

UNIVERSITY OF MAINE SYSTEM

Board of Trustees Meeting

at the University of Maine System
253 Estabrooke Hall, Orono

March 23, 2017

Finance/Facilities/Technology Committee

Present: Committee Members: Norman Fournier, Chair (at UMFK); Sam Collins (at UMFK), James Donnelly (by phone), Gregory Johnson (at USM), and Karl Turner (at USM).
Chancellor: James Page. **Presidents:** Kate Foster (at UMF), John Short (at UMFK), Susan Hunter, and Glenn Cummings (at USM). **System Staff:** Tracy Bigney, Chip Gavin (at USM), Ryan Low (at UMA), Richard Thompson (at UMA), Dan Demeritt (by phone), James Thelen (at UMA), Miriam White, Tracy Elliott and Rebecca Wyke (at UMA). **Other Participants:** Ben Shaw (at UMPI), Laurie Gardner (at UMF), Claire Strickland, Jeff St. John, Dan Stirrup, Glenn Taylor, Carolyn McDonough, Fred Brittain (at UMFK), Tim Brokaw (at UMA), Paul Kuplinski (at USM), Kim Tran (at USM), Adam Thibodeau (at USM), and Emily Morris from Sightlines (by phone).

Committee Members Absent: Michelle Hood and Jason Coombs.

Trustee Fournier, Chair, called the meeting to order and welcomed everyone.

Review of Information Technology Projects with a Value of \$250,000 or Greater. Mr. Richard Thompson, Chief Information Officer, provided information on the following projects with a value of \$250,000 or greater:

Classrooms for the Future

The project team has shared their recommendations with each campus for 2017 classroom renovations and are finalizing project plans for the summer classroom upgrades. Some of the smaller installations will be handled internally and larger installations will be contracted out. Currently, the team has access to two vendors who have signed Master Agreements with UMS. A new RFP for securing additional vendors has been completed and will be advertised soon.

The faculty survey was sent out on all campuses. The deadline for responding is Friday, February 24, and a survey report will be submitted for the team's review and evaluation. Research has also started on the student survey. A random sample of the student population may provide more useful responses. The feedback from both surveys will be incorporated into the classroom renovation plans.

The team has prepared and submitted a proposal to take part in the Faculty Institute on the UMA campus in May 2017. Arrangements have been made with vendors to provide furniture and equipment to replicate an active learning space. Participants will have an opportunity to view and interact with technology provided in the space.

Maine Street Improvements

To help ensure the project achieves its goal to improve the MaineStreet experience for UMS students and faculty, the project team recently completed a Request for Services process for an IT Business Analyst. After reviewing the submitted proposals, the project team selected the services of Berry Dunn, located in Portland, ME. The Business Analyst will closely partner with the project team to develop and facilitate surveys, in-person meetings or focus groups, and other appropriate methods to

collect input from students and faculty.

Members of the project team will soon meet with Berry Dunn to develop a Statement of Work for its work with the Business Analyst. The goal is to start work with the Business Analyst in March. We expect several phases in this project:

- Collect user stories through surveys, focus groups, and other means to develop a set of business requirements.
- Using the collected business requirements as a guide:
 - Develop an RFP for vendor products and services to produce the desired deliverables.
 - Execute the RFP and choose a vendor.

Implementation, testing, and go-live.

UMS Wireless Infrastructure

UM: All of our resources on this campus have been focused on upgrading Fogler Library. While not entirely funded through this project, it has used the same resources. We are awaiting the final list of classrooms to be upgraded this summer by the Classrooms for the Future project and will set additional work priorities based on that list.

UMF: Planning and soliciting quotes for work in the residence halls is ongoing with a goal of mid-March to decide which buildings can be completed during summer 2017.

UMM: Facilities management has completed much of the preparation needed in Reynolds, Science and Powers including building walls, installing electrical circuits and prepping for HVAC. Cable installation in Reynolds began on 2/13 and will continue in Powers and the Science Building through March.

UMFK: Walkthroughs have been completed in residence halls, Cyr, and Blake Library and locations were identified for asbestos testing. The testing will be completed in February and planning will begin once we have the results.

UMA: Civic Center, Jewett, and Randall have been completed. Estimates for classroom buildings on the Bangor campus are currently being developed.

UMPI: Walkthroughs have been completed in residence halls and Folsom-Pullen. Locations were identified for asbestos testing to be completed in February. Planning will begin once we have the results.

USM: Upgrades have been completed in the three art buildings on the Gorham campus and the Law Building. The project team is meeting with facilities management and USM personnel on 2/22 to begin planning the upgrade of Bailey Hall as this will require significant effort.

Residence Hall Wireless – USM

All data and wireless networks are complete and operational and HVAC systems have been installed in data closets. Once final invoices have been processed, this project will be closed.

VoIP (Telecommunications) for UMaine

Phone deployment completed in 6 facilities and in progress in 5 facilities; building rewiring in progress in 4 facilities.

Electronic Fax

- RFP for an electronic fax solution has been released. The RFP is currently reviewing responses. The goal is to provide a more modern faxing solution that works in conjunction with the Canon Multi-function devices while reducing overall costs by greatly reducing the number of analog phone lines needed to support UMaine.

Legacy phone system decommissioning

- Work continues to decommissioning the legacy NorTel SL-100 phone system.

Committee members asked whether timelines for all these projects could be shortened if additional resources were available. Mr. Thompson responded that for some projects we could bring in an integrator, but that has both direct and indirect costs. In any case, these projects are subject to access to facilities and limited primarily to summer and breaks in the academic years.

Barrows Hall STEM Renovations, UM. UM President Susan Hunter, Ms. Claire Strickland, UM Chief Business Officer, and Mr. Jeff St. John, UM Senior Associate Provost, explained that the University of Maine is requesting approval to expend a total of \$1.9 million to renovate spaces in Barrows Hall to accommodate two new Chemistry faculty and their research programs. The funding source for this project will be from campus funds.

The project involves the renovation and fit out of two existing laboratories, totaling 1,700 square feet, in the Engineering Science Research Building (ESRB) wing of Barrows Hall and equipping them with fume hoods and associated features to accommodate the research for the new professors. The project meets the expectations set for the new professors by the Provost that they would be provided specific space to perform research and generate associated grant income.

The project also includes renovations to four other lab spaces in Barrows Hall to accommodate the shift in occupants. The maintenance and utility costs for this facility are not expected to change significantly and will continue to be covered centrally.

Barrows Hall was built in 1962 of block and steel construction, with the ESRB addition being built in 2002 of steel construction. The Sightlines estimated renovation age of the original building is 53 years with an estimated net asset value of 42. The ESRB addition has a renovation age of 12 and a NAV of 91.

The proposed schedule for the project is to complete design during the Spring of 2017 followed by construction in the Summer and Fall of 2017.

On a motion by Trustee Collins, which was seconded by Trustee Johnson, the Finance, Facilities and Technology Committee forwarded this item to the Consent Agenda at the March 26-27, 2017, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the expenditure of up to \$1.9 million from campus funds to renovate space in Barrows Hall and create two new Chemistry research laboratories.

Memorial Union Bear's Den Renovations, UM. Ms. Strickland explained that the University of Maine is requesting approval to expend up to \$3.6 million to renovate the Bear's Den in the Memorial Union. The funding source for this project will be from campus Auxiliary reserves.

The Bear's Den serves more than 500,000 patrons and realizes \$2.5 million in sales annually. The Memorial Union is visited by about 1.5 million people including many prospective students, and is one of the busiest buildings on the Orono campus.

The project consists of enhancing serving venues by increasing serving capacity to expand and improve food offerings; replacing old equipment with new, state of the art equipment to reduce operating costs; redesigning equipment placement and work flow to improve staff efficiencies, safety and ADA accessibility; adding security cameras and other theft deterrent devices to minimize losses; and providing an overall update to finishes, decor and signage to improve aesthetics and contribute to the campus image.

The Memorial Union was built in 1951 of brick and steel construction, with the Bear's Den addition being built in 2001 also of brick and steel construction. The renovation age of this wing of the building is 17 years with a Net Asset Value (NAV) of 50. The improvements are expected to reduce operational costs by approximately \$320,000 annually, providing an approximate 9 year return on investment (ROI). The maintenance and utility costs for this facility are expected to be reduced by the renovation.

The proposed schedule for the project is to complete design during Spring of 2017 followed by construction in the Summer of 2017, with a potential second phase during the Summer of 2018.

On a motion by Trustee Donnelly, which was seconded by Trustee Collins, the Finance, Facilities and Technology Committee forwarded this item to the Consent Agenda at the March 26-27, 2017, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the expenditure of up to \$3,600,000 from campus Auxiliary reserves to renovate the Bear's Den in the Memorial Union

Glickman Roof Tower Lease, USM. Mr. Chip Gavin, Chief Facilities Management and General Services Officer, explained that the University of Southern Maine is requesting authorization pursuant to Board of Trustees Policy 802 to lease roof space for a cell tower installation of approximately 300 square feet on the top of the Glickman Family Library located at 314 Forest Avenue in Portland, Maine to Bell Atlantic Mobile Systems of Allentown, Inc., doing business as Verizon Wireless.

Bell Atlantic Mobile Systems of Allentown, Inc., d/b/a Verizon Wireless would be entering the lease for the transmission and reception of communications signals for an initial term of five years with four optional renewal terms of five years each.

Bell Atlantic Mobile Systems of Allentown, Inc., d/b/a Verizon Wireless will pay the University of Southern Maine an annual fee of \$30,000 for the initial term and will pay for the electrical and natural gas consumption for the installed equipment. The annual rental fee will be increased by 2% each year.

Currently, the University of Southern Maine leases space for communication towers at eight different sites at Portland and Gorham locations, including two already on top of the Law school. The average annual rent received from these locations is \$25,094.

There will be no increased University operating cost for this installation.

On a motion by Trustee Turner, which was seconded by Trustee Collins, that the Finance, Facilities and Technology Committee forwarded this item to the Consent Agenda at the March 26-27, 2017 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the leasing of space on the rooftop at the Glickman Family Library located at 314 Forest Ave. on the Portland Campus to Bell Atlantic Mobile Systems of Allentown, Inc., d/b/a Verizon Wireless for an initial period of up to five years with as many as four additional periods of up to five years each. The final terms, including rate, associated costs and other terms, shall be negotiated by the University of Southern Maine in the best economic interest of the University, subject to review and approval by the University of Maine System Treasurer and General Counsel.

Building Access Project Approval, USM. Mr. Gavin provided an update about the electronic building access improvements across the system and sought the Committee's approval for a related capital project at USM.

The University of Maine System in 2015 conducted a public, competitive solicitation and subsequently entered a statewide contract to facilitate the transition to a unified electronic facility access system across all campuses in response to security concerns. This initiative did not request or provide any funding. Rather, each campus has the discretion about when and to what extent it avails itself of the contract to meet its needs within its own resources.

The master agreement was advertised in January 2015, awarded in June 2015 and executed in November 2015. Implementation of the contract, which involves both software and hardware, is a collaborative effort of Information Technology Services and Facilities Management System-wide and at each campus.

In brief, USM, UMA, and UMF have made substantial progress, including converting at least one external door of each building to the new system and converting any old access points to the new system. UM already was using and continues to operate a compatible system. The projects generally have focused first on securing and providing access to at least one exterior door on each facility with additional doors at residence halls, sensitive areas and other internal doors to follow as resources permit.

Hundreds of doors now share the same access system. Users can access facilities for which they are authorized on multiple campuses with the same card. Information Technology Services is on its way to supporting a single system rather than multiple systems.

The enterprise contract remains available for all campuses to continue to address additional improvements if or when resources permit. The initial contract term runs through 2020, and discretionary extensions are available. This initiative is reducing the need to distribute so-called master keys, grand master keys and the like, and likewise reducing the risks associated with them. Approximately 600 doors and tens of thousands of cards are now active in the new system across the participating campuses. Additionally, the new system has been established and implemented by ITS in a manner that it ultimately could be used - and is intended to be used - for additional functions, such as food service and other financial transactions. On campuses using the new access system, they also are using the same card for the food service function.

The capital project at USM, which is the largest project being carried out as part of this effort so far, is estimated to cost not more than \$700,000. Approximately \$65,000 of that amount had been expended as of March 16, 2017, with the vast majority of the remainder being incurred or committed but not yet expended. The project involves 176 doors. The capital projects at other campuses did not exceed the threshold for Committee consideration.

Notwithstanding this progress and generally positive news in keeping with the Trustees' prior discussion and direction, the capital project at USM now requires retroactive Committee approval as that approval was not obtained previously. There were a variety of factors that appear to have contributed to this sequence of authorization, but the oversight was identified in late 2016 in a routine review of project materials by the newly unified Capital Project and Planning Team. The project had been administratively authorized earlier in the year by the Chief Facilities Management and General Services Officer.

The project, at \$700,000, is within the purview of the Committee. Further consideration by the full Board of Trustees is not required per Board policy. Funding already is identified and is from E&G reserves and operating resources at the University of Southern Maine and the great majority of the work already is completed.

It should be noted this work is separate and apart from prior work at USM that involved immediate remediation of the lost key incident. That work was completed apart from this current, pro-active effort. The prior work was largely paid by proceeds of an insurance claim. That prior work did not rise to the level requiring Committee consideration per policy.

This current project upon Committee approval will be added to future iterations of the Capital Project Report that is routinely provided to the Trustees.

Trustee Johnson raised a concern about implementing a specific end date to ensure the project is completed in a timely fashion. Mr. Gavin stated that he feels the timeline at approximately 2 years is appropriate.

On a motion by Trustee Turner, which was seconded by Trustee Johnson, the Board of Trustees acting through the Finance, Facilities and Technology Committee authorized the expenditure of up to \$700,000 from E&G resources at the University of Southern Maine to improve and modernize electronic building access.

Master Plan Acceptance, UMF. Mr. Gavin and UMF Chief Business Officer Laurie Gardner provided an update on the UMF Master Plan. The Finance/Facilities/Technology Committee in January 2017 acknowledged the UMF campus master planning and encouraged the University to continue its efforts to complete, maintain, and act in accordance with that plan. The Committee set the expectation that UMF would provide a copy of the final, detailed plan when available for final acceptance by the Committee.

The UMF master plan is finalized and is part of a three-tiered planning process, which includes a master plan, a 5-year capital plan and a 1-year capital work plan. The plan is estimated to cost \$47 to \$69 million and to require 20 years. The recommendations call for increasing net asset value with no increase in square footage with the following strategies:

- a) strategically implementing 12 transformative elements;

- b) creating a unified look, clear gateways, four quads (Mantor, Arts, Residential, Roberts), athletic facilities, and universal accessibility;
- c) constructing three new buildings and razing three buildings; and,
- d) modifying certain public streets with town approval.

On a motion by Trustee Johnson, which was seconded by Trustee Turner, the Finance, Facilities, and Technology Committee forwarded this item to the Consent Agenda at the March 26-27, 2017 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees acknowledges the campus master plan from UMF and, without granting Trustee approval for any specific expenditure or capital project that would otherwise require Trustee consideration, accepts the plan and encourages the University to continue its efforts to maintain and act in accordance with the plan as well as other applicable directives of the Trustees.

Sightlines Annual State of Facilities Report. Mr. Gavin and Ms. Emily Morris from Sightlines, presented the annual Return on Physical Asset (ROPA+) findings regarding the University of Maine System's facilities and facility management operations. Overall, the Sightlines data continues to reflect a challenging situation in which the University's renovation age, density and other metrics generally have declined.

To meet the minimum target investment recommended by Sightlines and to slow or stop the deterioration, the system wide facility capital investment would need to be approximately \$35 million annually. To improve net asset value to 63 percent or better, the target adopted by Trustees, the investment would need to be approximately \$80 million annually on a sustained basis. Historically, the University has invested approximately \$20-\$25 million, which is not enough to prevent year-over-year decline.

The foundation has been laid for improving the overall condition of the UMS assets.

- UMS "No New Net Space" policy shows a decrease of almost 200 thousand gross square feet in the last 5 years.
- New operational structures are being implemented across the system to improve the data collected at an institutional level. These structures are important for the development of a holistic planned maintenance program. As projects are completed, increasing planned maintenance and stewardship can extend life cycles and avoid reactive costs in the future.
- Continue to focus on more durable projects in envelope and mechanical systems. This approach will be critical in the next 10 years as 73% of future needs are in these areas.
- Despite all the positive changes, without a sizeable infusion of capital resources, NAV will continue to decline.

Capital Projects Status Report. Mr. Gavin provided an overview of the Capital Project Status Report effective as of January 31, 2017. The report reflects a total of 22 projects or a net increase of two projects since the last report.

Three new projects have been added since the previous report. These are the Aquatic Animal Health Facility, UM, (project number to be determined); Science Building Renovations & Build-Out, USM; and Anderson Hall Renewal & Renovations. These projects were approved by the Board at the January 30, 2017 Board of Trustees Meeting.

One project has closed and has been removed from this report. This project is USM's Improvements to Existing Workspace for the Relocation of Personnel from Perimeter & Lower Density Facilities.

Two projects are newly complete and will be removed from the next report. They are the LAC Nursing Lab Renovation and Science Building Lab Upgrade, both at USM.

Seven projects originally scheduled to be complete in 2016 have been updated to reflect anticipated final completion in 2017. Typically, construction of these projects is complete as shown on the capital project list, but they are not financially or administratively completed or closed out. These projects are: Lewiston Hall Renovation, UMA; Science Labs Renovations, Preble & Ricker, UMF; Forestry Geographic Info Sys Tech Labs/Nursing Lab Renov/Teleconf Ctr Upgrades, UMFK; Bio-Science Chemistry Lab, USM; Bailey Hall Lab Renovation, USM; Wireless Infrastructure Upgrade, USM; and, Improvements to existing space for relocation of personnel from 16 Central Street, UMS.

One project has a change in budget. In accordance with Trustee Policy 701, the Chancellor approved an 8.6 percent adjustment in the Gorham Softball Field Improvements at USM. This policy provides for such adjustments up to 10 percent. The new project total is \$2.389 million. The project is on track to be completed within the updated, adjusted amount. The change was due to additional private funding becoming available for the project and other changes in scope and cost.

Lastly, while it will not appear on the list in this report or on an ongoing basis, the Committee should be aware that the University is supporting and assisting with an approximately \$5.8 million largely capital improvement project by and at the Downeast Institute. This involves collaboration with the University of Maine and the University of Maine at Machias, including a \$2 million sub-grant by the University of Maine of Maine Technology Institute Funding to match DEI's own funding. In this case, the University of Maine is granting rather than receiving the funds. While it is not on university property, the University will not be the signatory to the capital construction contracts and the funds are being expended by DEI, not the University, it also is the case that the University has been a partner in the project. The Downeast Institute has been officially designated as the University of Maine at Machias Marine Science Field Station for more than 10 years, the University is contributing funds, and the University will in various ways be among the users of the updated facility. The project involves an 8,000 square foot addition and other improvements to support employment in the state's seafood industry.

Adjournment.

Ellen Doughty for
Tracy B. Bigney, Clerk