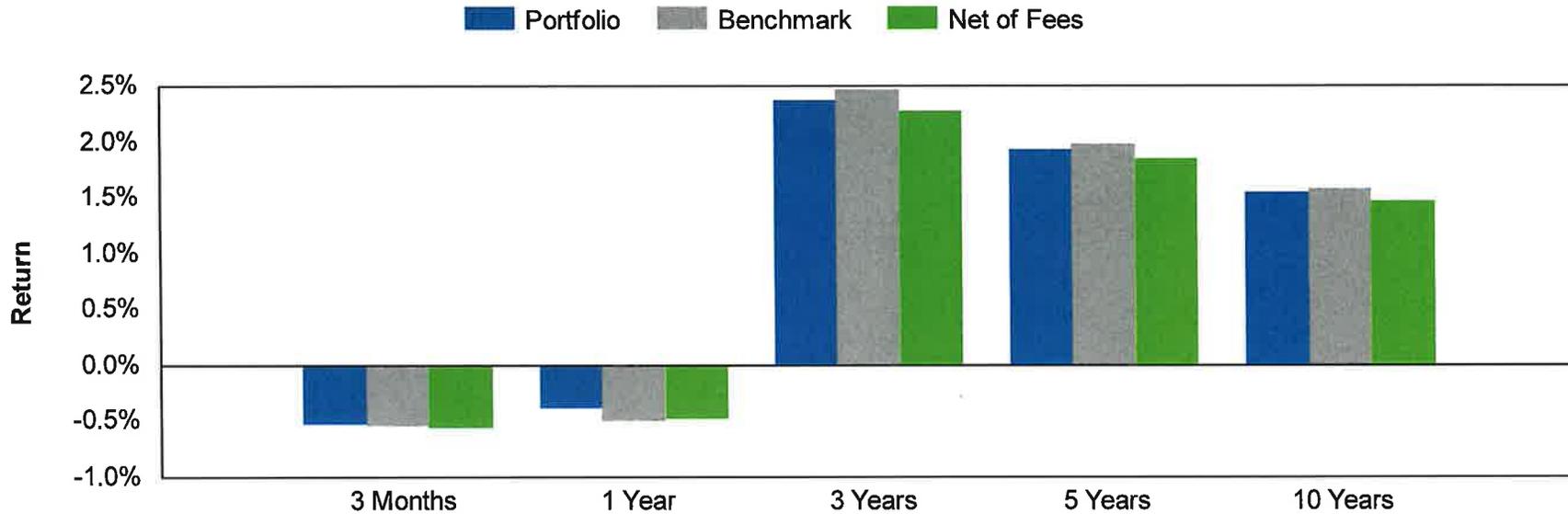


Sector	Net Activity
U.S. Treasury	\$497,446
Corporate	\$165,897
Agency CMO	(\$26,792)
Agency CMBS	(\$70,086)
Agency MBS Pass Through	(\$139,594)
ABS	(\$283,911)
<b>Total Net Activity</b>	<b>\$142,960</b>

Based on total proceeds (principal and accrued interest) of buys, sells, maturities, and principal paydowns. Detail may not add to total due to rounding.

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### Portfolio Performance



Market Value Basis Earnings	3 Months	1 Year	3 Years	5 Years	10 Years
Interest Earned <sup>2</sup>	\$82,369	\$385,396	\$1,792,107	\$3,497,086	\$7,927,890
Change in Market Value	(\$271,507)	(\$525,506)	\$711,753	(\$32,341)	(\$1,361,120)
<b>Total Dollar Return</b>	<b>(\$189,138)</b>	<b>(\$140,110)</b>	<b>\$2,503,860</b>	<b>\$3,464,745</b>	<b>\$6,566,770</b>
<b>Total Return<sup>3</sup></b>					
Portfolio	-0.53%	-0.39%	2.38%	1.94%	1.54%
Benchmark <sup>4</sup>	-0.54%	-0.49%	2.47%	1.98%	1.57%
<b>Basis Point Fee</b>	<b>0.02%</b>	<b>0.09%</b>	<b>0.09%</b>	<b>0.09%</b>	<b>0.08%</b>
<b>Net of Fee Return</b>	<b>-0.55%</b>	<b>-0.48%</b>	<b>2.29%</b>	<b>1.85%</b>	<b>1.47%</b>

1. The lesser of 10 years or since inception is shown. Since inception returns for periods one year or less are not shown. Performance inception date is June 30, 2006.  
 2. Interest earned calculated as the ending accrued interest less beginning accrued interest, plus net interest activity.  
 3. Returns for periods one year or less are presented on a periodic basis. Returns for periods greater than one year are presented on an annualized basis.  
 4. The portfolio's benchmark is currently the ICE BofAML 1-3 Year U.S Government/Corp A Rated and Above Index. Prior to 9/30/19 it was the ICE BofAML 1-5 Year Government/Corp A-AAA Index. Source: Bloomberg.

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## Important Disclosures

This material is based on information obtained from sources generally believed to be reliable and available to the public; however, PFM Asset Management LLC cannot guarantee its accuracy, completeness or suitability. This material is for general information purposes only and is not intended to provide specific advice or a specific recommendation. All statements as to what will or may happen under certain circumstances are based on assumptions, some, but not all of which, are noted in the presentation. Assumptions may or may not be proven correct as actual events occur, and results may depend on events outside of your or our control. Changes in assumptions may have a material effect on results. Past performance does not necessarily reflect and is not a guaranty of future results. The information contained in this presentation is not an offer to purchase or sell any securities.

- Market values that include accrued interest are derived from closing bid prices as of the last business day of the month as supplied by Refinitiv, Bloomberg, or Telerate. Where prices are not available from generally recognized sources, the securities are priced using a yield-based matrix system to arrive at an estimated market value.
- In accordance with generally accepted accounting principles, information is presented on a trade date basis; forward settling purchases are included in the monthly balances, and forward settling sales are excluded.
- Performance is presented in accordance with the CFA Institute's Global Investment Performance Standards (GIPS). Unless otherwise noted, performance is shown gross of fees. Quarterly returns are presented on an unannualized basis. Returns for periods greater than one year are presented on an annualized basis. Past performance is not indicative of future returns.
- Bank of America/Merrill Lynch Indices provided by Bloomberg Financial Markets.
- Money market fund/cash balances are included in performance and duration computations.
- Standard & Poor's is the source of the credit ratings. Distribution of credit rating is exclusive of money market fund/LGIP holdings.
- Callable securities in the portfolio are included in the maturity distribution analysis to their stated maturity date, although, they may be called prior to maturity.
- MBS maturities are represented by expected average life.



Florida State College  
at Jacksonville

**Investment Performance Review**  
**QUASI ENDOWMENT FUNDS**  
**For the Quarter Ended December 31, 2021**

Investment Advisors

Steven Alexander, CTP, CGFO, CPPT, Managing Director  
Khalid Yasin, CIMA<sup>®</sup>, CHP, Director  
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## Executive Summary

The Florida State College at Jacksonville Quasi Endowment Fund portfolio (the “Portfolio”) returned 5.51% (net of mutual fund fees) in the 4<sup>th</sup> quarter of 2021, outperforming its policy benchmark return of 5.01% by 0.50%. Over the past year, the portfolio had a return of 16.48% outperforming its 13.80% benchmark return. Since the inception date of July 1, 2016, the portfolio returned 13.12% annually compared to its 12.17% benchmark. In dollar terms, the portfolio gained \$400,242 in return on investment over the quarter and gained \$1,083,896 over the past 12-months.

The S&P 500 Index returned 11.02% for the quarter, led by strong returns of 7.01% for October and 4.47% for December. International markets, as measured by the MSCI ACWI ex-U.S. Index, underperformed their domestic equity counterparts, returning 1.82% for the quarter due to challenges posed by slowed economic recovery in many countries and spiking global energy prices adding to inflation concerns. The U.S. bond market, as represented by the Bloomberg Barclays U.S. Aggregate Index, returned 0.01%.

Economic conditions during Q4 were characterized by a surge in COVID cases as the Omicron variant spread widely and stickier-than-expected inflation as pent-up consumer demand clashed with continued global supply chain disruptions amid a tight labor market. Mounting inflationary pressures prompted accelerated tapering of bond purchases by the Fed and pulled forward expected rate hikes. While growth is forecast to remain above trend, the real challenge for 2022 is going to be controlling inflation. Currently, the portfolio is well-diversified and in line with the its long-term goals and objectives.



# Aggregate Asset Allocation

Florida State College at Jacksonville Quasi Endowment Fund  
 PFMAM Managed Funds: Aggregate Asset Allocation as of December 31, 2021

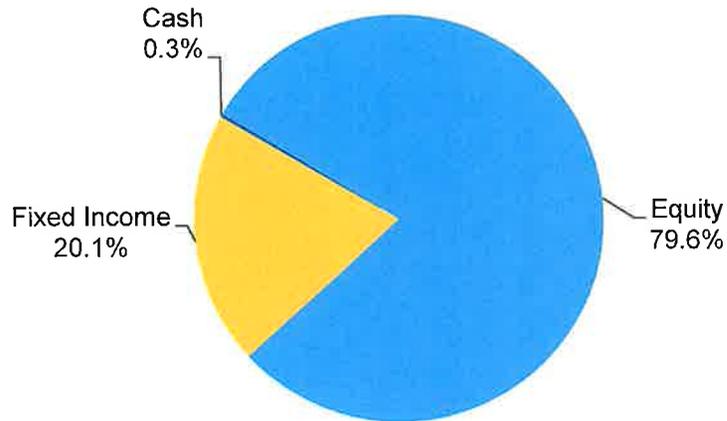
## Current Asset Allocation

Asset Class	Market Value	Pct (%)
Cash	21,533	0.3%
Equity	6,097,201	79.6%
Fixed Income	1,542,841	20.1%
<b>Total</b>	<b>7,661,574</b>	<b>100.0%</b>

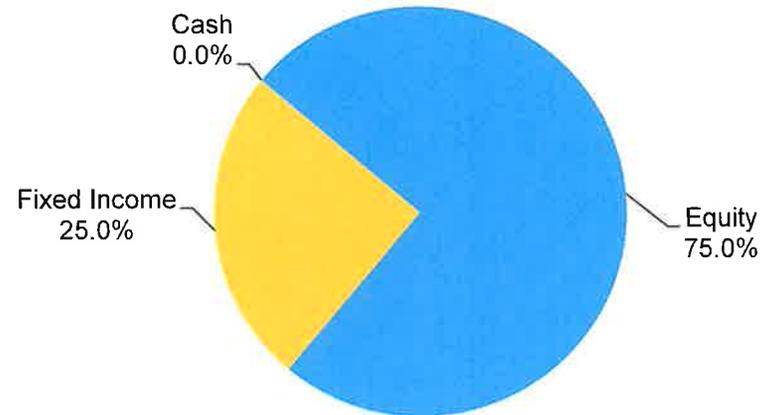
## Target Asset Allocation

Asset Class	Market Value	Target (%)	Range
Cash		0%	0% - 20%
Equity	5,746,181	75%	70% - 80%
Fixed Income	1,915,394	25%	20% - 30%
<b>Total</b>	<b>7,661,574</b>	<b>100%</b>	

Current Asset Allocation



Target Asset Allocation



	QTD	YTD	1 Year	3 Years	5 Years	7 Years	10 Years
<b>DOMESTIC EQUITY</b>							
S&P 500	11.03%	28.71%	28.71%	26.07%	18.47%	14.93%	16.55%
Russell 3000 Index	9.28%	25.66%	25.66%	25.79%	17.97%	14.55%	16.30%
Russell 1000 Value Index	7.77%	25.16%	25.16%	17.64%	11.16%	9.73%	12.97%
Russell 1000 Growth Index	11.64%	27.60%	27.60%	34.08%	25.32%	19.58%	19.79%
Russell Midcap Index	6.44%	22.58%	22.58%	23.29%	15.10%	12.23%	14.91%
Russell 2500 Index	3.82%	18.18%	18.18%	21.91%	13.75%	11.74%	14.15%
Russell 2000 Value Index	4.36%	28.27%	28.27%	17.99%	9.07%	9.45%	12.03%
Russell 2000 Index	2.14%	14.82%	14.82%	20.02%	12.02%	10.76%	13.23%
Russell 2000 Growth Index	0.01%	2.83%	2.83%	21.17%	14.53%	11.66%	14.14%
<b>INTERNATIONAL EQUITY</b>							
MSCI EAFE (Net)	2.69%	11.26%	11.26%	13.54%	9.55%	6.76%	8.03%
MSCI AC World Index (Net)	6.68%	18.54%	18.54%	20.38%	14.40%	10.90%	11.85%
MSCI AC World ex USA (Net)	1.82%	7.82%	7.82%	13.18%	9.61%	6.56%	7.28%
MSCI AC World ex USA Small Cap (Net)	0.62%	12.93%	12.93%	16.46%	11.21%	8.87%	9.46%
MSCI EM (Net)	-1.31%	-2.54%	-2.54%	10.94%	9.87%	6.11%	5.49%
<b>ALTERNATIVES</b>							
FTSE NAREIT Equity REIT Index	16.31%	43.24%	43.24%	18.41%	10.75%	9.32%	11.38%
FTSE EPRA/NAREIT Developed Index	10.37%	27.21%	27.21%	12.86%	8.82%	6.97%	9.57%
Bloomberg Commodity Index Total Return	-1.56%	27.11%	27.11%	9.86%	3.66%	0.11%	-2.85%
<b>FIXED INCOME</b>							
Blmbg. Barc. U.S. Aggregate	0.01%	-1.55%	-1.55%	4.79%	3.57%	3.00%	2.90%
Blmbg. Barc. U.S. Government/Credit	0.18%	-1.75%	-1.75%	5.50%	3.99%	3.30%	3.13%
Blmbg. Barc. Intermed. U.S. Government/Credit	-0.57%	-1.44%	-1.44%	3.86%	2.91%	2.53%	2.38%
Blmbg. Barc. U.S. Treasury: 1-3 Year	-0.58%	-0.60%	-0.60%	2.03%	1.61%	1.36%	1.09%
Blmbg. Barc. U.S. Corp: High Yield	0.71%	5.28%	5.28%	8.83%	6.30%	6.15%	6.83%
Credit Suisse Leveraged Loan index	0.71%	5.40%	5.40%	5.42%	4.32%	4.40%	4.83%
ICE BofAML Global High Yield Constrained (USD)	-0.77%	1.35%	1.35%	7.54%	5.78%	5.52%	6.48%
Blmbg. Barc. Global Aggregate Ex USD	-1.18%	-7.06%	-7.06%	2.45%	3.07%	1.49%	0.82%
JPM EMBI Global Diversified	-0.44%	-1.80%	-1.80%	5.94%	4.65%	4.91%	5.28%
<b>CASH EQUIVALENT</b>							
90 Day U.S. Treasury Bill	0.01%	0.05%	0.05%	0.99%	1.14%	0.86%	0.61%

Source: Investment Metrics. Returns are expressed as percentages. Please refer to the last page of this document for important disclosures relating to this material.

**THE ECONOMY**

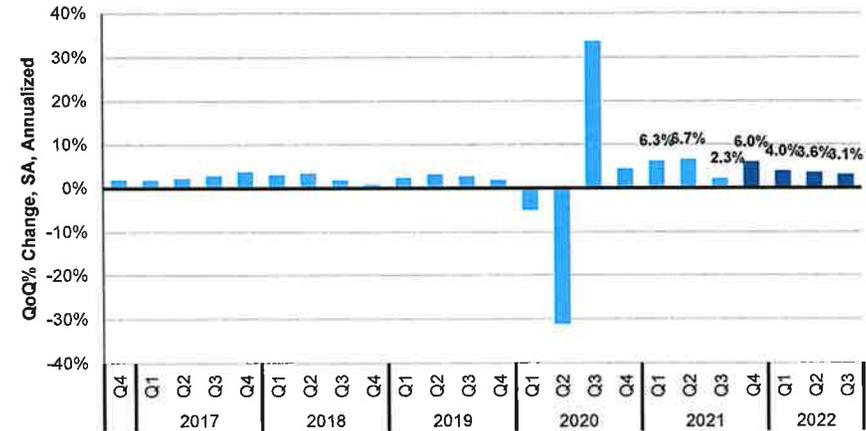
► Inflation was at the top of mind for everyone this quarter, including the Federal Reserve (Fed), as the cost of living kept climbing. Inflation rates hit a 39 year high in November at 6.8%, causing the Fed to change their tone and pivot to a more hawkish note, which they only reinforced at the end of the quarter. The Fed’s December policy meeting ended with the policymakers signaling three rate increases in 2022, which could begin as early as March, as well as three in the following year. In addition to rate increases, the Fed discussed tightening policy by downsizing its \$8 trillion balance sheet, possibly in the next several months. Elsewhere, the world’s central banks have grappled with inflation in different ways. The Bank of England raised interest rates in December by 15 basis points (bps). It may raise them again as soon as February while the Eurozone maintains that monetary accommodation is still needed despite seeing inflation hit a record-breaking 5.0% in December preliminary data.

► The U.S. labor market continues its steady march towards maximum employment. The twelfth consecutive month of job growth in December lowered the unemployment rate to 3.9%, which is the best level since February 2020. While many of those seeking jobs have found employment, businesses seeking workers have struggled as the labor force participation rate remained unchanged at 61.9%. The size of the civilian labor force as a whole remains smaller, short more than two million workers when compared with pre-pandemic levels. Many economists expect the shortage to last years.

► Consumer demand for goods drove imports in November, causing the trade deficit in goods to surge to \$80.2 billion despite the ongoing supply chain issues. Within imports, both demand for goods and services increased month over month with increased international travel driving the increased demand for non-U.S. services as Americans continued to “return to normal” in consumption patterns. Domestically, the fourth quarter ended with the nineteenth consecutive month of expansion for both the manufacturing and service sectors. These increases come as consumer confidence remains strong, finishing the year on a high note at 115.8 despite the headwinds of inflation and Omicron.

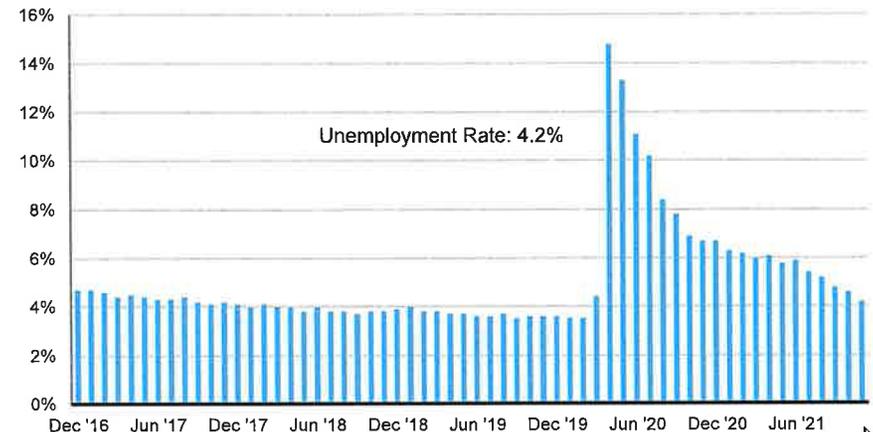
► The stock market saw continued volatility in the fourth quarter, with anxieties about COVID-19 and government actions warring with strong third-quarter earnings and strong messaging from the government about avoiding lockdowns. Overall, The S&P 500 Index (S&P) rose 26.89% in 2021, extending its remarkable rebound from Spring 2020.

**U.S. Real GDP Growth**  
Seasonally Adjusted (SA)



Source: Bloomberg. Blue bars indicate actual numbers; taupe bars indicate forecasted estimates.

**Monthly Unemployment Rate**



Source: Bloomberg.

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**WHAT WE'RE WATCHING**

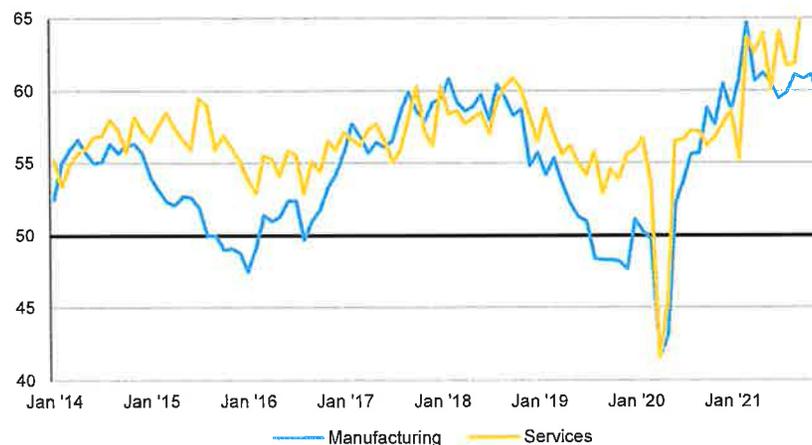
▶ Omicron remains at the forefront as the U.S. surpassed one million new COVID-19 cases, which was the highest one-day tally of new cases anywhere in the world. The two-week trend saw a 246.6% increase in cases, with the expected peak still yet to come. This wave of infections has caused another round of disruptions, with January 5 marking the eleventh straight day of more than 1,000 flight cancellations as airlines and other businesses see staffing shortages due to infections. Tempering these shortages is the most recent update to CDC quarantine guidelines, shortening the quarantine period to five days, half of the previous recommended time. Hospitalization rates in many COVID-19 hotspots have exceeded the peak of last winter's surge. However, they remain a much smaller proportion of cases, supporting preliminary data that this variant may be less severe than previous strains.

▶ While many countries like the U.S. have been avoiding lockdowns as a method of controlling the spread of the virus and relying on a variety of other measures, China has continued to impose temporary lockdowns across scattered cities, towns, and neighborhoods. The lockdowns have caused disruptions to the economy and impacting important manufacturing hubs and supply chains as factories and travel shut down. The full impact on the world's second-largest economy is yet to be seen, but forecasters from the world bank have revised 2021 estimates lower and have also cut its 2022 forecast from 5.4% to 5.1%, which would mark the second slowest pace for growth in China since 1990.

▶ The world's largest trade agreement, Regional Comprehensive Economic Partnership(RCEP), came into effect on January 1. The free trade agreement among 15 Asia-Pacific nations, including China, makes up approximately 30% of the global economy. This mega-trade agreement is expected to help buffer the impact of COVID-19 on growth and trade, facilitating logistics and distribution in the region.

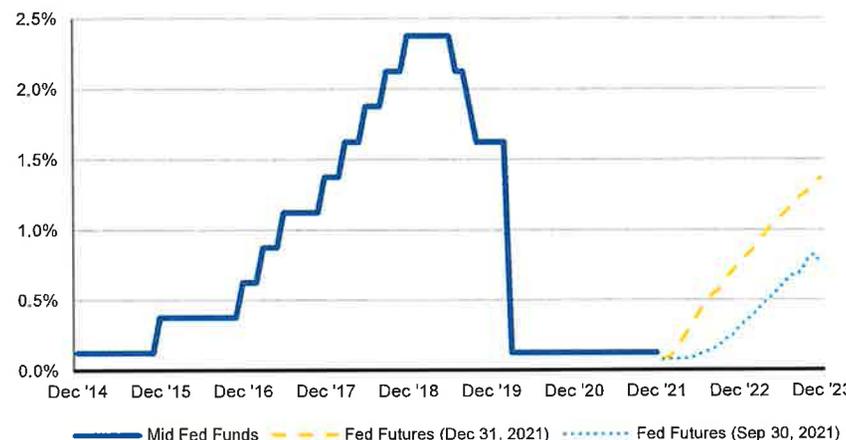
▶ All eyes are on negotiators in Geneva as they discuss the Ukraine crisis. Talks between Russia and the U.S. to discuss Russia's military buildup near Ukraine are ongoing. Moscow has pressed the U.S. to rule out the possible expansion of NATO to include Ukraine and cut the alliance's military ties with the country. Despite weeks of diplomacy and repeated appeals from the U.S. to de-escalate, Russia has maintained a presence. The Biden administration and U.S. allies are discussing export controls on Russia that could be as strict as those imposed on Cuba, Iran and North Korea should the country seize more of Ukraine. With record-high European energy prices already a concern, negotiations are vitally important as Russian energy supplies to Europe may be disrupted should the negotiations break down.

**ISM Manufacturing & Services PMI**



Source: Bloomberg.

**Federal Funds Target Rate**



Source: Bloomberg.

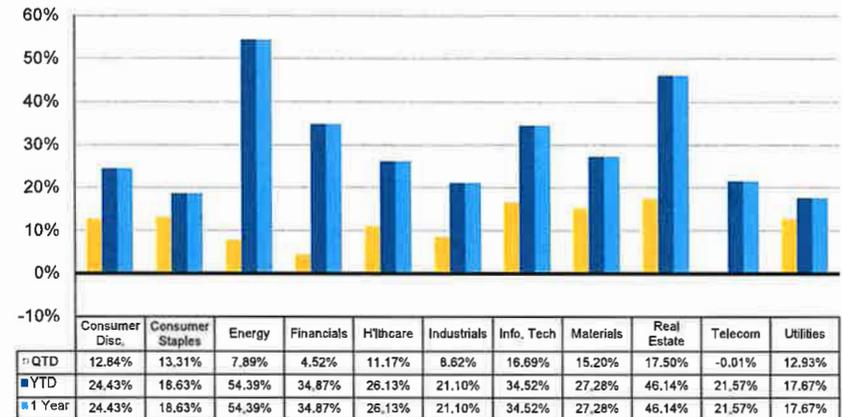
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**DOMESTIC EQUITY**

- ▶ The S&P posted a return of 11.02% for the quarter, led by strong returns of 7.01% for October and 4.47% for December. For the quarter, earnings growth continued to lead returns higher, and based on calendar year earnings estimates margin growth should be a significant reason for earnings growth.
- ▶ Within S&P, 10 out of 11 sectors produced positive returns, with Real Estate (+17.50%), Information technology (+16.69%) and Materials (+15.20%) leading the way. Telecom (<-0.01%) was the worst-performing sector during the quarter.
- ▶ Value stocks, as represented by the Russell 1000 Value Index, returned 7.75% lagging growth stocks, as represented by the Russell 1000 Growth Index, which returned 11.64%. While the year saw pockets of value outperformance, growth stocks continued to outperform value stocks in 2021.
- ▶ Small-caps, as represented by the Russell 2000 Index, returned 2.12% during the quarter, lagging mid- and large-caps. The Russell Midcap and Russell 1000 indices returned 6.42% and 9.77%, respectively. For the year, large-caps outperformed both mid- and small-caps.
- ▶ According to FactSet Earnings Insights, the expected earnings growth for the S&P for the 2022 calendar year is 9.20%, as of December 17, 2021.

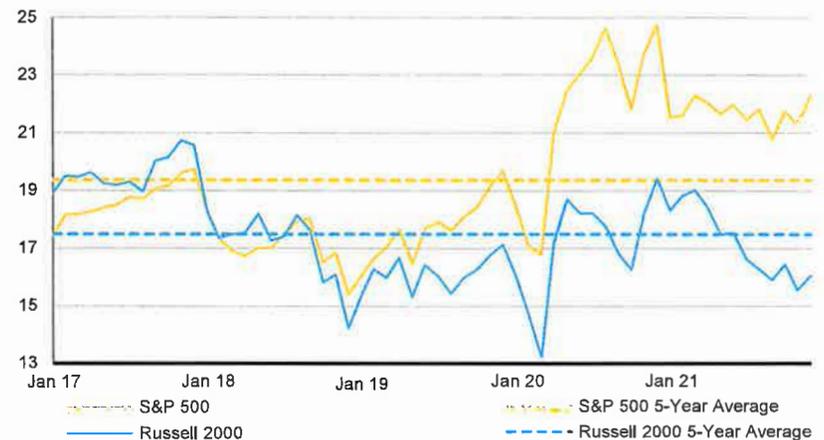
**S&P 500 Index Performance by Sector**

Periods Ended December 31, 2021



Source: Bloomberg.

**P/E Ratios of Major Stock Indices\***



Source: Bloomberg.

\*P/E ratios are calculated based on one-year forward estimates and adjusted to include only positive earnings results for consistency.

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**NON-U.S. EQUITY**

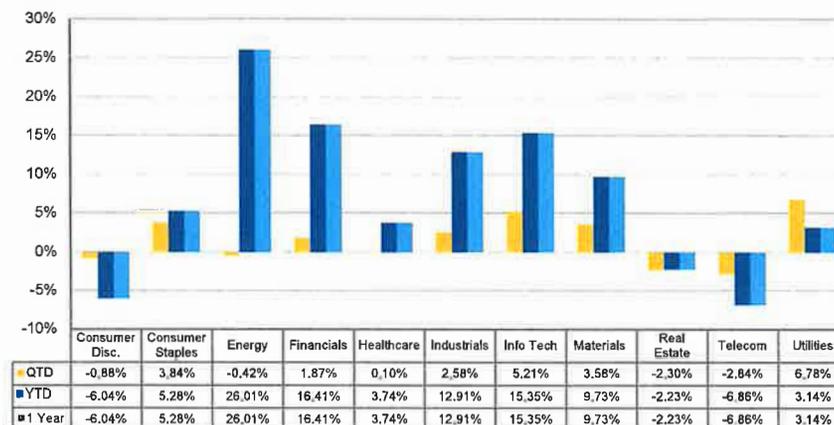
► The MSCI ACWI ex-U.S. Index underperformed their U.S. counterparts, returning 1.82% for the quarter, with seven of the 11 sectors posting positive returns for the quarter. Utilities was the best-performing sector returning 6.78%, while Telecom was the worst-performing sector returning -2.84%.

► Emerging markets (EM), as represented by MSCI Emerging Market Index, underperformed Developed ex-U.S. Markets, represented by the MSCI EAFE Index, returning -1.31% versus 2.69% for the quarter. Though to a lesser extent than last quarter, MSCI China was once again a detractor returning -6.06%. The regulatory crackdown continues to have negative repercussions on the economy, especially the property development and information technology industries, thereby heightening the perceived riskiness of Chinese equities.

► Value underperformed growth for the quarter across the International Markets (MSCI AC World ex-USA Value 1.24% versus MSCI AC World ex-USA Growth 2.37%), a reversal from the third quarter of 2021.

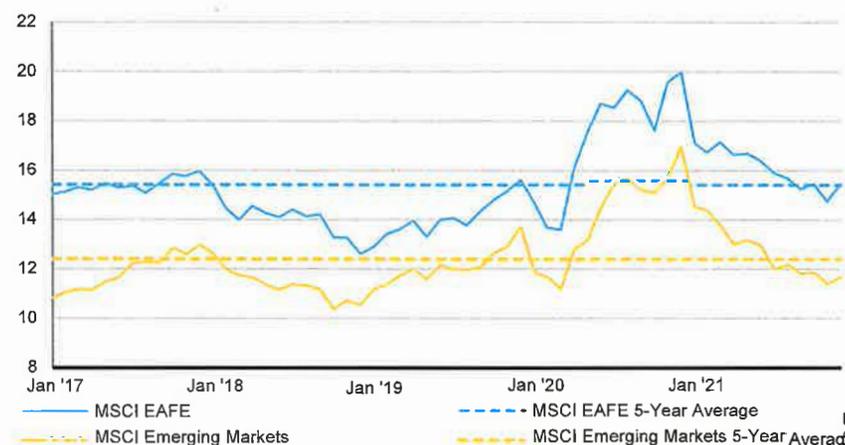
► Small-caps, as represented by MSCI ACWI ex-U.S. Small Cap Index, underperformed within the international equity markets, returning 0.62% for the quarter despite recording a stronger performance than large and mid-caps for the year.

**MSCI ACWI ex-U.S. Sectors**  
Periods Ended December 31, 2021



Source: Bloomberg.

**P/E Ratios of MSCI Equity Indices\***



Source: Bloomberg.

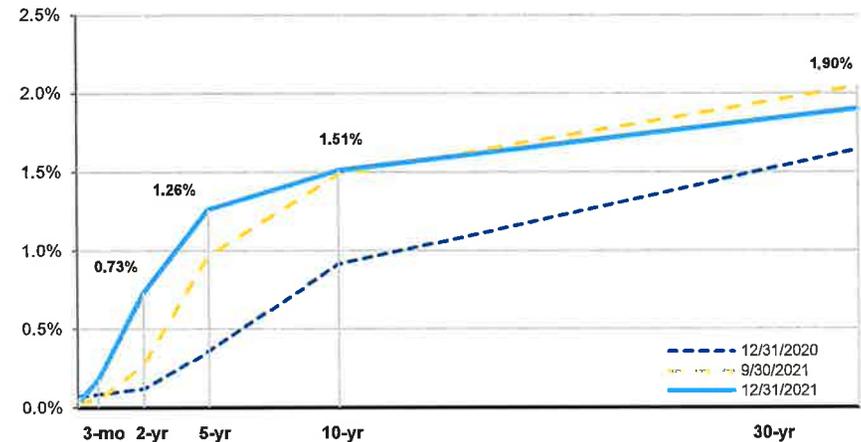
\*P/E ratios are calculated based on one-year forward estimates and adjusted to include only positive earnings results for consistency.

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**FIXED INCOME**

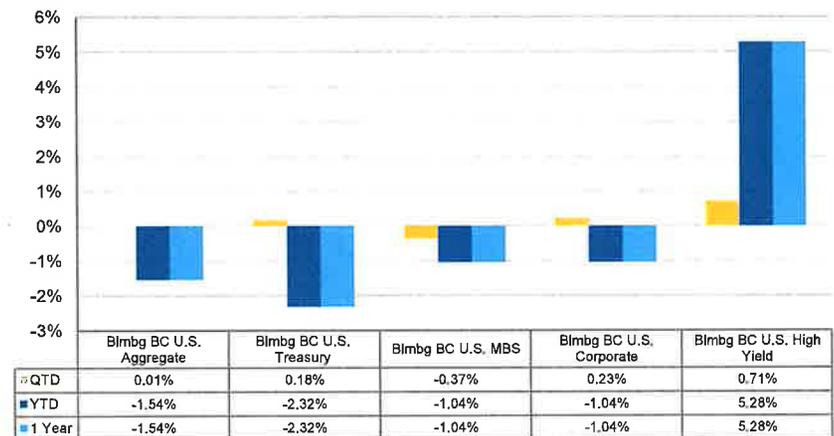
- ▶ The U.S. bond market represented by the Bloomberg U.S. Aggregate Index (Aggregate) was flat in the fourth quarter with just a 0.01% gain, ending 2021 with a 1.54% loss.
- ▶ The treasury market was mixed as the short end saw notable yield increases. The 1-, 2-, and 5-year rose about 38, 45 and 28 bps respectively, while the 10-year was flat. Meanwhile, the longer-term 30-year fell by 18 bps. The Bloomberg U.S. Treasury Index gained 0.18% in the quarter.
- ▶ Corporate credit was positive as the Bloomberg U.S. Corporate Index gained 0.23% while high yield bonds, as represented by the Bloomberg U.S. Corporate High Yield (HY) Index, posted a return of 0.71%. Within HY, results were strongest in the single B-rated area.
- ▶ The fixed-rate mortgage market, as measured by the Bloomberg U.S. Mortgage-Backed Securities (MBS) Index, had another weak quarter, down 0.37%. Commercial mortgages sold off further as the Bloomberg U.S. Agency CMBS Index fell 0.60%.
- ▶ EM USD sovereign bonds, as represented by the JP Morgan EMBI Global Diversified Index, fell 44 bps despite a strong rally in December. By region, Africa and Europe had the biggest selloffs.

U.S. Treasury Yield Curve



Source: Bloomberg.

Returns for Fixed-Income Segments  
Periods Ended December 31, 2021



Source: Bloomberg. "Blmbg BC" is Bloomberg Barclays.

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**ALTERNATIVES**

▶ REITs, as measured by the FTSE NAREIT Equity REITs Index, returned 16.31% in the fourth quarter of 2021, compared to a modest 0.98% return in the prior quarter. All major sectors posted gains during the fourth quarter. The gains were led by the Industrial and Self-Storage sectors, which posted returns of 32.86% and 29.03%, respectively. Lodging/Resorts gained 3.05% and were the worst-performing sector during the quarter.

▶ Private real estate, as measured by the NCREIF Property Index, gained 5.23% in the third quarter of 2021, resulting in a 12.10% return over the last twelve-month period. Industrial properties continued to be the top-performing sector, with a total return of 10.92% in the third quarter, comprised of 0.99% in income return and 9.93% in appreciation return. Retail properties were the worst performers, but the sector still posted a slightly positive total return of 1.55%, comprised of 1.19% in income return and 0.36% in appreciation return.

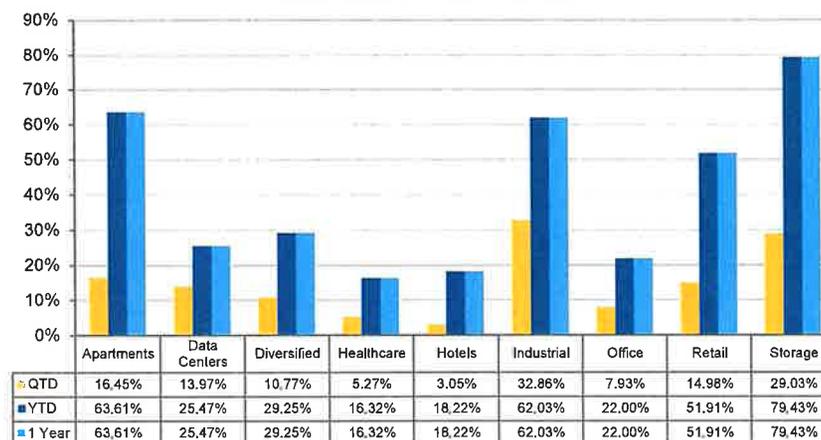
▶ Hedge fund returns were relatively flat in the fourth quarter of 2021, with the HFRI Fund Weighted Composite Index returning 0.56%. During the same period, the HFRI Macro (Total) Index returned -0.53%. The HFRI Equity Hedge (Total) Index and the HFRI Fund of Funds Index returned 0.92% and 0.76%, respectively.

▶ In the third quarter of 2021, private capital fundraising was led by private equity funds, which closed on \$100 billion, followed by \$76 billion raised by private debt funds, \$42 billion raised by private real estate funds, and \$34 billion raised by real assets funds. Global private equity dry powder, which accounts for the bulk of private capital dry powder, reached a record \$2.3 trillion as of August 2021. According to Cambridge Associates, U.S. private equity generated a return of 22.33% for the five years ended Q2 2021. According to Cliffwater Direct Lending Index, U.S. middle-market loans, a proxy for private debt, generated a return of 8.82% for the five years ended Q3 2021.

▶ Commodity futures, represented by the Bloomberg Commodity Total Return Index, fell 1.56% in the fourth quarter of 2021. The U.S. Dollar Index (DXY) gained 1.53% over the same period. Gold spot price finished the quarter at \$1,829.20 per ounce, a 4.11% gain over the period. The West Texas Intermediate (WTI) Crude Oil spot price increased 0.24% from \$75.03 to \$75.21 per barrel during the fourth quarter of 2021.

**FTSE NAREIT Sectors**

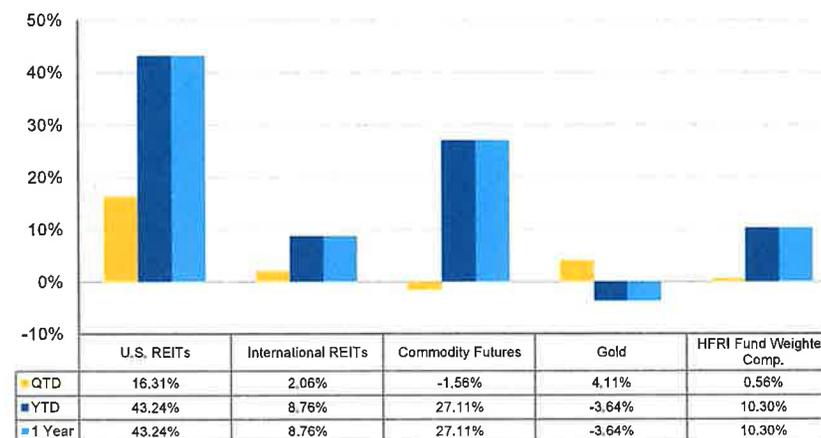
Periods Ended December 31, 2021



Source: Bloomberg.

**Returns for Alternative Assets**

Periods Ended December 31, 2021



Sources: Bloomberg and Hedge Fund Research, Inc.

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Investment Strategy Overview

Asset Class	Our Q1 2022 Investment Outlook	Comments
<b>U.S. Equities</b>		<ul style="list-style-type: none"> <li>Continued economic recovery and strong corporate earnings are tailwinds. We expect equities to outperform fixed income in the near term, but we expect higher volatility amidst rising inflation and Fed's tapering.</li> <li>Impact of rising input costs and inflation on corporate profit margins need to be monitored.</li> <li>Valuations for small-caps is attractive with strong earnings growth</li> </ul>
Large-Caps		
Mid-Caps		
Small-Caps		
<b>Non-U.S. Equities</b>		<ul style="list-style-type: none"> <li>International equities continue to trade at a discount to U.S. equities, but reopening risks related to new COVID-19 variants remain a concern. Attractive valuations provide room for an upside.</li> <li>EM economies are still struggling with uneven recovery as a lack of vaccines has been a headwind for most. Softer economic data coupled with a regulatory crackdown in China create headline risk for EM.</li> <li>International small-caps are expected to recover as the economic recovery continues.</li> </ul>
Developed Markets		
Emerging Markets		
International Small-Caps		
<b>Fixed Income</b>		<ul style="list-style-type: none"> <li>Concerns of rising inflation have pressured long term rates this year. We expect to see long term rates to rise in anticipation of Fed rate hikes next year. We expect the rise in inflation and long-term rates to be range bound.</li> <li>Corporate spreads have narrowed substantially as credit markets have stabilized. Continued economic recovery is a tailwind while the tighter spreads limit the upside.</li> </ul>
Long-Duration, Interest Rate-Sensitive Sectors		
Credit-Sensitive Sectors		
<b>Alternatives</b>		<ul style="list-style-type: none"> <li>Attractive valuations, low level of interest rates and improving economic activity resulting in higher asset prices and steady income are positives for Real Estate.</li> <li>Improved credit market conditions and easy access to capital markets are a positive for private equity strategies especially as strong economic recovery takes hold.</li> <li>Private debt strategies are better poised for economic recovery and have better expected returns and higher yield potential over public markets due to differentiated opportunity set.</li> <li>Select hedge fund strategies managed by talented managers may provide some benefit in the current market environment of increased volatility. We remain cautious on the overall hedge fund universe.</li> </ul>
Real Estate		
Private Equity		
Private Debt		
Hedge Funds		

● Current outlook    ○ Outlook one quarter ago



**Factors to Consider Over the Next 6-12 Months**

**Monetary Policy:**



- The Fed has announced a faster tapering and is expected to raise rate three times in 2022.
- Globally, major central banks continue path of accommodative monetary policy. The Fed has diverged due to inflation concerns.

**Economic Growth:**



- Economic recovery continues globally but new COVID variants are impacting reopening efforts.
- Developed economies are expected to grow faster while uneven recovery is expected across EM economies.

**Fiscal Stimulus:**



- Unprecedented fiscal stimulus measures from 2020 have rolled off globally.
- Benefits of infrastructure spending in the U.S. to accrue over the long-term, unlike relief-based measures which have a near-term impact.

**COVID-19 Containment:**



- Omicron is currently impacting travel and economic reopening globally.
- Globally, pockets of vulnerability remain as new strains spread but vaccination rates have picked up pace too.
- COVID could become endemic in nature.

**Consumer Spending (U.S.):**



- Labor market conditions improving as economy reopens.
- Pent-up demand, strong consumer balance sheet, and improving financial prospects expected to spur consumer spending while higher inflation is the biggest concern.

**Inflation (U.S.):**



- The Fed no longer considers the higher inflation to be transitory. We expect inflation to remain elevated in the near-term, and to decrease from the current levels in the medium-term.
- Inflation expectations, and its impact on Fed policy will continue to weigh on risk-assets' performance.

**Corporate Fundamentals:**



- Earnings and profit margins have recovered strongly in 2021 globally.
- Higher earnings growth is projected for 2022 but rising input costs and higher inflation needs to be closely monitored.
- Improving capital expenditures and continued economic recovery are tailwinds.

**Valuations:**



- Higher inflation and the rising level of interest rates make equities less attractive, but the relative attractiveness of equities to fixed income remains in the near-term.
- Credit spreads closer to historical lows but strong corporate fundamentals a tailwind.

**Political Risks:**



- U.S. midterm elections in 2022 could have a market impact.
- U.S. and China continue to evolve with the risk of polarization between the U.S. and China increasing.
- Continue to watch the Russia and Ukraine conflict.

● Current outlook    ○ Outlook one quarter ago

Stance Unfavorable to Risk Assets



Stance Favorable to Risk Assets

Comparative Performance

	2020	2019	2018	2017	2016
<b>Total Fund</b>	<b>18.24</b>	<b>23.80</b>	<b>-6.00</b>	<b>18.52</b>	<b>N/A</b>
<i>Blended Benchmark</i>	15.47	22.90	-6.13	18.03	N/A
<b>Domestic Equity</b>					
PFM Multi-Manager Domestic Equity Fund	20.05	29.70	N/A	N/A	N/A
<i>Russell 3000 Index</i>	20.89	31.02	-5.24	21.13	12.74
Vanguard Total Stock Market ETF - 60.3%	20.95	30.80	-5.13	21.16	12.68
<i>Russell 3000 Index</i>	20.89	31.02	-5.24	21.13	12.74
Vaughan Nelson Select - 12.6% (^)	20.01	29.17	N/A	N/A	N/A
Nuance All Cap Value - 8.0% (^)	9.69	31.33	N/A	N/A	N/A
Aristotle Atlantic Core Equity - 8.0%(^)	N/A	N/A	N/A	N/A	N/A
<i>Russell 3000 Index</i>	20.89	31.02	-5.24	21.13	12.74
Champlain Mid Cap Core - 7.8% (^)	30.51	27.82	N/A	N/A	N/A
<i>S&amp;P MidCap 400</i>	13.66	26.20	-11.08	16.24	20.74
Jacobs Levy Small Cap - 3.0% (^)	18.81	N/A	N/A	N/A	N/A
<i>S&amp;P SmallCap 600</i>	11.29	22.78	-8.48	13.23	26.56
Cohen & Steers Inst Realty Shares	-2.57	33.01	-3.99	7.45	5.91
Principal RE Securities Inst Fund	-3.23	31.13	-4.31	9.03	5.93
<i>MSCI US REIT Index</i>	-7.57	25.84	-4.57	5.07	8.60
SPDR Blmbg Convert Secs ETF	53.37	22.39	-2.32	16.24	10.50
<i>Bloomberg Liquid US Convertibles Index</i>	54.45	22.79	-1.79	17.32	10.22
<b>International Equity</b>					
PFM Multi-Manager International Equity Fund	13.74	21.23	N/A	N/A	N/A
<i>MSCI AC World ex USA (Net)</i>	10.65	21.51	-14.20	27.19	4.50
iShares Core MSCI Total Int'l Stock ETF - 32.6%	11.14	21.85	-14.55	28.08	4.66
WCM Focused Growth International - 15.3% (^)	32.21	N/A	N/A	N/A	N/A
Ninety One Int'l Dynamic Equity - 11.3% (^)	N/A	N/A	N/A	N/A	N/A
<i>MSCI AC World ex USA (Net)</i>	10.65	21.51	-14.20	27.19	4.50
Acadian Non-U.S. Equity - 12.1% (^)	11.10	N/A	N/A	N/A	N/A
Aristotle International Equity - 12.1 (^)	10.14	25.45	N/A	N/A	N/A
<i>MSCI EAFE (net)</i>	7.82	22.01	-13.79	25.03	1.00

Returns are net of mutual fund fees and are expressed as percentages.

(^) Performance information is gross of fees and reflects sleeve level information (not specific to this client/investor). It is provided by sub-advisers of the PFM Multi-Manager Equity Fund, PFM Multi-Manager International Equity Fund and PFM Multi-Manager Fixed-Income Fund.

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## Comparative Performance

	2020	2019	2018	2017	2016
Artisan International Small-Mid - 3.7%	33.31	36.66	-16.75	33.61	N/A
MSCI AC World ex USA Smid Cap Index (Net)	12.01	22.36	-17.06	30.35	3.57
Kayne Anderson International Small Cap - 5.9% (^)	N/A	N/A	N/A	N/A	N/A
MSCI AC World ex USA Small Cap (Net)	14.24	22.42	-18.20	31.65	3.91
Schroders Global Emerging Markets - 6.7% (^)	27.26	N/A	N/A	N/A	N/A
MSCI EM (net)	18.31	18.44	-14.58	37.28	11.19
<b>Fixed Income</b>					
PFM Multi-Manager Fixed-Income Fund	7.86	9.56	N/A	N/A	N/A
Blmbg. U.S. Aggregate	7.51	8.72	0.01	3.54	2.65
PGIM Core Fixed - 39.0% (^)	9.01	9.65	N/A	N/A	N/A
TIAA Core Fixed - 37.6% (^)	9.44	9.59	N/A	N/A	N/A
iShares Core U.S. Aggregate Bond ETF - 0.3%	7.42	8.68	-0.05	3.53	2.56
Blmbg. U.S. Aggregate	7.51	8.72	0.01	3.54	2.65
PineBridge IG Credit - 5.1% (^)	14.54	15.48	N/A	N/A	N/A
Blmbg. U.S. Credit Index	9.35	13.80	-2.11	6.18	5.63
Brown Bros. Harriman Structured - 9.0% (^)	3.42	5.07	N/A	N/A	N/A
ICE BofAML Asset-Bckd Fxd & Fltng Rate AA-BBB Idx	3.94	4.31	3.16	4.53	3.08
iShares JP Morgan USD Emging Mkts Bd ETF - 3.5%	5.48	15.57	-5.67	9.98	9.41
JPM EMBI Global Diversified	5.26	15.04	-4.26	10.26	10.15
Brandywine Global High Yield - 2.6%	13.92	15.56	1.27	10.48	14.73
Blmbg. Ba to B U.S. High Yield	7.78	15.18	-1.86	6.92	14.14
MainStay MacKay High Yield Corp Bond Fund - 2.6%	5.28	13.03	-1.34	6.79	15.99
ICE BofAML High Yield Master II	6.17	14.41	-2.27	7.48	17.49
PIMCO Commodity Real Return Strategy	0.82	12.27	-13.77	2.70	14.54
Bloomberg Commodity Index Total Return	-3.12	7.69	-11.25	1.70	11.77
iShares Preferred and Income Securities ETF	7.94	15.62	-4.77	8.33	1.26
ICE Exchange-Listed Preferred & Hybrid Secs	8.58	18.45	N/A	N/A	N/A
<b>Cash Equivalents</b>					
Goldman Sachs FS Government Fund	0.30	1.97	1.59	0.62	0.14

Returns are net of mutual fund fees and are expressed as percentages.

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Account Reconciliation

QTR

	Market Value As of 10/01/2021	Net Flows	Return On Investment	Market Value As of 12/31/2021
Total Fund	7,261,333	-	400,242	7,661,574

YTD

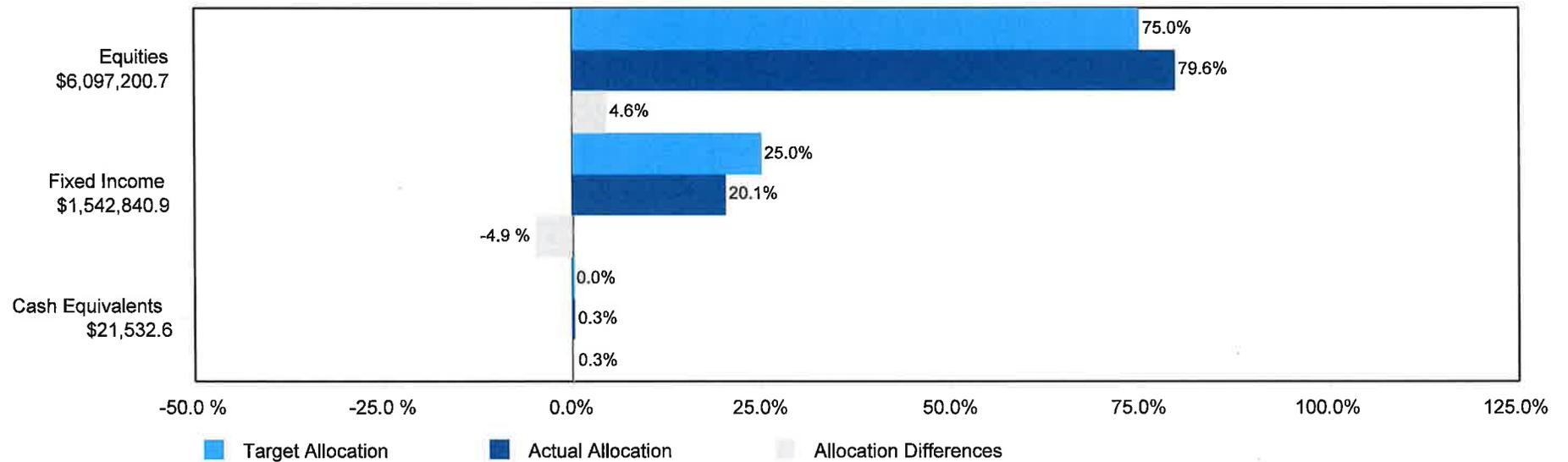
	Market Value As of 01/01/2021	Net Flows	Return On Investment	Market Value As of 12/31/2021
Total Fund	6,577,678	-	1,083,896	7,661,574

1 Year

	Market Value As of 01/01/2021	Net Flows	Return On Investment	Market Value As of 12/31/2021
Total Fund	6,577,678	-	1,083,896	7,661,574

Asset Allocation Summary

	Asset Allocation (%)	Target Allocation (%)	Minimum Allocation (%)	Maximum Allocation (%)	Differences (%)
<b>Total Fund</b>	<b>100.0</b>	<b>100.0</b>	<b>N/A</b>	<b>N/A</b>	<b>0.0</b>
Equities	79.6	75.0	70.0	80.0	4.6
Fixed Income	20.1	25.0	20.0	30.0	-4.9
Cash Equivalents	0.3	0.0	0.0	10.0	0.3



## IMPORTANT DISCLOSURES

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