

Board of Trustees 15 Estabrooke Drive Orono, ME 04469

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TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen N. Doughty, Clerk of the Board

February 25, 2019

Ellen I

The University of Maine

University of Maine at Augusta

University of Maine at Farmington

University of Maine at Fort Kent

University of Maine at Machias

University of Maine at Presque Isle

> University of Southern Maine

RE: March 6, 2019 - Finance/Facilities/Technology Committee Meeting

The Finance/Facilities/Technology Committee will meet from <u>9:00 am to 12:00</u> <u>pm on March 6, 2019</u>. The meeting will be located at the University of Maine System Executive Offices, Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. In addition to the Estabrooke Hall location, the following Polycom locations and a conference call connection will also be available:

UMA – Room 125, Robinson Hall UMF – Room 103, Merrill Hall UMFK – Alumni Conference Room, Nadeau Hall UMPI – HR Conference Room, Preble Hall USM – Room 213, Abromson Phone: 1-800-605-5167 code 743544#

Refreshments will be provided at the UMS and the USM locations. The meeting materials are posted to the Diligent Board Portal as well as the Board of Trustees website (http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/finance-facilities-committee/).

If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Ryan Low at 581-1541.

cc: James Page, Chancellor

Trustees who are not members for the FFT Committee Presidents Robert Neely Ryan Low David Demers Tracy Elliott Chip Gavin Miriam White



Directions to the UMS located on the UMaine Campus

From the South on I-95: take exit 191 to Kelly Road and turn right. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

From the North on I-95: take exit 191 to Kelly Road and turn left. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

The UMS is located on the 2nd floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.



Board of Trustees

Finance, Facilities & Technology Committee

March 6, 2019 9:00 am to 12:00 pm Rudman Conference Room, 253 Estabrooke Hall, Orono

AGENDA

9:00 am Technology Items

٠	Review of Projects with a Value of \$250,000 or Greater	TAB 1				
VoIP Conversion, USM						
9:30 am	Facilities Items					
•	Sightlines Annual State of Facilities Report	TAB 3				
•	Dearborn Gym and Alumni Theatre Heating Upgrade, UMF	TAB 4				
•	Capital Project Status Report and Bond Projects Report	TAB 6				
10:30an	n Executive Session					

11:00am Following Executive Session the Finance, Facilities & Technology committee will open the Public meeting to discuss the following:

Energy Project Phase II Approval Request, UM...... TAB 7

Action items within the Committee purview are noted in green. Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.



AGENDA ITEM SUMMARY

- 1. NAME OF ITEM: Review of Projects with a Value of \$250,000 or Greater
- 2. INITIATED BY: Karl W. Turner, Chair
- **3.** BOARD INFORMATION: X BOARD ACTION:
- 4. OUTCOME:
- 5. BACKGROUND:

Dr. David Demers, Chief Information Officer, will provide information on the following projects with a value of \$250,000 or greater:

BOARD POLICY:

- Classrooms for the Future
- UMS Wireless Infrastructure
- HR Enhancements
- MaineStreet Improvements

Classrooms for the Future Update – February 2019

Status

Overall status: Budget status: Schedule status:

tus:

Change from previous report:NoneChange from previous report:NoneChange from previous report:None

Overview

This project will involve renovations to existing classrooms across the entire University of Maine System. The project team will focus on the data obtained during the earlier classroom assessment phase and resulting classroom ratings in order to prioritize work at each campus. The team will also develop standards for equipment in all classrooms. Vendors will be used for the larger renovations and campus services/classroom technology staff will be used for minor renovations and upgrades. Once the rooms have been updated, they will be re-assessed and scored accordingly.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget*	Budget Committed to date	Budget % Committed	Project % Complete	Comments
4/2016	David Demers	12/2019 (updated 11/18)	12/2019	\$4,945,075	\$4,945,075	100%	87%	Total estimated budget reflects additional allocation provided Dec. 2017 as well as contingency funds added December 2018

Status

Winter break projects have been completed and planning has started for Summer 2019. Budgets have been created based upon remaining contingency money and projects have been created. Remaining work at USM Bailey Hall is scheduled to resume Summer 2019 (post-graduation) pending asbestos abatement and clearance from facilities management.

Facilities meetings are underway on the UMaine and USM campuses for planning Summer 2019 classroom upgrades.

Feedback will be gathered from all campuses on the impact classroom upgrades have had on faculty, students and staff. Efforts to obtain this data will be coordinated with Campus IT Officers, Provosts, Deans, the Registrars' offices, Facilities departments, CTEL, CTIL, and instructional designers.

Budget Summary

Campus	Allocation	% Committed to Date	\$\$ Not Yet Budgeted	% Complete
PROJECT TOTAL	\$4,945,075	100%	-0-	87%
UMM	\$240,900	100%	-0-	91%
UMF	\$415,976	100%	-0-	92%
UMaine	\$1,681,630	100%	-0-	90%

UMPI	\$360,276 100%		-0-	79%
USM \$1,238,980		100%	-0-	84%
UMFK	\$287,348	100%	-0-	92%
UMA	\$719,965	100%	-0-	84%

Summary by Campus and Classroom Project

Reference: Campus Room Renovations

Campuses	Rooms By Project Setup	% Complete				
UMA	Music Arts 124	100%				
	RRSC 248 & 255	100%				
	UC Bath/Brunswick 114	100%				
	UC Norway SoPar 114 & 206	100%				
	UC Saco 111	100%				
	UC Ellsworth 2 & 7	100%				
	UC Rockland 410 & 413	100%				
	Jewett 124, 180, 189, 190 & 291	100%				
	RRSC 246					
	UC Rockland 403, 410, 412 (Phase 2)	100%				
	Fine Arts 122					
	Jewett 284, 293, 297	100%				
	Katz 5, 15, 51	100%				
	Katz 14, 53	45%				
	Katz 16	100%				
	Handley Hall	100%				
	LAC 162J, 162K, 162L, 216A, 216B, 218, 222C	100%				
	Bangor 135, 142	100%				
	Camden 304	25%				
	Bangor/Eastport 135, 136, 138	25%				
	Randall 250	25%				
	Jewett 156, 284, 293, 297	25%				

UMF	Poherts 205 & 207	100%					
		100%					
		100%					
	Roberts C23 & 131	100%					
	Ricker Addition 21/						
	Preble 117	100%					
	Roberts 105, 107, 201, 203						
	South 115	100%					
	Education Center 6 & 113	100%					
	Tech Commons Fusion Center	95%					
	Roberts 3, 101, 103	100%					
	Education Center 103, 106, 110, 114	25%					
UMaine	Shibles 202	100%					
	DPC 105	100%					
	Neville 101						
	Estabrook 130, 152						
	Bennett 215						
	Dunn 315 & 316						
	South Stevens 106D						
	DPC 107, 115, 117						
	Boardman 116	100%					
	Boardman 118	100%					
	Shibles 217, 313, 316	100%					
	Nutting 100	100%					
	Aubert 354	100%					
	Hitchner 157	100%					
	Jenness 102, 104, 108	100%					
	Lengvel 127	100%					
	Libby 220	100%					
	Little 110, 120, 206, 220	100%					
	Lord 200	100%					
	Colvin 401	100%					
		100%					

Memorial Gym Complex 106 & 110 (ROTC Army)	100%
Merrill 228a	100%
Murray 102 & 106	100%
N Stevens 235	100%
Rogers 206	100%
ROTC Navy 201 & 203	100%
Deering 101c	100%
Barrows 123, 131, 133	100%
Balentine 129	100%
Dunn 1, 44, 401	100%
Barrows 124	100%
Bryand Global 100	97%
Deering 17	100%
North Stevens 235	100%
South Stevens 232-B	100%
Neville 116, 118	100%
Neville 120	100%
Little 212	100%
Aubert 165	100%
Barrows 128	100%
Class of 44 100	100%
Colvin 401	100%
DPC 111	100%
Little 350	100%
Center Stevens 155	100%
Darling Marine Center Brooke Hall	100%
PAIL Necropsy Lab	48%
Nutting 213	25%
Boardman 210	25%
Lengyel 125, 127	25%

	Center Stevens 355	25%						
	Deering 17, 113	25%						
	Little 211, 212, 219							
имм	Torrey Hall 230, 232, 234 - Phase 1							
	Torrey Hall 106	100%						
	Powers 208 & 209	100%						
	Science 114	100%						
	Science 102 & 120	100%						
	Reynolds Center 14	100%						
	Torrey 230, 232 & GIS Lab - Phase 2	100%						
	Performing Arts Center	95%						
	Science 13, 115	25%						
	Powell 123	100%						
	Cyr 113							
	Old Model School 11							
	Cyr 200 & 201							
	Cyr 203							
	Cyr 200, 201, 204, 209							
	Nadeau Telecom Room							
	Powell 123 - Phase 2							
UMFK	Cyr 111, 205, 207, 213	25%						
	Folsom 206	100%						
	Pullen 113, 212, 216	100%						
	Folsom 204 & 205	100%						
	Houlton 110	79%						
	Folsom 203	100%						
	Pullen 212	100%						
	Pullen 213	100%						
	Pullen 215	48%						
UMPI	Preble 239	100%						

	Gentile Athletic	100%
	Weidan Training	100%
	Houlton 109, 124, 125	25%
	Pullen 111, 113, 210, 213, 214, 215, ART	25%
	Folsom 301, 303, 304	25%
USM	405 Bailey	100%
	John Mitchell 217	100%
	Payson Smith 301A	100%
	LB 103	100%
	Masterson 113	100%
	Bailey 320	100%
	Bailey 10, S113, 201, 202, 204, 205, 206, 207, 208, S213, S215, 218, S312, S313, 315, L319, 320, L321, C402, C403, C, 405,	100%
	Corthell 112, 211, 212	100%
	John Mitchell 151, 164, 191	100/
	John Mitchell 233, 235, 242, 252, 265, 270	4070
		77%
	LAC 287	100%
	LAC 210, 211, 212, 214, 216, 218, 224	100%
	LB 208, 209, 241, 302, 303, 310, 326, 327, 402, 403, 410, 424, 425, 502, 503, 509, 510, 523, 524	100%
	Payson Smith 1, 41, 42, 44, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 211, 303, 304, 306	100%
	Wishcamper 103, 113, 417, 419/427	48%
	Science 203, 403	48%
	Law 118	100%
	Payson Smith 42 & 44 - Phase 2	100%
	Payson Smith 201, 206, 304, 306 - Phase 2	48%
	Bailey 218 & 312	100%
	Bailey 313	75%
	Bailey 402	68%
	LAC 104, 106	100%

Glickman Library 423/424	100%
Luther Bonney 209	100%
Science 157	100%
Science 533	100%
Russell 1 and Dance Studio	100%
Masterton G38	100%
LB 410, 524	25%
Corthell 320	25%
LAC 105, 108, 110	25%

*Summary Table Note - Phase 1 refers to Summer 2017 projects and Phase 2 refers to Summer 2018 projects.

Risks

• The discovery of asbestos containing materials at USM has led to more thorough testing prior to starting work in a building. The need to complete more testing than anticipated and possibly conduct abatement has delayed the project schedule. An abatement plan has been completed to allow work to continue at USM during Summer 2019.

UMS Wireless Infrastructure Update February 2019

Status

Overall status: Budget status: Schedule status: Change from previous report:NoneChange from previous report:NoneChange from previous report:None

Overview

This project is a wireless technology connectivity Initiative to upgrade wireless service and associated cabling and equipment at all campuses to bring wireless capacity to gigabit speeds to support learning and living spaces.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
4/2016	Jeffrey Letourneau	12/2019 (updated 11/18)	12/2019	\$13,215,000	\$10,228,158.59 (\$527,347 encumbered)	82%	

Status

At UMF, new fiber optic cables are being installed to upgrade the campus network infrastructure. This work will be completed by the end of March.

Cabling will begin in Cyr Hall/Fox Auditorium at UMFK in mid-February and should be completed by April.

Cabling in the Library at UMPI will begin mid-March and will be completed by May. Assessment of conduit conditions for fiber infrastructure upgrades is pending spring thaw.

On the UM campus, work continues in Hitchner Hall. Cabling will begin in Donald P Corbett Hall in early March. The project team is working on estimates for several other buildings. Resources are shifting to plan upgrades of residence halls during summer break. While not funded by this project, the residence hall upgrades require the same resources.

We are continuing to make significant progress at USM. Glickman Library and Masterton Hall are substantially complete with only a few punch list items remaining. Luther-Bonney and Payson-Smith Halls are in progress and will be completed within 2-3 months. Facilities preparation is underway or being planned in Science, Brooks, Costello, Corthell, and Sullivan. Work in Bailey Hall is scheduled to resume Summer 2019 pending asbestos abatement as laid out in the collaborative plan presented at a previous FFT meeting. The HVAC design for multiple buildings is on schedule. Construction bids will be requested in March with the work scheduled for late spring into summer 2019.

At UMA, no additional work is currently underway or being planned. Project work is complete on the UMM campus with the exception of minor facilities management tasks.

BUDGET SUMMARY

Campus	Allocation	% Budgeted to Date	\$\$ Not Yet Budgeted	% Expended & Encumbered to Date	\$\$ Expended & Encumbered	\$\$ Not Yet Expended/Encumbered
PROJECT TOTAL	\$13,215,000	96%	\$590,905	77%	\$10,228,159	\$2,986,841
Equipment in Inventory					\$817,029	
System-wide Services	\$620,000	100%	\$0	100%	\$620,452	-\$452
UM - Machias	\$733,200	100%	\$0	100%	\$733,200	\$0
UM - Farmington	\$1,674,800	100%	\$0	98%	\$1,645,165	\$29,635
UMaine	\$3,294,600	92%	\$273,380	72%	\$2,358,137	\$936,463
UM - Presque Isle	\$700,200	100%	\$0	89%	\$624,378	\$75,822
USM	\$5,017,600	94%	\$317,525	46%	\$2,318,685	\$2,698,915
UM - Fort Kent	\$614,600	100%	\$0	92%	\$564,741	\$49,859
UM - Augusta	\$560,000	100%	\$0	98%	\$546,371	\$13,629

(*) = original \$11.2M allocation plus reallocation of \$980k plus \$620K required from contingency funding for system-wide licensing. 12/2018 - additional \$415,000 from contingency.

BUILDING SUMMARY

Complete		Installation & Deplo	oyment Scheduled /	Planning - Not yet
		In Progress ²		Budgeted
University of Maine	at Augusta			
Lewiston	Eastport			
Katz	Camden			
Jewett	Belfast			
Randall	Civic Center			
	College			
	Center			
University of Maine	at Farmington			
Mantor Library	Lockwood	Campus Fiber		Roberts Learning
Dakin	Purington			Center ³
Black	Stone			
Mallett	Scott North			
	Scott West			
	Scott South			
University of Maine	at Fort Kent			
Powell	Blake Library	Cyr Hall		Old Model Sch ³
The Lodge				
Crocker				
University of Maine	at Machias			

Torrey Hall / Merrill	Powers			
Library	Science			
Reynolds	Kilburn			
	Dorward			
	Sennett			
University of Maine a	at Presque Isle			
Park	Merriman	Campus Fiber		
Emerson	Folsom-	Library		
	Pullen			
	Wieden			
University of Maine				
Fogler Library	Boardman	In Progress	Begin 3-6 months	Colvin Hall
Shibles	Murray Hall₄	Estabrook Core	Neville (90%)	Sculpture Building
Bennett	Little	(95%)	Barrows (50%)	Dunn
Rogers	Aubert	Hitchner (85%)	<u>Begin 6-9 months</u>	
Jenness	Class of 1944	Hart Core (15%)	Winslow(85%)	
Lord	Lengyel	Donald P Corbett	Crosby Lab	
Bryand Global		(5%)		
Science		Begin 0-3 months		
		Nutting (85%)		
		Fernald (60%)		
University of Souther	rn Maine			
Drawing Studio	Abromson	In Progress	<u>Begin 3-6 months</u>	
Print Studio	Masterton	Luther-Bonney	Corthell	
Academy Building	Hall	(50%)	Brooks Dining	
	Glickman	Payson-Smith	Costell Complex	
Wireless Only	Library	(25%)	Sullivan Complex	
Wishcamper			<u>Begin 6-9 months</u>	
John Mitchell Cen		Begin 0-3 months	Lewiston-Auburn	
Law Building		Science (60%)	Woodbury	
		Wishcamper	Bailey (85%) - on	
		(wired)	pause	
		JMC (wired)		

¹ Networks are online and functioning; some testing and close-out paperwork may remain to be done
 ² Dates are estimated start dates for cable installation & deployment – subject to change
 ³ Insufficient funding to upgrade entire building; minimal upgrades to support Classrooms for the Future or future upgrades

⁴Partial upgrade due to building limitations

Risks

• Identification of asbestos containing materials (ACBM) at USM in an area that was not anticipated has led to a higher awareness of and need to test for ACBM. Both the need for increased testing and the probability of higher than anticipated abatement needs will impact both project schedule and cost. The degree of impact will not be known until test results are completed.

- The project team is working closely with the Classrooms for the Future project team to coordinate efforts. Campus decisions to prioritize upgrades in residence halls over classroom buildings may negatively impact the Classrooms for the Future project.
- Many of the buildings require modifications by Facilities Management prior to network installation. The project team is working with each campus to plan this work. Resource availability and scheduling for this work may cause project delays.
- A risk to perceived success is unreasonable stakeholder expectations. Although a ubiquitous system-wide upgrade is needed, this project will only partially meet that need given the constraints of limited resources (schedule, budget, staffing, construction limitations, and coordination with other campus resources).
- Many buildings have network infrastructure that will need to be upgraded before new wireless networks can be installed. In some cases, this may include new fiber installation and/or the need for facility renovations.
- The phased funding approach will necessitate maintaining two separate WiFi networks on most if not all campuses driving up the ongoing operational costs and efforts for US:IT while creating inconsistent wireless service levels building to building on the campuses.
- There are a large number of factors and variables that will affect this project's timeline. There are other sizeable projects taking place at the same time. Another factor affecting the timeline will be the coordination among involved entities in setting priorities and timing.

HR Enhancements Update – February 2019

Status

Overall status: Budget status: Schedule status:



Change from previous report:NoneChange from previous report:NoneChange from previous report:None

Overview

To expedite and achieve economies of scale, this project will deliver improvements in interfaces and systems that support the Benefits and Payroll Center of Excellence.

Initiation Date	Sponsor(s)	Original Estimated Completion Date	Completion Date	Initial Budget	Current Balance	Project % Complete	Comments
6/2017	David Demers Mark Schmelz	10/2018	02/2019	\$480,000	\$76,774	98%	

Status

Despite efforts recently required of HR and IT resources to resolve MaineStreet HR production issues related to the Maine tax code table along with completing 1095-C processing and MaineStreet HR patch testing, all enhancements prioritized for the project have either been completed or are nearly completed. The project is on track to be fully closed during March.

Enhancement work not to be completed will include developing automated forms processing. Prototypes were built as was outlined in the project's scope, but due to competing priorities, development work will not proceed at this time. Delivered forms and guided self-service functionality has been explored and tested. It is recommended that each component be included in a separate project moving forward.

At this time, Human Resources and Information Technology are assessing priorities and will pivot efforts toward two separate projects that involve developing technology solutions to support a Federally mandated extended day meal tax and automation of Persons of Interest records for the VP of Academic Affairs.

Recently Completed Enhancements

- Employee onboarding Activity Guides are completed and in production. Changes to the MaineStreet and MyCampus portal links are required prior to fully launching the guides.
- HireTouch integration
- Automated I-9 form processing

All Completed HR Enhancements

- Roth IRA
- Payroll Workcenter
- Automated Time Reporter Setup
- Benefits auto-enrollment
- eStudent rehire and new hire process expansion
- Automatic notifications for direct deposit

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- Employee onboarding Activity Guides
- HireTouch Integration
- Automated I-9 form processing

Planned Future Enhancements

- Automated Life Event processing configuration and testing on hold until April due to year end processing.
- Customized online forms with workflow
 - Functional Requirements documented; on hold until UMS priority work is completed.
- Auto-notifications for when:
 - \circ a benefit event is finalized
 - \circ an employee submits intent to retire via self-service
 - new hire is created
 - o a Person of Interest
 - (POI)

MaineStreet Improvements Update – February 2019

Overview

This initiative is comprised of two projects; a technical upgrade of the PeopleSoft (MaineStreet) Campus Solutions student information system from version 9.0 to 9.2 and a project to enhance the PeopleSoft user experience (UX Enhancements).

• **Campus Solutions 9.2 Upgrade**: This project will upgrade the UMS MaineStreet Campus Solutions system from version 9.0 to version 9.2 and the CS PeopleTools (the underlying PeopleTools architecture) from version 8.55 to version 8.56. The upgrade will maintain Oracle compliance and continued support of the system. Wherever possible, the project will make improvements in business practice that will not significantly or materially change the timeline or the scope of the upgrade project.

In addition to the CS application and PeopleTools upgrades, the scope includes transitioning the CS PeopleSoft environments from the legacy Solaris architecture to Linux architecture.

• **PeopleSoft User-Interface Platform**: This project will acquire and deploy a 3rd party PeopleSoft User-Interface Platform to streamline and improve usability, navigability, and utility of the MaineStreet environment for students and faculty alike. Additionally, enhanced Single Sign-On capabilities would be deployed to support a secure, fully integrated user environment.

Project	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete
CS Upgrade	October 2018	David	June 2019	June 2019	\$1,349,263	\$944,997	50%
UX Enhancements	September 2018	Demers	January 2019	September 2019	\$463,680	\$385,179	10%

Campus Solutions Upgrade Status



Change from previous report:NoneChange from previous report:NoneChange from previous report:None

Summary Status

The project remains on track for an early June 2019 go-live. Since the last report, the project Functional Team conducted Unit Testing on January 15 & 16, where it tested baseline processes in an upgraded CS 9.2 Test system (CS92TST) to make certain they functioned as expected. The testing went very well and no major issues were encountered. The Technical Team completed Test Move to Production #1 and is preparing for Test Move to Production #2.

An Initial Upgrade pass of the CS Reporting database (CSRPT) was recently completed and a clone of the upgraded reporting database (CS92TSR2) was shared with the Development and Functional Teams for testing.

.1

The Project Team is collaborating with our project consultant (ERP Analysts) to develop a replacement for the UMS-developed SQR Runner Tool that currently runs within CSRPT. The reporting tool must be replaced because its dated design puts it at risk as we migrate to the new Linux architecture and upgraded OS and PeopleTools versions. The decision to allocate resources towards building an SQR Runner replacement was made after assessing its current usage and consulting with functional area leads who indicated the tool was still key to their operations. Rather than assigning the development effort to US:IT resources, it was decided to outsource development to our upgrade partners at ERP Analysts.

ERP Analysts' TaaS (Testing as a Service) team recently completed its first round of testing processes in the CS 9.2 test environment and the Functional Team is currently reviewing the results. The Technical Team is also working with the TaaS team to conduct initial load testing on the new Linux architecture to determine if it is structured to support peak Campus Solutions load periods or if adjustments to the architecture are necessary.

The next major project milestone is System Integration Testing (SIT) scheduled for the week of March 18. During SIT, the Functional and Technical teams will primarily focus on testing integrations to 3rd party systems (TouchNet, SAS, CollegeNet, National Student Clearinghouse, etc.).

Completed Since Last Report

- Unit Testing
- TaaS testing scripts
- Round one TaaS testing
- Test Move to Production #1
- Initial upgrade pass for CS reporting database
- Distribution of initial upgrade communication to UMS faculty, staff, and students

In Progress

- Preparing for Test Move to Production #2
- Testing upgraded CS reporting database (CSRPT)
- Preparing for TaaS load testing
- Preparing for System Integration Testing
- Finalizing communication and training strategies

Risks & Mitigation Strategies

Risks	Risk Management Plans
Technical resource constraints due to competing demands (Bundle 52 preparations and issue resolution, MaineStreet Portal Upgrade, production support efforts)	 Proactive approach with respect to scheduling resources. The CS Upgrade project is the top priority. The timelines of competing projects are continually monitored and adjusted when necessary. Leveraging ERPA Technical consultants to augment UMS resources.
When the UX Enhancements project kicks-off, it will utilize some of the same technical resources required for the CS Upgrade project.	• Clear effort estimates and thoughtful planning of work/milestones will be critical to ensure adequate resource availability.

The CS Upgrade and the 3rd party PeopleSoft User-Interface Platform projects will impact many of the same stakeholders and will be deployed within relatively close range of each other. Clear, proactive communication with stakeholders about the impact of each deployment will help manage expectations and minimize confusion.

None

None

None

PeopleSoft User-Interface Platform Status



Summary Status

The RFP process for the acquisition of a 3rd party enhancement tool has been completed, and a contract with the top vendor, HighPoint, has been fully executed. UMS and HighPoint representatives will meet on February 20 to discuss technical requirements and functional options and recommendations, which will help inform the implementation plan. Methods to gather input from faculty and students with regard to the implementation plan are being developed. Roll out of the initial set of modules is targeted for the Fall 2019 term.

Recently Completed

- RFP posted on September 7, 2018
- Review of proposals completed October 16, 2018
- Vendor reference checks completed December 21, 2018
- HighPoint contract execution completed February 7, 2019

In Progress

- Project planning
 - Developing project plan
 - Forming project teams

Risks & Mitigation Strategies

Risk	Risk Management Plan
The Campus Solutions Upgrade and the 3rd party PeopleSoft User-Interface Platform projects will impact many of the same stakeholders and will be deployed within relatively close range of each other.	• Clear, proactive communication with stakeholders about the impact of each deployment will help manage expectations and minimize user confusion.
The Campus Solutions Upgrade project utilizes some of the same technical resources that the 3rd party PeopleSoft User-Interface Platform Project will require.	• Clear effort estimates and thoughtful planning of work/milestones will be critical to ensure adequate resource availability.

Deploying a new solution immediately after summer break, when many faculty and students are not engaged, can result in training and support challenges at the start of the fall term.	• Engaging with stakeholders at an early stage will help inform decisions regarding functional deployment.
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Academic Projects Total Budget = \$230,000 Academic Projects Total Budget = \$50,000 Human Resources Projects Total Budget = \$10,000 Information Technology Projects Total Budget = \$17,324,493







US:IT	Project (>\$ oms for the Fut	250,000) ure (Tab 1.1	Review L; Page 5)	Maine's Public Universities UNIVERSITY OF MAINE SYSTEM
• 2017	7-2019 Classroo	m Upgrades		
	Campus	Feb'1	9	
	UMA	84%	•	
Ŕ	UMF	92%	•	
and the second	UMFK	92%	•	
X	UMM	91%	•	
	UM	90%	•	
	USM	84%	•	
<u></u>	UMPI	79%		





US:IT P	roject (>\$ eless Infrastr	250,0 ucture (00) Rev Tab 1.1; Pa	iew age 12)	Maine's Public Universities UNIVERSITY OF MAINE SYSTEM
Campus	Feb (% Budg	(eted)	Feb (% Co	omplete)	
	100%	•	96%	0	
UMF	100%		99%	0	
UMFK	100%		88%	0	
в имм	100%		99%	0	
UMaine	92%	0	62%	0	
USM	94%	•	56%	0	
UMPI	100%		91%	•	













AGENDA ITEM SUMMARY

- 1. NAME OF ITEM: VoIP Conversion, USM
- 2. INITIATED BY: Karl W. Turner, Chair
- **3. BOARD INFORMATION**:

4. OUTCOME:

Improve stability, functionality and telecommunication capacity; Achieve consistency and parity in telecommunications infrastructure across UMS

BOARD ACTION: X

BOARD POLICY:

701 Financial Affairs-Operating & Capital Budget

5. **BACKGROUND**:

The University of Maine System requests authorization to expend up to \$809,000 over three years to migrate telephony services at the University of Southern Maine to Voice-over-IP. Funding for this initiative is available through IT Capital Reserves.

This request is pursuant to Board of Trustees Policy 701 Financial Affairs, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee.

This project will serve to establish parity of telecommunications services across the University of Maine System and provide direct benefit to the USM community by improving telephony reliability, functionality and capacity. This project will also benefit from recent investments in data wiring infrastructure at USM which has effectively reduced cost estimates for VoIP deployment with updated networking equipment and wiring now available.

Total project costs are estimated at \$809,000 with work ready to begin in April 2019 and extending through August 2021.

6. TEXT OF PROPOSED RESOLUTION:

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the March 24-25, 2019, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees authorizes the University of Maine System to expend up to \$809,000 from IT Capital Reserves over three years to complete the migration of telephony services at the University of Southern Maine to Voice-over-IP.



AGENDA ITEM SUMMARY

- 1. NAME OF ITEM: Sightlines Annual Facilities Report, UMS
- 2. INITIATED BY: Karl W. Turner, Chair
- **3. BOARD INFORMATION: X**

BOARD ACTION:

4. OUTCOME:

BOARD POLICY:

5. BACKGROUND:

Sightlines will present its annual Facilities Benchmarking and Analysis findings regarding the University of Maine System's facilities and facility management operations.

Sightlines will be available to present and discuss the annual report. While the entire updated report is attached for Trustees' information, in the interest of time, only selected slides will be reviewed during the live presentation.

A key metric formally adopted by Trustees – density as measure of the intensity or efficiency of the use of our space – has stabilized in FY2018 against an overall downward trend. This is illustrated on Slide 11 in the slide numbering sequence.

While this is only a single data point and not yet a trend, it does indicate the University's efforts to constrain and reduce its footprint, among other factors, are starting to make a difference. The University's footprint is coming more into line with a size appropriate to the population it serves. Sightlines will elaborate on this.

Beyond density, the Sightlines data continues to reflect a challenging situation in which the condition of the University's facilities as measured by renovation age and net asset value have continued to decline. The University is currently on pace to see more than half of all space not have been meaningfully renovated in more than 50 years by 2023. This is illustrated on Slide 20 in the slide numbering sequence.

The measures of condition or quality of the University's facilities simply are unlikely to improve overall until and unless substantially more investment is made in existing facilities each year. The University has begun to do work with the bond request approved by voters last November.

Additional slides of potential particular interest may include:

- Slide 7 summarizes Sightlines core findings for the year.
- Slide 25 highlights a few projects planned to be completed once the Space Reduction Initiative is implemented.
- Slide 41 shows the continuing positive news about carbon reduction at the University.
- Slide 51 illustrates the ongoing gap between current investment levels and the levels that would be needed to meet Trustee priorities.
- Slide 52 illustrates the long-term trend of deteriorating facility condition.
- Slide 64, shows the positive impact on NAV at UMF through the renovations and removal of buildings enabled by the State bond funding.
- Slides 60-65 show the projected impacts the State bond funded projects will have.
- Slide 70 and onward detail the current status of the facility-related key performance indicators previously adopted by Trustees



The University of Maine System FY18 ROPA+ March 2019

University of Vermont University of Washington University of West Florida University of Wisconsin - Madison Vanderbilt University Virginia Commonwealth University Wake Forest University Washburn University Washington State University Washington State University - Tri-Cities Campus Washington State University - Vancouver Washington University in St. Louis Wayne State University Wellesley College Wesleyan University West Chester University West Virginia Health Science Center West Virginia University Western Oregon University Westfield State University Widener University Williams College Worcester Polytechnic Institute Worcester State University



University of Toledo

Sightlines by the Numbers

Robust membership includes colleges, universities, consortiums and state systems



2

Vocabulary for Facilities Measurement, Benchmarking & Analysis

Annual Stewardship

The annual investment needed to ensure buildings will properly perform and reach their useful life.

"Keep-Up Costs".

Asset Reinvestment

The accumulation of repair and modernization needs and the definition of resource capacity to correct them.

"Catch-Up Costs"

Operational Effectiveness

The effectiveness of the facilities operating budget, staffing, supervision, and energy management.

Service

The measure of service process, the maintenance quality of space and systems, and the customers opinion of service delivery.

Operations Success

Asset Value Change



3

Vocabulary for Facilities Measurement, Benchmarking & Analysis

Reinvestment	Operational Effectiveness	Service
State Funding University Revenue	Facilities Operating Budget	Work Order Process Analysis
Campus Capital Accounts	Staffing and Supervision	Campus Inspection
Bonds, Grants, Gifts "Catch-Up Costs"	Energy Cost and Consumption	Customer Satisfactior Survey
	Reinvestment State Funding University Revenue Campus Capital Accounts Bonds, Grants, Gifts <i>"Catch-Up Costs"</i>	ReinvestmentEffectivenessState Funding University Revenue Campus Capital Accounts Bonds, Grants, GiftsFacilities Operating Budget"Catch-Up Costs"Staffing and SupervisionEnergy Cost and Consumption

35

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Peer System Comparisons

State System Comparisons

Massachusetts State Universities

Mississippi Institutions of Higher Learning

Oregon University System

Pennsylvania State System of Higher Education

University of Alaska System

University of Missouri System

University of New Hampshire System



Comparative Considerations

Size, technical complexity, region, geographic location, and setting are all factors included in the selection of peer institutions



36
New in FY18

Data Updates

- Reconciled building GSF numbers with AiM inventory
- > Verified Sightlines staffing metrics (coverage and supervision) in depth with all campuses
- Energy tracking/reporting change

Impact to Analysis

- Overall GSF numbers increased
- > NAV shifted to a slightly higher value than previously reported
- Sightlines staffing metrics (coverage and supervision) changed, primarily in the maintenance supervision area





Summary of Findings

- Density stabilizes due to a similar enrollment profile and no major changes in GSF across the system.
- Total capital investments increase from FY2017 but fail to meet the Sightlines' annual recommended target.
- Project selection shifts towards space/programming needs in FY18 rather than envelope/mechanical projects.
- Opportunity exists to improve the NAV of the UMS through the recently approved State of Maine bond.







Space Profile



UMS GSF Declined 2.7% Over the Past 7 Years

System GSF decreased by 253K GSF over time



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Student Enrollment Stabilizes in FY2018

Student enrollment has decreased 11% since 2006



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Density Across the Maine System

Density remains at 326 users/100K GSF in FY2018



Density at Maine System Level

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Density Across the System Varies



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National Construction Trending in Higher Education

Funding sources should be allocated based on age and condition of the buildings



1880 1885 1890 1895 1900 1905 1910 1915 1920 1925 1930 1935 1940 1945 1950 1955 1960 1965 1970 1975 1980 1985 1990 1995 2000 2005 2010 2015 2020

Sightlines Database- Construction Age



Average Construction Age of Post-War Buildings: 53 years old

Funding sources should be allocated based on age and condition of the buildings



Sightlines Database- Construction Age — UMS Construction Age



Maine System Continues to Age Over Time



Campus Renovation Age Distribution Over Time

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Space Over 50 is Growing

Consistent distribution of high risk space over the years



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68% of Space Drives Investment Needs at UMS



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High Risk Profile Consistent Across All Campuses

UM, UMM and UMF have the highest risk based on age profile over 25 years old



FY18 Renovation Age Across System

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Significant Growth in % of Buildings Over 50 Years Old

Peers in 2018 have the same % of space over 50 as UMS did in 2006



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By 2023 55% of Space Will be Over 50 Years Old

Plan now for major life cycle replacements in these buildings



*FY22 is calculated as campus is today, with no changes to the space profile



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Over 45 Year Old Analysis

Renovation Age

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Over 45 Template Distributed to Every Institution

Sample taken from UMS

Building Name	GSF	Program Use	Historical Registry Listing	Utilization Rate	Condition	Value to Program	Value to Institution's Mission
Colvin Hall-Aux	12,677	Residence Hall	Yes	1: High	1: Excellent Condition	1: Valuable	1. Supports Institution's Mission
Stodder Hall	56,159	Residence Hall	No	1: High	1: Excellent Condition	1: Valuable	1. Supports Institution's Mission
Eastport Hall	18,680	Academic	No	1: High	1: Excellent Condition	1: Valuable	1. Supports Institution's Mission
Mantor Library	17,062	Academic	No	1: High	1: Excellent Condition	1: Valuable	1. Supports Institution's Mission
Lewiston Hall	26,631	Acad/Admin	No	2: Moderate	1: Excellent Condition	1: Valuable	1. Supports Institution's Mission
Main St-246, Admissions-Art Gallery	8,471	Academic	No	3: Low	1: Excellent Condition	1: Valuable	1. Supports Institution's Mission

The following slides will dig deeper into some of the buildings on this list.



Total Maine System Findings

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Comparing condition with utilization across the system



Candidates for Potential Renovation

Comparing condition with utilization across the system



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Potential Candidates for Removal

Comparing condition with utilization across the system



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Less Historic Buildings

Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

Buildings Over 45 with Poor Condition/Low Utilization	Sum of GSF
The University of Maine	456,647
University of Maine at Augusta	17,851
University of Maine at Farmington	60,965
University of Maine at Fort Kent	19,328
University of Maine at Machias	5,000
University of Maine at Presque Isle	793
University of Southern Maine	206,605
Total	767,189

Buildings Over 45 with Poor Condition/Low Utilization	Sum of GSF
The University of Maine	277,186
University of Maine at Augusta	17,851
University of Maine at Farmington	60,965
University of Maine at Fort Kent	19,328
University of Maine at Machias	5,000
University of Maine at Presque Isle	793
University of Southern Maine	196,077
Total	577,200



Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

Buildings Over 45 with Poor Condition/Low Utilization	Sum of GSF
The University of Maine	277,186
University of Maine at Augusta	17,851
University of Maine at Farmington	60,965
University of Maine at Fort Kent	19,328
University of Maine at Machias	5,000
University of Maine at Presque Isle	793
University of Southern Maine	196,077
Total	577,200

Buildings Over 45 with Poor Condition/Low Utilization	Sum of GSF
The University of Maine	259,280
University of Maine at Augusta	15,576
University of Maine at Farmington	60,465
University of Maine at Fort Kent	15,964
University of Maine at Machias	5,000
University of Maine at Presque Isle	409
University of Southern Maine	195,889
Total	552,889



Less Storage



Operations Success



UMS Daily Service Increase in FY18



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UMS Planned Maintenance 4.9% of Budget in FY18

Better tracking & improved Planned Maintenance programs drive investment closer to peer levels



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30

3.1

Maintenance Operations

Staff covered fewer GSF/FTE, less supervision than peers



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Maintenance – Coverage Decreases, Less Supervision

Maintenance Staffing Maintenance Supervision 100,000 14 Higher Ed. Public School Average 90,000 Higher Ed. Public School Average 12 80,000 10 70,000 60,000 **GSF/FTE** 8 50,000 6 40,000

UMS maintenance workers have similar supervision to public school average



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Custodial Operations

UMS has more custodial staff than peers and public school average



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Custodial – Coverage Increases, Supervision Increase

UMS has more custodial staff than public average



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Grounds Operations

Grounds staff responsible for more acres than peers and public school average



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Grounds – Coverage Decreases, More FTEs/Supervisor

Grounds staff responsible for more acres than public school average



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2017 Customer Satisfaction Survey

UMS averaged 72% for customer satisfaction



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Opportunities with the Work Order System

Improving the scheduling process and feedback loop in the work order system could increase satisfaction



Total Energy Consumption Increased in FY18

Consumption correlates with Heating Degree Days





*Degree days noted are based on the Orono, Maine location

**Fossil fuels contain all heating fuel sources, including alternative fuel sources (ie biomass, wood chips, etc.) 3^9

Consumption Decreasing Since 2016 When Normalized for HDD

Graph shows what the consumption would be if each year experienced 2018 degree days



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*Degree days noted are based on the Orono, Maine location

**Fossil fuels contain all heating fuel sources, including alternative fuel sources (ie biomass, wood chips, etc.)

Fuel Mix Continues to Trend Towards Emitting Less Carbon



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*High intensity fuels include oil #2 and oil #6 **Low intensity fuels include natural gas and propane


Total Gross Emissions Over Time

Higher consumption in FY18 dictates higher total gross emissions



MTCDE = Metric Tons of Carbon Dioxide Equivalent

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3.1



Asset Value Change © 2019 The Gordian Group, Inc. All Rights Re

Total Capital Investment Increases From 2017





Examples of Excluded Capital work include: Study/Design fees, IT work, and demolition costs. These are necessary capital costs for Facilities Operations but do not add value/enhance existing buildings.

Capital Investment Profile Improving Over Time





Examples of Excluded Capital work include: Study/Design fees, IT work, and demolition costs. These are necessary capital costs for Facilities Operations but do not add value/enhance existing buildings.



Investments Focus on Existing Space



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buildings.

Gap In Investment Widens



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Project Selection Comparable To Peers

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Investment Shifts Away From Higher ROI Projects



UMS Investment Over Time

49

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UMS FY18 Annual Investment Target: \$37.5M

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UMS Falls \$19M Short of Annual Investment Target in FY18

Deferral to Backlog of Need Continues in FY2018



Historical Capital Investment in Existing Space vs Funding Target

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Does not include infrastructure, new space or excluded capital spending

Rate of Deferral Slows But NAV Continues to Decrease



FY18 Net Asset Value By Campus



3.1



ROPA+ Prediction © 2019 The Gordian Group, Inc. All Rights Re

ROPA+ Prediction Overview

Regionalized costs based on comprehensive database of building systems

6 Subsystems Roof Envelope HVAC Systems Electrical Plumbing Interiors 96% of Building Costs





\$1.15B of Need at UMS Over the Next 10 Years

Current Need or Deferred Maintenance accounts for 20% of total need, \$246.2M



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3.1

- ✓ Modernization and Infrastructure Needs
- ✓ Estimated using a combination of the Sightlines' database and BPS analyses.

✓ Combination of Funds

- ✓ Life Cycle Needs coming due between 2019-2028
- ✓ "Keep-Up" Funds
- ✓ Deferred Maintenance
- ✓ The subsystem has already failed
- ✓ The subsystem is functioning with substantial degradation of efficiency or performing at increased cost

✓ "Catch-Up" Funds

Majority of Current Need Falls into HVAC and Building Exteriors



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Envelope/Mechanical Requirements Account For 78% of 10 Year Need

Stronger investment in mechanical work needed in future years



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Strategic Roadmap to Achieve UMS Goals



3.1

Bond Allocation Split Between Existing Space and New Space



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Existing Space Spending Breakout

25% of existing space allocation is towards major renovations that may reset building life cycles



Existing Space Spending Allocation

Major Renovation Projects

OLSEN STUDENT CENTER	
Olsen Student Center Renovation	\$ 1,900,000.00
WIEDEN HALL	
Infrastructure improvements to support allied health program growth	
and gymnasium functionality and accessibility.	\$ 4,038,500.00
Grand Total	\$ 5,938,500.00



Stable GSF Projected With Bond Plan

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UMFK NAV Scenario

NAV would increase by about 2% with Enrollment and Advancement Center replacing smaller buildings on campus



UMF NAV Scenario

UMF plan will remove \$10M of backlog from inventory



Sightlines' Target Not Met With Existing Space Investment Plans

Graph assumes UMS will fund the campuses at 5-year historic levels, excluding other bonds



Capital Investment in Existing Space vs Funding Target Over Time

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Historical data does not include infrastructure, new space or excluded capital spending



Concluding Comments





Concluding Comments

✓ Utilize UMS Bond Funding to Bolster Capital Investments

- Strategic allocation of the UMS bond will be critical to moving towards KPI goals of increasing Net Asset Value and decreasing space over 50 years old.
- The current plan (demolitions and renovations) coupled with other demolitions funded through additional sources will take \$17M of need off the system inventory.
- Despite the increased investment, there is still a gap between actual investment and the Sightlines' recommended target.
 - Strategic project selection within existing buildings will be critical to address deferred maintenance in older spaces not being targeted though the bond.
 - Continue to assess older buildings and utilization to determine if any can be removed from the inventory.

✓ Understand Operating Performance

 Continue work on getting AiM system fully functioning throughout the system with adequate support at the campuses to input the appropriate information in a timely manner. This will help develop system wide reports to track and monitor operating resources.







Questions and Comments



3.1



Appendix: UMS Key Performance Indicators



Using Sightlines Data to Monitor UMS KPIs

 Density: Number of users Current UMS measure: 297 Interim Goal: 332 Peer/Industry standard: 460 Long-term System goal: 415 	 2. NAV: Net Asset Value Current UMS measure: 59% Interim Goal: 63.5% Peer/Industry standard: 75% Long-term System goal: 70% 	 3. Capital Expenditures on Existing Space; %CRV Current UMS measure: 1.88- 2.34% Peer/Industry standard: <1.5% Periodic reporting recommended.
 4. Annual Facilities Operating Expenses; Maintenance, Custodial, Grounds, & Paid Utilities % GIR Current UMS measure: 9.67% At this time, there are no commonly accepted standards in this area. UMS will continue to track, report, & internally benchmark their progress. 	 5. Total Cost of Ownership (TCO); UMS should formally consider lifetime cost of a facility and other KPIs in planning and decision making, not only one-time construction costs. 	6. Energy Cost; per GSF Current UMS measure: \$1.72 Peer/Industry standard: \$1.98 Periodic reporting recommended.
 7. Annual Facilities Operating Expenses; Maintenance, Custodial, Grounds, & Paid Utilities % CRV Current UMS measure: 2.89 - 3.60% Peer/Industry standard: TBD Periodic reporting recommended. 	 8. Annual Facilities Operating Expenses; Maintenance, Custodial, Grounds, & Paid Utilities per GSF Current UMS measure: \$6.70 Peer/Industry standard: \$6.13 Establishment of specific goals to be revisited in FY17. 	 9. Preventive Maintenance/ Demand Maintenance; % Annual Expenditures Current UMS measure: 3% Peer/Industry standard: in evaluation Establishment of specific goals to be revisited in FY17.
 10. Coverage: FTE (Maintenance, Custodial, Grounds); per GSF Continue to monitor GSF/FTE ratios. Strive to meet or exceed APPA/Sightlines benchmarks, i.e.: Custodial target zone: 29,213 - 37,000 GSF/FTE 	 11. Energy Cost; per Million BTUs Current UMS measure: \$17.73 Peer/Industry standard: \$19.00 Periodic reporting recommended. 	 Energy BTUs; per GSF Current UMS measure: 97,015 Peer/Industry standard: 121,131 Continue to meet/exceed peer/industry standards, strive to improve existing UMS performance, & establish specific goal for FY16.



3.1

Density Factor

Density: Measures number of users per 100,00 GSF

Density Factor 450 400 350 300 250 **Okers/100K GSF** 200 150 100 Т 50 0 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18 Interim Long-Goal Term Goal

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Net Asset Value



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Facilities Operating Actuals as % of GIR



Capital Spending - % CRV

Existing space investment only



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Facilities Operating Actuals as % of CRV



75

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Facilities Operating Budget Actuals



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Planned Maintenance



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Maintenance Staffing



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Custodial Staffing



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Grounds Staffing



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Energy Cost per GSF



81

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Energy Cost per MMBTU



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Energy Consumption



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Emissions Summary



MTCDE = Metric Tons of Carbon Dioxide Equivalent

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UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

- 1. NAME OF ITEM: Space Reduction Update, UMS
- 2. INITIATED BY: Karl W. Turner, Chair
- **3. BOARD INFORMATION: X**

BOARD ACTION:

BOARD POLICY:

4. OUTCOME:

5. BACKGROUND:

This is an update regarding the effort to constrain facility growth and reduce the space occupied by the University of Maine System with the ultimate goals of better positioning the UMS to recruit and retain talented students, staff and faculty and to provide affordable, quality higher education.

Since March 2015, Trustees have not permitted any increases in University space without explicit Trustee approval in order to constrain costs, improve the condition of University facilities and increase the use of existing facilities in pursuit of those ultimate goals. Trustees have generally required off-setting reductions when approving such increases, though there have been exceptions when increases were granted without such off-sets.

The occupied square footage of the UMS since 2010, including the period since the Trustees' directive, has declined by approximately 250,000 gross square feet according to assessments by Sightlines and separately by the University.

Sightlines assessment of the reduction is contained in its annual report to the Trustees being delivered under a separate cover at this meeting. The University's accounting, which is in sync with but varies slightly from Sightlines due to slightly different methodology, is attached to this agenda information sheet. It contains important details such as information regarding facilities which are vacated but not yet removed.

At the same time, the Trustees correspondingly encouraged the University to attempt to achieve more intense use of its facilities as measured by a Sightlines facilities metric called density. In particular, the Trustees endorsed a goal of trying to attain 340 users per 100,000 gross square feet of space by FY2022 and ultimately a density of 400 users per 100,000 gross square feet of space thereafter.

Trustees took this and related action in response to data showing that the University, relative to its own history and to higher education benchmarks, occupied too much space with respect to the size of its population of students, staff and faculty.

The density metric, which decreased from 2006 to 2016 (the goal is to increase it), has increased slightly and has temporarily stabilized at 326 users per 100,000 gross square feet. This metric, which is influenced not only by the constraints on space but also by changes in enrollment, is reported in more detail in the Sightlines report.

To continue this facility effort, Trustees approved in principle in January 2018 an initiative to remove space by demolition and to help fund as much as 300,000 gross square feet (GSF) of vacant, under-utilized or poorer condition space and to eliminate the backlog of capital investments and operating costs associated with that space at campuses statewide.

In response and at the further invitation of the System-wide Capital Budget Advisory team, campuses have proposed 27 demolition projects totaling approximately 181,000 gross square feet of space.

These proposals were incentivized by and contingent on funding being available from a central pool to support these projects. Some but not all of that space is accounted for in the existing assessments. In all, the funding would cement the gains being reported here and see the UMS reduce its square footage by an estimated further 88,000 gross square feet to a new total of approximately 340,000 square feet of reduced space since 2010. This funding is expected to be a point of consideration for Trustees as part of the FY2020 budget approval process.

		Gross	
		removed or	
	Net square feet	to be	Gross
FY	being reduced	removed	Added
FY10	25,300	25,300	0
FY11	11,435	11,435	0
FY12	21,371	24,376	3,005
FY13	18,997	57,312	38,315
FY14	-4,676	8,299	12,975
FY15	74,516	103,551	29,035
FY16	93,556	106,299	12,743
FY17	51,864	57,498	5,634
FY18	-4,757	2,805	7,562
FY19	-32,400	0	32,400
Total space being			
reduced FY10-FY19	255,206	-396,875	141,669

		Gross	
		removed or	
	Net square feet	to be	Gross
Campus	being reduced	removed	Added
UM	-21,153	60,605	81,758
UMF	6,103	11,803	5,700
UMA	61,755	64,760	3,005
USM	172,266	200,720	28,454
UMM	27,939	27,939	0
UMFK	-17,918	2,434	20,352
UMPI	26,214	28,614	2,400
Total space being			
reduced FY10-FY19	255,206	396,875	141,669

* This data reflects some but not all planned removal or additions of space. Notably, a special group of 181,000 in proposed reductions are pending funding per the special Trustee space reduction initiative approved in January 2018. Of that amount, approximately 93,000 is reflected in this data, but 88,000 is not. Also, notably, the EEDC project and other potential new construction will off-set these reductions unless further reductions are pursued. Lastly, in some cases, the space being reduced is planned or approved for removal but is not yet removed or fully completed as noted in the detailed data.

**USM data and consequently total data includes approximately 25,000 square feet net reduction in leased space at USM. All other data is owned space only.



UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

- 1. NAME OF ITEM: Dearborn Gym and Alumni Theatre Heating Upgrade, UMF
- 2. INITIATED BY: Karl W. Turner, Chair
- **3. BOARD INFORMATION**:

BOARD POLICY:

BOARD ACTION:

OUTCOME: Enhance Fiscal Positioning

701 - Budgets-Operating & Capital

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5. BACKGROUND:

4.

The University of Maine System acting through the University of Maine at Farmington requests authorization to expend up to \$600,000 for improvements to the heating system at Dearborn Gym and Alumni Theatre.

This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 to be considered by the Board of Trustees or its Finance, Facilities and Technology Committee. In this case, the scope of this project places it within the purview of the Finance, Facilities and Technology Committee to approve on behalf of the Board without further consideration by the full Board.

Dearborn Gym and Alumni Theatre are two adjacent buildings on the UMF campus and are heated through a common plant located in the basement of Alumni Theatre. Currently, this is a steam plant (the last one on campus) with two boilers that run on #2 fuel oil. One of these boilers has recently failed a state inspection and has been taken off line. The second boiler is the only boiler remaining providing heat and domestic hot water for the 44,720 gross square feet facilities. In 2015, a connection to the campus central heat plant was installed in the boiler room located in Alumni Theatre. The intent of this project is to mitigate the risk of losing the existing plant by tying the buildings into the central heat loop, installing backup heating coils, and to renovate the building HVAC systems to accept the new heat source and to bring them up to current Code.

Dearborn Gymnasium is home to the UMF Athletics Department and consists of 15,000 square feet on each of two floors, totaling approximately 30,000 gross square feet. Programmatically, the Athletics Department has 17 varsity sport offerings. The gymnasium area is also used by a number of club and intramural sports, various classes, large campus events (e.g., Convocation), various summer conferences and occasional campus/community performances. In 2014, UMF completed a renovation to the main level including redesigning the layout of the playing surface, replacing the floor and bleachers and upgrading the equipment.

Alumni Theatre is one of the oldest buildings on the UMF campus consisting of a theater on the upper floor and classrooms with theatrical support areas on the lower level totaling 14,720 square feet. Programmatically, Alumni Theatre has the primary purpose of promoting interest and participation in theater. The UMF community, area residents and many local and non-local theatrical clubs utilize the facility for productions and performances. Alumni Theatre abuts Dearborn Gymnasium and shares a common heat plant. Recent studies indicate that the heat plant is at high risk of failure and many of the spaces do not meet ASHRAE codes for ventilation.

The operating costs are expected to remain even or improve due to the increased reliability and efficiency of the new equipment.

The project is currently in design with the intent of bidding in the spring for construction over the summer and completion before the fall 2019 semester begins.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee, authorizes the University of Maine at Farmington to expend up to \$600,000 from funds to be determined by the campus Chief Business Officer and University System Treasurer for upgrades to the Dearborn Gym and Alumni Theatre heating and ventilation system.

Capital Project Status Report

Executive Summary

Attached is the Capital Project Status Report for the March 6, 2019 meeting of the Finance, Facilities and Technology Committee. The report reflects a total of 20 projects, with one project having been removed since the previous report, and seven new projects having been added.

The new projects include two projects for UM: Hilltop Commons Servery Update (5100489) and York Hall Kitchen Hood Replacement (5100490), as well as five USM projects. Those are: Woodward Hall Renovation (6100301), Ricci Lecture Hall Renovation (6100308), Brooks Student Center Generator and Switchgear Installation (6100315), Schematic Design of the Career and Student Success Center (6100325), and Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323).

Three projects remain on the report with a completion date of 2018. These projects are complete but will remain on the list until final invoices have been processed and paperwork completed.

The largest single project currently in the portfolio continues to be the Engineering Education and Design Center (EEDC). Although the current budget approval is limited to \$9.0 million, the often-cited estimated total cost of the project is \$75 to \$80 million. It is expected that this project ultimately will affect the data in this report more than it does currently.

Please note that nearly half of the current major projects being tracked are complete or substantially complete. Those details are included on the attached listing of projects.

Four of the new projects will receive designated funds from the Maine's Workforce Bond that was approved in November, awarding \$49,000,000 to the University of Maine System. Those projects are Woodward Hall Renovation (6100301), Ricci Lecture Hall Renovation (6100308), Schematic Design of the Career and Student Success Center (6100325), and Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323) at the University of Southern Maine.

The details of these projects are included in a separate, supplemental report. The format of this report is still a work in progress. Future reports will be updated to reflect additional active Bond projects as the information becomes available.

UMaine: P3 consultant services:

The University of Maine has historic properties in need of renovation to meet current needs. The university is interested in potential uses that enhance UMaine for faculty, staff, students, and the community while enhancing our financial sustainability. UMaine seeks to develop knowledge and expertise in using public/private partnerships for historic renovation.

The University of Maine intends to solicit professional consulting services to assist in the development of strategies for renovating historical buildings on campus through public-private partnership (P3). The university seeks consulting services to assist in identifying: a) what the potential value would be to the university in such a partnership; b) what are the potential legal/financial models for partnerships; and c) positive and negative outcomes of potential partnership models.

This solicitation is for expert services only and not the P3 itself. Any future potential P3 solicitation will include an update and approval request to the FFT and Board of Trustees when appropriate.





02/25/2019

Capital Project Status Report Board Approved Projects March 2019 - Finance, Facilities & Technology Committee With Grand Totals and % of Current Approved Estimates

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UM								
Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	Grants (84%), 2010 State Energy Bond (12%), Gifts (4%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Construction in Progress	2014	2019	\$6,400,000	\$10,400,000	90%	Board Approved \$6.4M in November, 2012. Board approved \$1.6M in March 2014. Board approved increase of \$871,000 in March 2015. BOT approved additional \$1.5M in May 2016 for equipment project.
Cooperative Extension Diagnostic & Research Lab (5100387)	2014 State Bond (85%), Campus E&G Funds (10%), Grants (5%)	Substantially Complete	2016	2019	\$9,000,000	\$9,600,000	97%	BOT approved \$9M in July, 2015. Board approved increase of \$400,000 in July 2017. Chancellor approved additional incease of \$200,000 in February. 2019.
Aquatic Animal Health Facility (5100440)	Grants (85%), Campus E&G Funds (15%)	Substantially Complete	2017	2019	\$2,300,000	\$2,870,000	94%	Board approved \$2.3M in January, 2017. Board approved increase of \$500,000 in November, 2017. Chancellor approved additional increase of \$70,000 in February 2019.
Barrows Hall ESRB Lab Renovations (5100424)	Campus E&G Funds (100%)	Complete	2017	2018	\$1,900,000	\$1,900,000	83%	Board approved \$1.9M in March, 2017
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (100%)	Design in Progress	2017	2019	\$3,000,000	\$3,000,000	10%	Board approved \$3M in July, 2017.
Engineering Education and Design Center (5100458)	Bond Proceeds (24%), Campus E&G Funds (76%), Gifts (0%)	Design in Progress	2024	2024	\$1,000,000	\$9,000,000	15%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018.
Wells Commons Generator (5100433)	Campus Auxiliary Reserves (100%)	Substantially Complete	2019	2019	\$525,000	\$525,000	61%	Board approved \$525,000 January, 2018.
CCAR EDA Hatchery Building Roof Replacement (5100456)	Campus E&G Reserves (100%)	Design in Progress	2019	2019	\$562,000	\$562,000	3%	Board approved \$562,000 in June, 2018.
* Hilltop Commons Servery Updates (5100489)	Campus Auxiliary Reserves (100%)	Design in Progress	2019	2019	\$925,000	\$925,000	0%	Board approved \$925,000 January, 2019.
* York Hall Kitchen Hood Replacement (5100490)	Campus Auxiliary Reserves (100%)	Design in Progress	2019	2019	\$562,000	\$550,000	0%	Board approved \$550,000 January, 2019.
UMM								
Compressed Natural Gas Heating Conversion (4100028)	Revenue Bonds (100%)	Substantially Complete	2014	2019	\$1,800,000	\$1,800,000	84%	Board approved \$1.8M in July 2014.
USM								
Athletic Field Lighting (6100289, 6100305, 6100306)	Campus E&G Funds 29%), Gifts (9%), External Lease Financing (62%)	Complete	2018	2018	\$1,780,000	\$1,780,000	90%	Board approved \$1.78M in March, 2018. Board approved execution of a tax-exempt master lease financing agreement not to exceed \$1M in May, 2018
USM Center for the Arts (6100300)	Gifts (100%)	Pre-Design in Progress	2022	2022	\$1,000,000	\$1,000,000	0%	Board approved \$1M in January, 2018.
Corthell Hall HVAC Upgrades (6100295)	Campus E&G Funds (100%)	Substantially Complete	2018	2018	\$550,000	\$550,000	85%	Board approved \$550,000 in May, 2018.

Finance, Facilities, Technology Committee - Capital Project Status Report and Bond Project Report

			Original		Original	Current	% Expended of Current	
	Funding Source(s) & each source's		Estimated	Current Est.	Approved	Approved	Approved	
Campus, Project Name (Project ID)	share of expenditures to date	Status	Completion	Completion	Estimate	Estimate	Estimate	Prior Actions, Information & Notes
USM								
* Woodward Hall Renovation (6100301)	Bond (0%), Campus E&G Funds (100%)	Design in	2019	2019	\$1,800,000	\$1,800,000	7%	Board approved \$1.8M in January, 2019.
		Progress						
* Ricci Lecture Hall Renovation (6100308)	Bond (0%), Gifts (0%), Campus E&G	Design in	2019	2019	\$500,000	\$500,000	5%	Board approved \$500,000 in January, 2019.
	Funds (100%)	Progress						
* Brooks Student Center Generator &	Campus E&G Funds (100%)	Design in	2019	2019	\$675,000	\$675,000	3%	Board approved \$675,000 in January, 2019.
Switchgear Installation (6100315)		Progress						
* Schematic Design of the Career and Student	Bond (0%), Campus E&G Funds (0%)	Pre-Design in	2020	2020	\$1,000,000	\$1,000,000	0%	Board approved \$1M in January, 2019.
Success Center (6100325)		Progress						
* Bailey Hall Fire Protection and Electrical	Bond (0%), Campus E&G Funds (100%)	Design in	2019	2019	\$2,580,000	\$2,580,000	1%	Board approved \$2.58M in January, 2019.
Upgrades (6100316, 6100323)		Progress						

UMPI

** UMPI Greenhouse (7100010)	MEIF (100%), Gifts (0%)	Design in Progress	2018	2019	\$850,000	\$935,000	8%	Board approved \$850K in Septmeber, 2018. Board approved additional \$85,000 in January, 2019.
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. *** This project has been completed since the last report and is not expected to appear on the next report.	Funding source(s) reflects primary source(s) for project.		Calendar Year (no)	unless otherwise ted.			Percentage exper a percen	nded reflects total expended as of January 31, 2019 as tage of the current approved project estimate.

6.1

Bond Project Status Report Active Bond Projects March 2019 - Finance, Facilities & Technology Committee With Grand Totals and % of Current Approved Estimates

					Estimated			
		Original		Funding Source(s) & each	Bond	Bond	Estimated	
Campus, Project Name (Project ID),		Estimated	Current Est.	source's share of expenditures	Funding for	Funding	Project	
Project Manager	Status	Completion	Completion	to date	Project	Expended	Cost	Prior Actions, Information & Notes
USM								
* Woodward First Floor Renovations				Bond (0%), Campus E&G Funds				Board approved \$1.8M in January, 2019.
(6100301)	Design in Progress	2019	2022	(100%)	\$1,500,000	\$0	\$1,800,000	
Project Manager: Dave Carney								
* Ricci Lecture Hall Upgrades (6100308)	Design in Descenses	2010	2020	Bond (0%), Gifts (0%), Campus	\$150,000	0.2	\$500.000	Board approved \$500,000 in January, 2019.
Project Manager: Carol Potter	Design in Progress	2019	2020	E&G Funds (100%)	\$130,000	\$0	\$300,000	
* Student Success and Career Services	Pre Decign in			Bond (0%), Campus E&G Funds				Board approved \$1M in January, 2019. The total
Center (6100325)	Program	2024	2024	(0%)	\$19,000,000	\$0	\$19,000,000	project cost remains under development and subject
Project Manager: Adam Thibodeau	riogiess							to change.
* Bailey Hall Fire Protection and Electrical				Bond (0%), Campus E&G Funds				Board approved \$2.58M in January, 2019.
Upgrades (6100316, 6100323)	Design in Progress	2021	2021	(100%)	\$1,500,000	\$0	\$2,580,000	
Project Manager: Carol Potter								
				Total Bond for Campus	\$22,150,000	\$0	\$23,880,000	-
				Totals:	\$22,150,000	\$0	\$23,880,000	-
Explanatory Notes:								
* Project is new as of this report.			Calendar	Year unless otherwise noted.				Percentage expended reflects total expended as of
** Details of this project include updates	Funding source(s)							January 31, 2019 as a percentage of the current
since the last report.	reflects primary							approved project estimate.
*** This project has been completed since	source(s) for project							
the last report and is not expected to appear	source(s) for project.							
on the next report.								



UNIVERSITY OF MAINE SYSTEM

AGENDA ITEM SUMMARY

- 1. NAME OF ITEM: Energy Project Phase II Approval Request, UM
- 2. INITIATED BY: Karl W. Turner, Chair
- **3. BOARD INFORMATION**:

- **BOARD ACTION:** X
- OUTCOME: Improve Student Success and Completion Enhance Fiscal Positioning

BOARD POLICY: 701 – Budgets-Operating & Capital

5. BACKGROUND:

4.

This is an update regarding the proposed energy center project at the University of Maine and request by the University of Maine System acting through the University of Maine to proceed to the next phase of the project in which the University will have financial risk for the first time.

In order to continue the project, UM is requesting to expend as much as \$5.7 million in connection with the costs of its own experts and diligence as well as the cost of the contractual obligations to the private partner in the project. Of that total, \$4.2 million could be due to Honeywell for design services and the remaining \$1.5 million is the anticipated cost for various experts to support the University's own diligence.

The project concept as currently envisioned ultimately would see a new energy plant constructed at UM including a 6 megawatt combined heat and power plant fueled by sustainably harvested wood energy and a 6 megawatt direct current solar photovoltaic system to provide, distribute, and manage steam and electricity. For context, the Calpine power station in Westbrook is 552 megawatts and a publicly claimed capacity to power 500,000 homes. In addition to achieving carbon reductions and fiscal benefits, the project would replace critical steam and electrical infrastructure that has reached or exceeded its useful life.

Honeywell asserts that its proposal will provide the University with approximately \$111 million of cumulative savings (in excess of \$50 million of savings on a relative net present value basis) over a thirty-year analysis period compared to a Base Case.

This request to continue with project diligence and planning is pursuant to prior commitments made to Trustees when the initiative was first presented in January 2016 as well as pursuant to Board of Trustee Policy 701. Typically, the University determines and designs the best solution for a given situation and then seeks construction bids. However, this project was pursued initially as a power purchase agreement in which the University defined the thermal and electrical energy challenge and then opened the doors through a public, competitive process to the private sector to propose solutions. As stated in 2016: "In this case, the solution or solutions will emerge from the

competitive process rather than be determined by the University ahead of time...to ensure transparency and notice, the University is alerting Trustees now of this plan and approach."

The University subsequently published a solicitation in February 2016. An initially selected partner withdrew from the project in February 2018 and the University then awarded the right to negotiate to the ultimately selected and current partner: Honeywell International Inc.

The information provided to Trustees in 2016 further stated: "Should this initiative result in capital improvements, leases or other matters requiring Trustee consideration – under Polices 701, 801 or 802, for example – those matters would return to the Trustees in the future and prior to the execution of any binding agreements."

That point has now arrived. Honeywell has proposed a major project with an estimated capital investment cost of \$123 million +/- 30%. The project as preliminarily conceived involves replacement of core infrastructure at or beyond its anticipated lifecycle, new biomass and solar energy production facilities, environmental advantages, cost containment, price stability, increased reliability, and a greater focus on local energy and investments.

All preliminary design and project development discussions indicate the project would be advantageous to the University. As summarized by Competitive Energy Services, a 3rd party energy firm advising the University on the project:

"CES reviewed Phase 1 materials for Honeywell's proposed UMaine Energy Center (UMEC). CES finds that the UMEC would reduce overall energy efficiency compared to current conditions. The efficiency reduction is offset by: (1) lower fuel costs (2) reduced greenhouse gas emissions and (3) infrastructure upgrades. Subject to issues detailed in our memo dated 11/13/2018, and to the understanding that Phase 2 will refine the project design, CES believes it reasonable to proceed to Phase 2. It is not possible to quantify fiscal savings in Phase 1; CES expects that information required to estimate savings will be developed in Phase 2."

In general, the now-concluded Phase I of this project has involved the negotiations between the parties to preliminarily define the project and estimate its benefits. Honeywell, which has been working on the project for more than a year, has borne the risk of Phase I. Phase II, the currently proposed phase, is the design work needed to firm up the project scope and financials. The conclusion of Phase II will result in a firm fixed price and agreements to be brought to the Board for consideration and approval to commence Phase III of the project, which is the final design, construction and start of service.

6. TEXT OF PROPOSED RESOLUTION:

That the Board of Trustees, acting through the Finance, Facilities and Technology Committee authorizes the University of Maine System acting through the University of Maine to pursue the University of Maine Energy Center project and to enter agreements under which as much \$5.7 million could be expended from University funds identified by the Chief Business Officer and Treasurer, subject to review by the Vice Chancellor for Finance and Administration and Treasurer and University Counsel.