February 25, 2019

TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen N. Doughty, Clerk of the Board

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

The Finance/Facilities/Technology Committee will meet from 9:00 am to 12:00 pm on March 6, 2019. 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 Iow at 581-1541.

cc: James Page, Chancellor
Trustees who are not members for the FFT Committee
Presidents
Robert Neely
Ryan Iow
David Demers
Tracy Elliott
Chip Gavin
Miriam White
University of Maine System
15 Estabrooke Drive, Orono

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 Mason 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 Mason 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 closest to Deering Hall.
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

- Review of Projects with a Value of $250,000 or Greater  TAB 1
- VoIP Conversion, USM  TAB 2

9:30 am  Facilities Items

- Sightlines Annual State of Facilities Report  TAB 3
- Space Reduction Update  TAB 4
- Dearborn Gym and Alumni Theatre Heating Upgrade, UMF  TAB 5
- Capital Project Status Report and Bond Projects Report  TAB 6

10:30am  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

4. OUTCOME: BOARD POLICY:

5. BACKGROUND:

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

- Classrooms for the Future
- UMS Wireless Infrastructure
- HR Enhancements
- MaineStreet Improvements
Classrooms for the Future Update – February 2019

Status

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

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

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

<table>
<thead>
<tr>
<th>Campus</th>
<th>Allocation</th>
<th>% Committed to Date</th>
<th>$$ Not Yet Budgeted</th>
<th>% Complete</th>
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<tr>
<td>PROJECT TOTAL</td>
<td>$4,945,075</td>
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<td>87%</td>
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<tr>
<td>UMM</td>
<td>$240,900</td>
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<td>-0-</td>
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<tr>
<td>UMF</td>
<td>$415,976</td>
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<tr>
<td>UMaine</td>
<td>$1,681,630</td>
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<td>-0-</td>
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<tr>
<td>Campuses</td>
<td>Rooms By Project Setup</td>
<td>% Complete</td>
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<tr>
<td>UMPI</td>
<td>$360,276</td>
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<td>USM</td>
<td>$1,238,980</td>
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<td>UMFK</td>
<td>$287,348</td>
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<tr>
<td>UMA</td>
<td>$719,965</td>
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**Summary by Campus and Classroom Project**

**Reference:** Campus Room Renovations

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<th>Campuses</th>
<th>Rooms By Project Setup</th>
<th>% Complete</th>
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<tr>
<td>UMA</td>
<td>Music Arts 124</td>
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<tr>
<td></td>
<td>RRSC 248 &amp; 255</td>
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<tr>
<td></td>
<td>UC Bath/Brunswick 114</td>
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<td></td>
<td>UC Norway SoPar 114 &amp; 206</td>
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<td></td>
<td>UC Saco 111</td>
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<td></td>
<td>UC Ellsworth 2 &amp; 7</td>
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<td></td>
<td>UC Rockland 410 &amp; 413</td>
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<td>Jewett 124, 180, 189, 190 &amp; 291</td>
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<td>UC Rockland 403, 410, 412 (Phase 2)</td>
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<td>Fine Arts 122</td>
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<td>Jewett 284, 293, 297</td>
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<td>Katz 14, 53</td>
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<td>LAC 162J, 162K, 162L, 216A, 216B, 218, 222C</td>
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<td>Bangor 135, 142</td>
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<td>Camden 304</td>
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<td>Bangor/Eastport 135, 136, 138</td>
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<td>Randall 250</td>
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<td></td>
<td>Jewett 156, 284, 293, 297</td>
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Finance, Facilities, Technology Committee - Review of Projects with a Value of $250,000 or Greater
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<th>Location</th>
<th>Projects</th>
<th>Percentage</th>
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<tr>
<td>UMF</td>
<td>Roberts 205 &amp; 207</td>
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<tr>
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<td>Ricker Addition 202, 205</td>
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<td>Roberts C23 &amp; 131</td>
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<td>Ricker Addition 217</td>
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<td></td>
<td>Preble 117</td>
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<tr>
<td></td>
<td>Roberts 105, 107, 201, 203</td>
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<tr>
<td></td>
<td>South 115</td>
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<td>Education Center 6 &amp; 113</td>
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<td>Tech Commons Fusion Center</td>
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<td>Education Center 103, 106, 110, 114</td>
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<td>UMaine</td>
<td>Shibles 202</td>
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<tr>
<td></td>
<td>DPC 105</td>
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<td>Neville 101</td>
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<td>Estabrook 130, 152</td>
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<tr>
<td></td>
<td>Bennett 215</td>
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<td>Dunn 315 &amp; 316</td>
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<td>South Stevens 106D</td>
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<td>DPC 107, 115, 117</td>
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<td>Boardman 118</td>
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<td>Shibles 217, 313, 316</td>
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<td>Hitchner 157</td>
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<td>Little 110, 120, 202, 206, 220</td>
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<td>Colvin 401</td>
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<td>Location</td>
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<tr>
<td>Memorial Gym Complex 106 &amp; 110 (ROTC Army)</td>
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<td>Merrill 228a</td>
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<td>Murray 102 &amp; 106</td>
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<td>N Stevens 235</td>
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<td>Rogers 206</td>
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<td>ROTC Navy 201 &amp; 203</td>
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<td>Center Stevens 155</td>
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<td>Darling Marine Center Brooke Hall</td>
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<td>PAIL Necropsy Lab</td>
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<td>Cyr 200 &amp; 201</td>
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<td>Cyr 203</td>
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<td>Cyr 200, 201, 204, 209</td>
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<td>Folsom 206</td>
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<td>Folsom 204 &amp; 205</td>
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<tr>
<td>Houlton 110</td>
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<td>Project Name</td>
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<tr>
<td>Gentile Athletic</td>
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<tr>
<td>John Mitchell 217</td>
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<tr>
<td>Payson Smith 301A</td>
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</tr>
<tr>
<td>Payson Smith 1, 41, 42, 44, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 211, 303, 304, 306</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Wishcamper 103, 113, 417, 419/427</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Science 203, 403</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Law 118</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Payson Smith 42 &amp; 44 - Phase 2</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Payson Smith 201, 206, 304, 306 - Phase 2</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Bailey 218 &amp; 312</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Bailey 313</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Bailey 402</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>LAC 104, 106</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Overall status</th>
<th>Change from previous report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget status</th>
<th>Change from previous report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Schedule status</th>
<th>Change from previous report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Date</th>
<th>Sponsor</th>
<th>Original Estimated Completion Date</th>
<th>Current Estimated Completion Date</th>
<th>Estimated Budget</th>
<th>Budget Committed to date</th>
<th>Project % Complete</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/2016</td>
<td>Jeffrey Letourneau</td>
<td>12/2019 (updated 11/18)</td>
<td>12/2019</td>
<td>$13,215,000</td>
<td>$10,228,158.59 ($527,347 encumbered)</td>
<td>82%</td>
<td></td>
</tr>
</tbody>
</table>

**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

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

(*) = 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

<table>
<thead>
<tr>
<th>Complete</th>
<th>Installation &amp; Deployment Scheduled / In Progress</th>
<th>Planning - Not Yet Budgeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Maine at Augusta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lewiston</td>
<td>Eastport</td>
<td>Campus Fiber</td>
</tr>
<tr>
<td>Katz</td>
<td>Camden</td>
<td></td>
</tr>
<tr>
<td>Jewett</td>
<td>Belfast</td>
<td></td>
</tr>
<tr>
<td>Randall</td>
<td>Civic Center</td>
<td></td>
</tr>
<tr>
<td>College Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mantor Library</td>
<td>Lockwood</td>
<td></td>
</tr>
<tr>
<td>Dakin</td>
<td>Purington</td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>Stone</td>
<td></td>
</tr>
<tr>
<td>Mallett</td>
<td>Scott North</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scott West</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scott South</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Campus Fiber</td>
<td></td>
</tr>
<tr>
<td>Roberts Learning Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maine at Fort Kent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Powell</td>
<td>Blake Library</td>
<td></td>
</tr>
<tr>
<td>The Lodge</td>
<td>Cyr Hall</td>
<td></td>
</tr>
<tr>
<td>Crocker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Finance, Facilities, Technology Committee - Review of Projects with a Value of $250,000 or Greater
<table>
<thead>
<tr>
<th>Torrey Hall / Merrill Library Reynolds</th>
<th>Powers Science Kilburn Dorward Sennett</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Maine at Presque Isle</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park Emerson</td>
<td>Merriman Folsom-Pullen Wieden</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Maine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fogler Library</td>
<td>Boardman Murray Hall: Little Aubert Class of 1944 Lengyel</td>
<td>In Progress Estabrook Core (95%) Hitchner (85%) Hart Core (15%) Donald P Corbett (5%) Begin 0-3 months Nutting (85%) Fernald (60%)</td>
<td></td>
</tr>
<tr>
<td>Shibles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bennett</td>
<td></td>
<td>Begin 3-6 months Neville (90%) Barrows (50%) Begin 6-9 months Winslow (85%) Crosby Lab</td>
<td></td>
</tr>
<tr>
<td>Rogers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jenness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lord</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bryant Global Science</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drawing Studio</td>
<td>Abramson Masterton Hall Glickman Library</td>
<td>In Progress Luther-Bonney (50%) Payson-Smith (25%) Begin 0-3 months Science (60%) Wishcamper (wired) JMC (wired)</td>
<td></td>
</tr>
<tr>
<td>Print Studio</td>
<td></td>
<td>Begin 3-6 months Corthell Brooks Dining Costell Complex Sullivan Complex Begin 6-9 months Lewiston-Auburn Woodbury Bailey (85%) - on pause</td>
<td></td>
</tr>
<tr>
<td>Academy Building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wireless Only</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wishcamper</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Mitchell Cen Law Building</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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
4. Partial 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: None  Change from previous report: None
Budget status: None  Change from previous report: None
Schedule status: None  Change 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.

<table>
<thead>
<tr>
<th>Initiation Date</th>
<th>Sponsor(s)</th>
<th>Original Completion Date</th>
<th>Completion Date</th>
<th>Initial Budget</th>
<th>Current Balance</th>
<th>Project % Complete</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/2017</td>
<td>David Demers</td>
<td>10/2018</td>
<td>02/2019</td>
<td>$480,000</td>
<td>$76,774</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mark Schmelz</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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
• 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
  o Functional Requirements documented; on hold until UMS priority work is completed.
• Auto-notifications for when:
  o a benefit event is finalized
  o an employee submits intent to retire via self-service
  o 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.

<table>
<thead>
<tr>
<th>Project</th>
<th>Initiation Date</th>
<th>Sponsor</th>
<th>Original Estimated Completion Date</th>
<th>Current Estimated Completion Date</th>
<th>Initial Budget</th>
<th>Current Budget Balance</th>
<th>Project % Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS Upgrade</td>
<td>October 2018</td>
<td>David Demers</td>
<td>June 2019</td>
<td>June 2019</td>
<td>$1,349,263</td>
<td>$944,997</td>
<td>50%</td>
</tr>
<tr>
<td>UX Enhancements</td>
<td>September 2018</td>
<td></td>
<td>January 2019</td>
<td>September 2019</td>
<td>$463,680</td>
<td>$385,179</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Campus Solutions Upgrade Status**

- Overall status: None
- Budget status: None
- Schedule status: 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.
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

<table>
<thead>
<tr>
<th>Risks</th>
<th>Risk Management Plans</th>
</tr>
</thead>
</table>
| 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.

### PeopleSoft User-Interface Platform Status

<table>
<thead>
<tr>
<th>Overall status:</th>
<th>Change from previous report: None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget status:</td>
<td>Change from previous report: None</td>
</tr>
<tr>
<td>Schedule status:</td>
<td>Change from previous report: None</td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Management Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Clear, proactive communication with stakeholders about the impact of each deployment will help manage expectations and minimize user confusion.</td>
</tr>
<tr>
<td>The Campus Solutions Upgrade project utilizes some of the same technical resources that the 3rd party PeopleSoft User-Interface Platform Project will require.</td>
<td>Clear effort estimates and thoughtful planning of work/milestones will be critical to ensure adequate resource availability.</td>
</tr>
</tbody>
</table>
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.
Finance, Facilities, Technology Committee - Review of Projects with a Value of $250,000 or Greater

**US:IT ACTIVE PROJECTS**

- Finance & Administration: 4
- Academic: 1
- Human Resources: 1
- Information Technology: 1

**Budgets:**
- Finance & Administration 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 PROPOSED PROJECTS**

- Finance & Administration: 1
- Information Technology: 3
- Human Resources: 1
- Academic: 1
US:IT Project (>$250,000) Review

Finance – Facilities – Technology Committee
March 6, 2019

**Revised Budget reflects additional $582,730 allocation provided from project contingency funds**
US:IT Project (>\$250,000) Review

Classrooms for the Future (Tab 1.1; Page 5)

- 2017-2019 Classroom Upgrades

<table>
<thead>
<tr>
<th>Campus</th>
<th>Feb’19</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMA</td>
<td>84%</td>
</tr>
<tr>
<td>UMF</td>
<td>92%</td>
</tr>
<tr>
<td>UMFK</td>
<td>92%</td>
</tr>
<tr>
<td>UMM</td>
<td>91%</td>
</tr>
<tr>
<td>UM</td>
<td>90%</td>
</tr>
<tr>
<td>USM</td>
<td>84%</td>
</tr>
<tr>
<td>UMPI</td>
<td>79%</td>
</tr>
</tbody>
</table>

- Winter Break Renovations completed
- Planning in place for Summer 2019 work
  - Leverage additional funding available from project contingency
- After-Action Reviews and Room Scoring/Assessment Activities have been completed
  - Student feedback surveys were distributed at end of Fall term (quantitative)
  - Student focus groups completed at end of Fall term (qualitative)
  - Analysis of results underway to inform final report
- Risks
  - Asbestos testing/abatement considerations at USM
    - Abatement Plan/Timeline Completed
    - Funding plan in place
  - High anticipation for additional funding to complete effort
Revised Budget reflects additional $415,000 allocation provided from project contingency funds.
**US:IT Project (> $250,000) Review**

**UMS Wireless Infrastructure (Tab 1.1; Page 12)**

- **Recently Completed:**
  - USM – Glickman Library; Masterton Hall
- **Current Work:**
  - UMF – Fiber infrastructure
  - UMFK – Cyr Hall
  - UMPI – Library
  - USM – Luther-Bonney; Payson-Smith**
  - UM – Hitchner Hall; DPC; Hart Hall

- **Risks**
  - **Asbestos testing/abatement considerations at USM**
    - Abatement Plan/Timeline Completed
  - Phased funding will necessitate maintaining parallel wireless networks for period of time
  - High anticipation for additional funding to complete effort

---

**US:IT Project (> $250,000) Review**

**HR Enhancements (Tab 1.1; Page 16)**

- Project Budget - $480K

<table>
<thead>
<tr>
<th>Project Status</th>
<th>Remaining</th>
<th>Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec</td>
<td>$76,775.00</td>
<td>$403,225.00</td>
</tr>
<tr>
<td>Feb</td>
<td>$76,775.00</td>
<td>$403,225.00</td>
</tr>
</tbody>
</table>

- 81% Complete (Dec)
- 98% Complete (Feb)

<table>
<thead>
<tr>
<th>Initiative Date</th>
<th>Sponsor(s)</th>
<th>Original Estimated Completion Date</th>
<th>Completion Date</th>
<th>Initial Budget</th>
<th>Current Balance</th>
<th>Project % Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/2011</td>
<td>Dave Doremus, Mark Salsaka</td>
<td>10/2010</td>
<td>02/2010</td>
<td>$480,000</td>
<td>$36,774</td>
<td>98%</td>
</tr>
</tbody>
</table>
US:IT Project (> $250,000) Review

HR Enhancements (Tab 1.1; Page 16)

- Significant progress has been made to reach completion of project despite challenges deploying new Tax codes and 1095-C processing

- Completed:
  - Roth IRA
  - Payroll Workcenter
  - Automated Time Reporter
  - Benefits auto-enrollment
  - eStudent new/re-hire
  - Direct Deposit notification

- Planned Future out-of-scope Enhancements:
  - Automated Life Event Processing
  - Forms/Workflow
  - Auto-Notifications

- HireTouch Integration
- Employee on-boarding (Act. Guide)
- Automated I-9 Processing

US:IT Project (> $250,000) Review

MaineStreet Improvements (Tab 1.1; Page 18)

Project Budget - $1.813M

<table>
<thead>
<tr>
<th>Project</th>
<th>Initiation Date</th>
<th>Sponsor</th>
<th>Original Estimated Completion Date</th>
<th>Current Estimated Completion Date</th>
<th>Initial Budget</th>
<th>Current Budget Balance</th>
<th>Project % Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS Upgrade</td>
<td>October 2018</td>
<td>David Desrosiers</td>
<td>June 2019</td>
<td>June 2019</td>
<td>$1,246,201</td>
<td>$544,997</td>
<td>20%</td>
</tr>
<tr>
<td>UX Enhancements</td>
<td>September 2018</td>
<td>David Desrosiers</td>
<td>January 2019</td>
<td>September 2019</td>
<td>$495,880</td>
<td>$385,179</td>
<td>10%</td>
</tr>
</tbody>
</table>

CS Upgrade (50% Compl) UX Enhance (15% Compl)

Overall status:
- Budget status:
- Schedule status:
US:IT Project (> $250,000) Review

MaineStreet Improvements (Tab 1.1; Page 18)

- **CS 9.2 upgrade:**
  - Completed Unit Testing
  - Completed initial Test Move to Production
  - Completed initial upgrade of primary reporting database
  - Completed initial round of ‘Testing as a Service’
  - Preparing for System Integration Testing (March 18) for 3rd party tools
  - Finalized communication plan

- **Risks**
  - Participation and engagement with functional offices for testing and validation of tools

- **UX Enhancements:**
  - Contract executed for HighPoint CX application
  - Initial planning meeting with project team completed
  - Negotiations on features/functions for initial launch underway
AGENDA ITEM SUMMARY

1. NAME OF ITEM: VoIP Conversion, USM

2. INITIATED BY: Karl W. Turner, Chair

3. BOARD INFORMATION:

   BOARD ACTION: X

4. OUTCOME:

   BOARD POLICY:

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

   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

4. OUTCOME:

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
Sightlines by the Numbers

Robust membership includes colleges, universities, consortiums and state systems

- 43 States+DC
- 5 Canadian provinces
- 170 New members since 2013
- 90% Member retention rate
- 360+ ROPA Members
- 450 Colleges & Universities

Sightlines has advised state systems in:

- Alaska
- California
- Florida
- Hawaii
- Maine
- Massachusetts
- Minnesota
- Mississippi
- Missouri
- Nebraska
- New Hampshire
- New Jersey
- Pennsylvania
- Texas
- Washington
- Ohio
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.

---

**Asset Value Change**

**Operations Success**
Vocabulary for Facilities Measurement, Benchmarking & Analysis

**Annual Stewardship**
- Operating Budget
- Planned Maintenance
- Funded Depreciation
- "*Keep-Up Costs*"

**Asset Reinvestment**
- State Funding
- University Revenue
- Campus Capital Accounts
- Bonds, Grants, Gifts
- "*Catch-Up Costs*"

**Operational Effectiveness**
- Facilities Operating Budget
- Staffing and Supervision
- Energy Cost and Consumption

**Service**
- Work Order Process Analysis
- Campus Inspection
- Customer Satisfaction Survey

---

**Asset Value Change**

**Operations Success**
### Peer System Comparisons

#### State System Comparisons

<table>
<thead>
<tr>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts State Universities</td>
</tr>
<tr>
<td>Mississippi Institutions of Higher Learning</td>
</tr>
<tr>
<td>Oregon University System</td>
</tr>
<tr>
<td>Pennsylvania State System of Higher Education</td>
</tr>
<tr>
<td>University of Alaska System</td>
</tr>
<tr>
<td>University of Missouri System</td>
</tr>
<tr>
<td>University of New Hampshire System</td>
</tr>
</tbody>
</table>

#### Comparative Considerations

Size, technical complexity, region, geographic location, and setting are all factors included in the selection of peer institutions.
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.
UMS GSF Declined 2.7% Over the Past 7 Years

System GSF decreased by 253K GSF over time
Student Enrollment Stabilizes in FY2018

Student enrollment has decreased 11% since 2006

Density: Measures number of users per 100,000 GSF

Users include all student, faculty, and staff FTEs

Measures campus building usage on a daily basis
Density Across the Maine System

Density remains at 326 users/100K GSF in FY2018

Density at Maine System Level

User/100K GSF

Higher Ed. Public School Average

Maine System Average

Density: Measures number of users per 100,000 GSF

Users include all student, faculty, and staff FTEs

Measures campus building usage on a daily basis
Density Across the System Varies

Density: Measures number of users per 100,000 GSF

Users include all student, faculty, and staff FTEs

Measures campus building usage on a daily basis
National Construction Trending in Higher Education

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

% of GSF by Construction & Renovation Year

- **Pre-War**
  - Built pre-1951
  - Durable construction
  - Older but lasts longer

- **Post-War**
  - Built 1951 - 1975
  - Lower quality
  - Needs more repairs & renovation

- **Modern**
  - 1975 - 1990
  - Quick flash construction
  - Low quality components

- **Built post-1991**
  - Technically complex
  - Higher quality
  - More expensive to maintain or repair

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.

% of GSF by Construction & Renovation Year

- **Pre-War**
  - Built pre-1951
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  - Technically complex
  - Higher quality
  - More expensive to maintain or repair

---

**Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report**

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**Sightlines Database - Construction Age**

**UMS Construction Age**
Maine System Continues to Age Over Time

Campus Renovation Age Distribution Over Time

- Under 10
- 10 to 25
- 25 to 50
- Over 50

% of GSF

- 2006: 19%, 21%, 27%, 37%, 42%, 43%
- 2007: 20%, 21%, 27%, 37%, 42%, 43%
- 2008: 21%, 22%, 27%, 37%, 42%, 43%
- 2009: 22%, 23%, 28%, 38%, 43%, 43%
- 2010: 23%, 24%, 29%, 38%, 43%, 43%
- 2011: 24%, 25%, 30%, 39%, 44%, 44%
- 2012: 25%, 26%, 31%, 40%, 44%, 44%
- 2013: 26%, 27%, 32%, 41%, 44%, 44%
- 2014: 27%, 28%, 33%, 42%, 44%, 44%
- 2015: 28%, 29%, 34%, 43%, 44%, 44%
- 2016: 29%, 30%, 35%, 44%, 44%, 44%
- 2017: 30%, 31%, 36%, 45%, 44%, 44%
- 2018: 31%, 32%, 37%, 46%, 44%, 44%
Space Over 50 is Growing

Consistent distribution of high risk space over the years

Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report

Buildings Over 50
Life cycles of major building components are past due. Failures are possible. Core modernization cycles are missed.
Highest risk

Buildings 25 to 50
Major envelope and mechanical life cycles come due. Functional obsolescence prevalent.
Higher Risk

Buildings 10 to 25
Short life-cycle needs; primarily space renewal.
Medium Risk

Buildings Under 10
Little work. “Honeymoon” period.
Low Risk

Campus Renovation Age Distribution Over Time

% of GSF

Maine System 2006
Maine System 2012
Maine System 2018

Under 10
10 to 25
25 to 50
Over 50

27%
34%
48%

43%
31%
20%

11%
14%
24%

19%
21%
8%

Maine System 2006
Maine System 2012
Maine System 2018

0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
68% of Space Drives Investment Needs at UMS

Campus Renovation Age Distribution Over Time

- **Buildings Under 10**
  - Little work. "Honeymoon" period.
  - Low Risk

- **Buildings 10 to 25**
  - Short life-cycle needs; primarily space renewal.
  - Medium Risk

- **Buildings 25 to 50**
  - Major envelope and mechanical life cycles come due. Functional obsolescence prevalent.
  - Higher Risk

- **Buildings Over 50**
  - Life cycles of major building components are past due. Failures are possible. Core modernization cycles are missed.
  - Highest risk

% of GSF

- **Maine System 2006**
  - 27% Under 10
  - 43% 10 to 25
  - 11% 25 to 50
  - 19% Over 50

- **Maine System 2012**
  - 34% Under 10
  - 31% 10 to 25
  - 14% 25 to 50
  - 21% Over 50

- **Maine System 2018**
  - 48% Under 10
  - 20% 10 to 25
  - 24% 25 to 50
  - 8% Over 50

*Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report*
High Risk Profile Consistent Across All Campuses

UM, UMM and UMF have the highest risk based on age profile over 25 years old
Significant Growth in % of Buildings Over 50 Years Old

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

Percent of Space Over 50 vs. Peers

UMS


27% 27% 27% 28% 31% 33% 34% 38% 37% 40% 41% 44% 47%

Peers


16% 16% 16% 17% 18% 18% 19% 20% 21% 21% 23% 23% 27%

Average
**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*
Over 45 Year Old Analysis
Renovation Age
Over 45 Template Distributed to Every Institution
Sample taken from UMS

<table>
<thead>
<tr>
<th>Building Name</th>
<th>GSF</th>
<th>Program Use</th>
<th>Historical Registry Listing</th>
<th>Utilization Rate</th>
<th>Condition</th>
<th>Value to Program</th>
<th>Value to Institution's Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calvin Hall Aux</td>
<td>12,677</td>
<td>Residence Hall</td>
<td>Yes</td>
<td>1: high</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Stoddart Hall</td>
<td>56,159</td>
<td>Residence Hall</td>
<td>No</td>
<td>1: high</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Eaxport Hall</td>
<td>16,600</td>
<td>Academic</td>
<td>No</td>
<td>1: high</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Mentor Library</td>
<td>17,082</td>
<td>Academic</td>
<td>No</td>
<td>1: high</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
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<tr>
<td>Lawdon Hall</td>
<td>26,631</td>
<td>Academic</td>
<td>No</td>
<td>2: Moderate</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
<tr>
<td>Main 51-24B, Admissions-Art Gallery</td>
<td>8,471</td>
<td>Academic</td>
<td>No</td>
<td>3: Low</td>
<td>1: Excellent Condition</td>
<td>1: Valuable</td>
<td>1: Supports Institution's Mission</td>
</tr>
</tbody>
</table>

The following slides will dig deeper into some of the buildings on this list.
Total Maine System Findings
Comparing condition with utilization across the system

Building vs. Utilization

Condition of Buildings

Poor to Fair

High

3,609,469

767,189

Utilization Rate

Low

449,850

16,589

Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report
Candidates for Potential Renovation

Comparing condition with utilization across the system

<table>
<thead>
<tr>
<th>Condition of Buildings</th>
<th>Utilization Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Poor to Fair</td>
<td>3,609,469</td>
</tr>
<tr>
<td>High</td>
<td>767,189</td>
</tr>
<tr>
<td>Low</td>
<td>449,850</td>
</tr>
<tr>
<td>Low</td>
<td>16,589</td>
</tr>
</tbody>
</table>

Building vs. Utilization

- UMPI – Wieden Hall
- UMF – Olsen Student Center
Potential Candidates for Removal

Comparing condition with utilization across the system

<table>
<thead>
<tr>
<th>Condition of Buildings</th>
<th>Utilization Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor to Fair</td>
<td>UMA – Stoddard House</td>
</tr>
<tr>
<td></td>
<td>UMF – Brinkman House</td>
</tr>
<tr>
<td></td>
<td>UMFK – Cyr House</td>
</tr>
<tr>
<td>Good to Excellent</td>
<td>3,609,469</td>
</tr>
<tr>
<td></td>
<td>767,189</td>
</tr>
<tr>
<td></td>
<td>449,850</td>
</tr>
<tr>
<td></td>
<td>16,589</td>
</tr>
</tbody>
</table>

Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report
Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

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

Less Historic Buildings

<table>
<thead>
<tr>
<th>Buildings Over 45 with Poor Condition/Low Utilization</th>
<th>Sum of GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Maine</td>
<td>277,186</td>
</tr>
<tr>
<td>University of Maine at Augusta</td>
<td>17,851</td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td>60,965</td>
</tr>
<tr>
<td>University of Maine at Fort Kent</td>
<td>19,328</td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td>5,000</td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td>793</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>196,077</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>577,200</strong></td>
</tr>
</tbody>
</table>
Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

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<tr>
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<td>University of Southern Maine</td>
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</tr>
<tr>
<td>Total</td>
<td>577,200</td>
</tr>
</tbody>
</table>

Less Storage

<table>
<thead>
<tr>
<th>Buildings Over 45 with Poor Condition/Low Utilization</th>
<th>Sum of GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University of Maine</td>
<td>259,280</td>
</tr>
<tr>
<td>University of Maine at Augusta</td>
<td>15,576</td>
</tr>
<tr>
<td>University of Maine at Farmington</td>
<td>60,465</td>
</tr>
<tr>
<td>University of Maine at Fort Kent</td>
<td>15,964</td>
</tr>
<tr>
<td>University of Maine at Machias</td>
<td>5,000</td>
</tr>
<tr>
<td>University of Maine at Presque Isle</td>
<td>409</td>
</tr>
<tr>
<td>University of Southern Maine</td>
<td>195,889</td>
</tr>
<tr>
<td>Total</td>
<td>552,889</td>
</tr>
</tbody>
</table>
Operations Success
UMS Daily Service Increase in FY18

Maine System Facilities Operating Actuals

FY06: $3.57
FY07: $3.87
FY08: $4.39
FY09: $4.36
FY10: $4.59
FY11: $4.49
FY12: $4.17
FY13: $4.41
FY14: $4.35
FY15: $4.46
FY16: $4.59
FY17: $4.69
FY18: $4.82
Peers: $4.26

Daily Service
Planned Maintenance
Utilities
UMS Planned Maintenance 4.9% of Budget in FY18
Better tracking & improved Planned Maintenance programs drive investment closer to peer levels

PM - % of Budget

PM - % of Budget (Peers)
Maintenance Operations

Staff covered fewer GSF/FTE, less supervision than peers

Maintenance Staffing

Maintenance Supervision

Higher Ed. Public School Average
Maintenance – Coverage Decreases, Less Supervision

UMS maintenance workers have similar supervision to public school average

![Maintenance Staffing](chart1)

Higher Ed. Public School Average

![Maintenance Supervision](chart2)

Higher Ed. Public School Average

Current Metric  |  Old Metric
Custodial Operations

UMS has more custodial staff than peers and public school average

**Custodial Staffing**

- **Higher Ed. Public School Average**

**Custodial Supervision**

- **Higher Ed. Public School Average**
**Custodial – Coverage Increases, Supervision Increase**

UMS has more custodial staff than public average

---

**Custodial Staffing**

Higher Ed. Public School Average

**Custodial Supervision**

Higher Ed. Public School Average

---

![Graph showing Custodial Staffing and Supervision](image-url)
Grounds Operations

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

Grounds Staffing

Grounds Supervision

Higher Ed. Public School Average
Grounds – Coverage Decreases, More FTEs/Supervisor

Grounds staff responsible for more acres than public school average

**Grounds Staffing**

- **Acre/FTE**
  - **FY14**
  - **FY15**
  - **FY16**
  - **FY17**
  - **FY18**

**Grounds Supervision**

- **FTE/Supervisor**
  - **FY14**
  - **FY15**
  - **FY16**
  - **FY17**
  - **FY18**

Current Metric vs. Old Metric

Higher Ed. Public School Average

Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report
2017 Customer Satisfaction Survey

UMS averaged 72% for customer satisfaction

Survey Score Index

<table>
<thead>
<tr>
<th>Department</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
<td>69%</td>
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<tr>
<td>USM</td>
<td>69%</td>
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<tr>
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<td>69%</td>
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<tr>
<td>UMPI</td>
<td>76%</td>
</tr>
<tr>
<td>UMM</td>
<td>73%</td>
</tr>
</tbody>
</table>

*UMFK data from 2016
Opportunities with the Work Order System

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

**Work Order System “Best Practices”**

- Schedules are communicated to the customer
- Changes in the schedule are communicated to the customer
- Customers can access the current status of work requests through a web-based system
- Changes to work request status are communicated to customer
- Customer satisfaction is surveyed after work request is completed

### Summary of Findings

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Value of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge/Understanding in process</td>
<td>3.9</td>
</tr>
<tr>
<td>Schedule and service levels</td>
<td>3.5</td>
</tr>
<tr>
<td>Work meets expectations</td>
<td>4.1</td>
</tr>
<tr>
<td>Feedback</td>
<td>2.8</td>
</tr>
<tr>
<td>General satisfaction</td>
<td>3.1</td>
</tr>
</tbody>
</table>
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.)
Consumption Decreasing Since 2016 When Normalized for HDD

Graph shows what the consumption would be if each year experienced 2018 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.)
**Fuel Mix Continues to Trend Towards Emitting Less Carbon**

*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

Maine System Total Gross Emissions

(FY2006-FY2018)

-34%

MTCDE = Metric Tons of Carbon Dioxide Equivalent
Asset Value Change
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.
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

Significant Projects in FY18:
UM – Bears Den Renovation
UMA – Vet Tech & Science Lab Improv
USM – Philippi Envelope Renewal

New Space Projects in FY18:
UM – Plant Animal & Insect Lab

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.
Gap In Investment Widens

Total Project Spending into Existing Space

$0.57
$3.87
$3.55
$1.26

$/GSF

Maine System
Peer Average

Finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report
Project Selection Comparable To Peers

Maine System FY06-18
- Building Envelope: 30%
- Building Systems: 32%
- Space Renewal: 18%
- Safety/Code: 9%
- Infrastructure: 11%
- Project Selection: 18%

Peer Systems FY06-18
- Building Envelope: 30%
- Building Systems: 32%
- Space Renewal: 18%
- Safety/Code: 9%
- Infrastructure: 13%
- Project Selection: 13%
Investment Shifts Away From Higher ROI Projects

Does not include infrastructure investments.
UMS FY18 Annual Investment Target: $37.5M

Replacement Value: $2.5B

Functional obsolescence drives investment prior to life cycles & discounts the annual investment target

3% Replacement Value
- $76.4M

Life Cycle Need
- $28.7M
- $32.0M

Annual Investment Target
- $21.5M
- $16.0M
- $37.5M

finance, Facilities, Technology Committee - Sightlines Annual State of Facilities Report
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

Does not include infrastructure, new space or excluded capital spending
Rate of Deferral Slows But NAV Continues to Decrease

FY18 Net Asset Value

NAV Index

Investment Strategy

100%-85% Capital Upkeep Stage: Primarily new or recently renovated buildings with sporadic building repair & life cycle needs; “You pick the projects”

85%-70% Repair and Maintain Stage: Buildings are beginning to show their age and may require more significant investment on a case-by-case basis

70%-50% Systemic Renovation Stage: Buildings may require more significant repairs; large capital infusions; “The projects pick you”

Below 50% Transitional/Gut Renovation/Demo Stage: Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.

Net Asset Value = Replacement Value – Backlog Replacement Value
**FY18 Net Asset Value By Campus**

- **Capital Upkeep Stage**: Primarily new or recently renovated buildings with sporadic building repair & life cycle needs; “You pick the projects”
- **Repair and Maintain Stage**: Buildings are beginning to show their age and may require more significant investment on a case-by-case basis
- **Systemic Renovation Stage**: Buildings may require more significant repairs; large capital infusions; “The projects pick you”
- **Transitional/Gut Renovation/Demo Stage**: Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.

**Net Asset Value** = Replacement Value – Backlog

Replacement Value
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

- 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

Asset Reinvestment Need
Dollars in Millions
- Modernization and Infrastructure: $593.3
- Renewal Need: $310.4
- Current Need: $246.2

Distribution of Current Need by System:
- HVAC: 29%
- Building Exteriors: 25%
- Interiors: 16%
- Electrical: 13%
- Plumbing: 11%
- Roofing: 4%
- Small Building Renovation: 2%
- Roofing: 2%

Majority of Current Need Falls into HVAC and Building Exteriors.
Envelope/Mechanical Requirements Account For 78% of 10 Year Need

Stronger investment in mechanical work needed in future years

2006-2018 Historical Project Investment

- Envelope: 36%
- Mechanical: 50%
- Interiors: 13%

Distribution of Maine System Need* by System

- Envelope: 54%
- Mechanical: 24%
- Interiors: 22%

$282M Invested
$557M of Need

*Need includes backlog and renewal projects, not modernization or infrastructure work
Strategic Roadmap to Achieve UMS Goals
**Bond Allocation Split Between Existing Space and New Space**

FY20 and FY21 will see the majority of investment

**Bond Funding By Year**

Demolitions to offset UMFK and USM new construction will be primarily funded through other funding sources which are not represented in this graph.
Existing Space Spending Breakout

25% of existing space allocation is towards major renovations that may reset building life cycles.
Stable GSF Projected With Bond Plan

New construction coupled with demolitions will net a similar GSF in FY24

Assumptions

+ 10,000 GSF
Augusta Welcome Center

+ 8,400 GSF
UMFK Enrollment and Advancement Center

- 11,577 GSF
UMFK small buildings demo

+ 118,000 GSF
USM Student Success and Career Services Center

- 98,279 GSF
USM Dickey-wood demo

- 28,256 GSF
USM Woodbury demo

- 4,602 GSF
UMF Brinkman House demo

Note: FY24 GSF projection is based on assumptions listed above. Actual change in GSF is dependent on approval of projects.
UMFK NAV Scenario

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

FY18 Net Asset Value vs. Projection

- **Assumptions:**
  - Remove Cyr House
  - Remove Madawska House/Garage
  - Remove St. David House
  - Add 8,400 sq. ft. Enrollment and Advancement Center building:
    - Tech 3, Administrative

<table>
<thead>
<tr>
<th>Current</th>
<th>With Building Replacements</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAV Index</td>
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<tr>
<td>59%</td>
<td>61%</td>
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</tbody>
</table>

FY18 Renovation Age vs Projected

<table>
<thead>
<tr>
<th>FY18 Renovation Age vs Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of GSF</td>
</tr>
<tr>
<td>Under 10</td>
</tr>
<tr>
<td>UMFK FY18</td>
</tr>
<tr>
<td>9%</td>
</tr>
<tr>
<td>UMFK FY23</td>
</tr>
<tr>
<td>36%</td>
</tr>
</tbody>
</table>

Net Asset Value = Replacement Value – Backlog / Replacement Value
UMF NAV Scenario

UMF plan will remove $10M of backlog from inventory

**FY18 Net Asset Value vs. Projection**

- **Assumptions:**
  - Remove Brinkman House
  - Renovate Olsen Center

**FY18 Renovation Age vs Projected**

- **UMF FY18**
  - Under 10: 13%
  - 10 to 25: 5%
  - 25 to 50: 24%
  - Over 50: 9%

- **UMF FY23**
  - Under 10: 15%
  - 10 to 25: 10%
  - 25 to 50: 66%
Sightlines’ Target Not Met With Existing Space Investment Plans

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

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
Appendix: UMS Key Performance Indicators
# Using Sightlines Data to Monitor UMS KPIs

<p>| | | |</p>
<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Density: Number of喵</td>
<td>2. NAV: Net Asset Value</td>
<td>3. Capital Expenditures on Existing Space, %CRF</td>
</tr>
<tr>
<td>Current UMS measure: 297</td>
<td>Current UMS measure: 60%</td>
<td>Current UMS measure: 1.88-2.34%</td>
</tr>
<tr>
<td>Interim Goal: 332</td>
<td>Interim Goal: 65.9%</td>
<td>Peer/Industry standard: &lt;1.5%</td>
</tr>
<tr>
<td>Peer/Industry standard: 460</td>
<td>Peer/Industry standard: 75%</td>
<td>Periodic reporting recommended</td>
</tr>
<tr>
<td>Long-term System goal: 415</td>
<td>Long-term System goal: 70%</td>
<td></td>
</tr>
</tbody>
</table>

4. Annual Facilities Operating Expenses: Maintenance, Custodial, Grounds, & Utility Utilization % GSF |
| Current UMS measure: 9.67% | Current UMS measure: $6.70 |
| At this time, there are no commonly accepted standards in this area. UMS will continue to track, report & internally benchmark their progress. | Peer/Industry standard: $6.13 |

5. Total Cost of Ownership (TCO): | Establishment of specific goals to be revisited in FY17. |
| 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 | Current UMS measure: $1.98 |
| Peer/Industry standard: $1.58 | Periodic reporting recommended |

7. Annual Facilities Operating Expenses: Maintenance, Custodial, Grounds, & Utility Utilization % GSF |
| Current UMS measure: 2.89-3.69% | Current UMS measure: 3% |
| Periodic reporting recommended. | Establishment of specific goals to be revisited in FY17. |

8. Annual Facilities Operating Expenses: Maintenance, Custodial, Grounds, & Utility Utilization per GSF |
| Current UMS measure: $6.70 | Current UMS measure: $17.73 |

9. Preventive Maintenance |   |
| % Annual Expenditure |   |
| 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 ratio. |   |
| Strive to meet or exceed APTA/Sightlines benchmarks, i.e.: Custodial target zone: 25,213 – 37,000 GSF/FTE |   |

11. Energy Cost; per Million BTUs |
| Current UMS measure: $17.73 | Current UMS measure: $97.015 |
| Peer/Industry standard: $19.60 | Peer/Industry standard: 121.131 |
| Periodic reporting recommended |   |

12. Energy BTUs; per GSF |
|   |   |
| Continue to meet/exceed peer/industry standards; strive to improve existing UMS performance, establish specific goal for FY17. |   |
Density Factor

Density: Measures number of users per 100,000 GSF

![Density Factor Chart](chart.png)
Net Asset Value
Facilities Operating Actuals as % of GIR

Maine System Facilities Operating Actuals - %GIR

*This information will be tracked moving forward.
Capital Spending - % CRV
Existing space investment only

Existing Space Spending - % CRV

FY06  FY07  FY08  FY09  FY10  FY11  FY12  FY13  FY14  FY15  FY16  FY17  FY18
0.0%   0.5%   1.0%   1.5%   2.0%   2.5%   3.0%   3.5%   4.0%   4.5%   5.0%   5.5%   6.0%
Facilities Operating Actuals as % of CRV

Maine System Facilities Operating Actuals - %CRV

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18
% CRV
Facilities Operating Budget Actuals

Maine System Facilities Operating Actuals - $/GSF

- $/GSF

Daily Service
Planned Maintenance
Utilities

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18
Planned Maintenance

Planned Maintenance - % of Budget

% of Budget

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18
Maintenance Staffing

Maintenance Staffing

GSF/FTE

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

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Custodial Staffing

![Custodial Staffing Chart]

- FY06: 35,000
- FY07: 32,000
- FY08: 31,000
- FY09: 28,000
- FY10: 25,000
- FY11: 24,000
- FY12: 23,000
- FY13: 22,000
- FY14: 21,000
- FY15: 20,000
- FY16: 19,000
- FY17: 18,000
- FY18: 17,000
Grounds Staffing

![Grounds Staffing Chart]

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Energy Cost per GSF

Energy Cost per GSF

$/GSF

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

$/GSF

FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17 FY18

Energy Cost per GSF
Energy Cost per MMBTU
Energy Consumption

Energy Consumption

- Fossil
- Electric

BTU/GSF


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sightlines
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83
Emissions Summary

MTCDE/1,000 GSF

MTCDE/Student FTE

MTCDE = Metric Tons of Carbon Dioxide Equivalent
AGENDA ITEM SUMMARY

1. NAME OF ITEM: Space Reduction Update, UMS

2. INITIATED BY: Karl W. Turner, Chair

3. BOARD INFORMATION: X

4. OUTCOME: BOARD POLICY: 

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.
## Finance, Facilities, Technology Committee - Space Reduction Update

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

* 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.

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

**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.**
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 ACTION:** X

4. **OUTCOME:**
   - **BOARD POLICY:** 701 – Budgets-Operating & Capital

5. **BACKGROUND:**

   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.
## Capital Project Status Report

### Board Approved Projects

**March 2019 - Finance, Facilities & Technology Committee**

*With Grand Totals and % of Current Approved Estimates*

<table>
<thead>
<tr>
<th>Campus, Project Name (Project ID)</th>
<th>Funding Source(s) &amp; each source’s share of expenditures to date</th>
<th>Status</th>
<th>Original Estimated Completion</th>
<th>Current Est. Completion</th>
<th>Original Approved Estimate</th>
<th>Current Approved Estimate</th>
<th>% Expended of Current Approved Estimate</th>
<th>Prior Actions, Information &amp; Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>UM</td>
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<tr>
<td>Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)</td>
<td>Grants (84%), 2010 State Energy Bond (12%), Gifts (4%)</td>
<td>Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Construction in Progress</td>
<td>2014</td>
<td>2019</td>
<td>$6,400,000</td>
<td>$10,400,000</td>
<td>90%</td>
<td>Board Approved $6.4M in November, 2012. Board approved $1.6M in March 2014. Board approved increase of $873,000 in March 2015. BOT approved additional $1.5M in May 2016 for equipment project.</td>
</tr>
<tr>
<td>Cooperative Extension Diagnostic &amp; Research Lab (5100387)</td>
<td>2014 State Bond (85%), Campus E&amp;G Funds (10%), Grants (5%)</td>
<td>Substantially Complete</td>
<td>2016</td>
<td>2019</td>
<td>$9,000,000</td>
<td>$9,600,000</td>
<td>97%</td>
<td>BOT approved $9M in July, 2015. Board approved increase of $400,000 in July 2017. Chancellor approved additional increase of $200,000 in February, 2019.</td>
</tr>
<tr>
<td>Aquatic Animal Health Facility (5100440)</td>
<td>Grants (85%), Campus E&amp;G Funds (15%)</td>
<td>Substantially Complete</td>
<td>2017</td>
<td>2019</td>
<td>$2,300,000</td>
<td>$2,870,000</td>
<td>94%</td>
<td>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.</td>
</tr>
<tr>
<td>Barrows Hall ESRB Lab Renovations (5100424)</td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Complete</td>
<td>2017</td>
<td>2018</td>
<td>$1,900,000</td>
<td>$1,900,000</td>
<td>83%</td>
<td>Board approved $1.9M in March, 2017</td>
</tr>
<tr>
<td>Daring Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)</td>
<td>Grants (100%)</td>
<td>Design in Progress</td>
<td>2017</td>
<td>2019</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>10%</td>
<td>Board approved $3M in July, 2017.</td>
</tr>
<tr>
<td>Engineering Education and Design Center (5100458)</td>
<td>Bond Proceeds (24%), Campus E&amp;G Funds (76%), Gifts (0%)</td>
<td>Design in Progress</td>
<td>2024</td>
<td>2024</td>
<td>$1,000,000</td>
<td>$9,000,000</td>
<td>15%</td>
<td>Board approved $1M in September, 2017. Board approved additional $8M in May, 2018.</td>
</tr>
<tr>
<td>Wells Commons Generator (5100433)</td>
<td>Campus Auxiliary Reserves (100%)</td>
<td>Substantially Complete</td>
<td>2019</td>
<td>2019</td>
<td>$525,000</td>
<td>$525,000</td>
<td>61%</td>
<td>Board approved $525,000 January, 2018.</td>
</tr>
<tr>
<td>CCAR EDA Hatchery Building Roof Replacement (5100456)</td>
<td>Campus E&amp;G Reserves (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$562,000</td>
<td>$562,000</td>
<td>3%</td>
<td>Board approved $562,000 in June, 2018.</td>
</tr>
<tr>
<td>* Hilltop Commons Service Updates (5100489)</td>
<td>Campus Auxiliary Reserves (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$925,000</td>
<td>$925,000</td>
<td>0%</td>
<td>Board approved $925,000 January, 2019.</td>
</tr>
<tr>
<td>* York Hall Kitchen Hood Replacement (5100490)</td>
<td>Campus Auxiliary Reserves (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$562,000</td>
<td>$550,000</td>
<td>0%</td>
<td>Board approved $550,000 January, 2019.</td>
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<tr>
<td>UMM</td>
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<tr>
<td>Compressed Natural Gas Heating Conversion (4100028)</td>
<td>Revenue Bonds (100%)</td>
<td>Substantially Complete</td>
<td>2014</td>
<td>2019</td>
<td>$1,800,000</td>
<td>$1,800,000</td>
<td>84%</td>
<td>Board approved $1.8M in July 2014.</td>
</tr>
<tr>
<td>USM</td>
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<tr>
<td>Athletic Field Lighting (6100289, 6100305, 6100306)</td>
<td>Campus E&amp;G Funds (29%), Gifts (9%), External Lease Financing (62%)</td>
<td>Complete</td>
<td>2018</td>
<td>2018</td>
<td>$1,780,000</td>
<td>$1,780,000</td>
<td>90%</td>
<td>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.</td>
</tr>
<tr>
<td>USM Center for the Arts (6100300)</td>
<td>Gifts (100%)</td>
<td>Pre-Design in Progress</td>
<td>2022</td>
<td>2022</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>0%</td>
<td>Board approved $1M in January, 2018.</td>
</tr>
<tr>
<td>Corthell Hall HVAC Upgrades (6100295)</td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Substantially Complete</td>
<td>2018</td>
<td>2018</td>
<td>$550,000</td>
<td>$550,000</td>
<td>85%</td>
<td>Board approved $550,000 in May, 2018.</td>
</tr>
<tr>
<td>Campus, Project Name (Project ID)</td>
<td>Funding Source(s) &amp; each source’s share of expenditures to date</td>
<td>Status</td>
<td>Original Estimated Completion</td>
<td>Current Est. Completion</td>
<td>Original Approved Estimate</td>
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<td>% Expended of Current Approved Estimate</td>
<td>Prior Actions, Information &amp; Notes</td>
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<tr>
<td><strong>USM</strong></td>
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<tr>
<td>* Woodward Hall Renovation (6100301)</td>
<td>Bond (0%), Campus E&amp;G Funds (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$1,800,000</td>
<td>$1,800,000</td>
<td>7%</td>
<td>Board approved $1.8M in January, 2019.</td>
</tr>
<tr>
<td>* Ricci Lecture Hall Renovation (6100308)</td>
<td>Bond (0%), Gifts (0%), Campus E&amp;G Funds (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$500,000</td>
<td>$500,000</td>
<td>5%</td>
<td>Board approved $500,000 in January, 2019.</td>
</tr>
<tr>
<td>* Brooks Student Center Generator &amp; Switchgear Installation (6100315)</td>
<td>Campus E&amp;G Funds (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$675,000</td>
<td>$675,000</td>
<td>3%</td>
<td>Board approved $675,000 in January, 2019.</td>
</tr>
<tr>
<td>* Schematic Design of the Career and Student Success Center (6100325)</td>
<td>Bond (0%), Campus E&amp;G Funds (0%)</td>
<td>Pre-Design in Progress</td>
<td>2020</td>
<td>2020</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>0%</td>
<td>Board approved $1M in January, 2019.</td>
</tr>
<tr>
<td>* Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)</td>
<td>Bond (0%), Campus E&amp;G Funds (100%)</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2019</td>
<td>$2,580,000</td>
<td>$2,580,000</td>
<td>1%</td>
<td>Board approved $2.58M in January, 2019.</td>
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<tr>
<td><strong>UMPI</strong></td>
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<tr>
<td>** UMPI Greenhouse (7100010)</td>
<td>MEIF (100%), Gifts (0%)</td>
<td>Design in Progress</td>
<td>2018</td>
<td>2019</td>
<td>$850,000</td>
<td>$935,000</td>
<td>8%</td>
<td>Board approved $850K in September, 2018. Board approved additional $85,000 in January, 2019.</td>
</tr>
</tbody>
</table>

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 unless otherwise noted.
Percentage expended reflects total expended as of January 31, 2019 as a percentage of the current approved project estimate.
# Bond Project Status Report

**Active Bond Projects**

**March 2019 - Finance, Facilities & Technology Committee**

**With Grand Totals and % of Current Approved Estimates**

<table>
<thead>
<tr>
<th>Campus, Project Name (Project ID), Project Manager</th>
<th>Status</th>
<th>Original Estimated Completion</th>
<th>Current Est. Completion</th>
<th>Funding Source(s) &amp; each source’s share of expenditures to date</th>
<th>Estimated Bond Funding for Project</th>
<th>Bond Funding Expended</th>
<th>Estimated Project Cost</th>
<th>Prior Actions, Information &amp; Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>USM * Woodward First Floor Renovations (6100301) Project Manager: Dave Carney</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2022</td>
<td>Bond (0%), Campus E&amp;G Funds (100%)</td>
<td>$1,500,000</td>
<td>$0</td>
<td>$1,800,000</td>
<td>Board approved $1.8M in January, 2019.</td>
</tr>
<tr>
<td>* Ricci Lecture Hall Upgrades (6100308) Project Manager: Carol Potter</td>
<td>Design in Progress</td>
<td>2019</td>
<td>2020</td>
<td>Bond (0%), Gifts (0%), Campus E&amp;G Funds (100%)</td>
<td>$150,000</td>
<td>$0</td>
<td>$500,000</td>
<td>Board approved $500,000 in January, 2019.</td>
</tr>
<tr>
<td>* Student Success and Career Services Center (6100325) Project Manager: Adam Thibodeau</td>
<td>Pre-Design in Progress</td>
<td>2024</td>
<td>2024</td>
<td>Bond (0%), Campus E&amp;G Funds (0%)</td>
<td>$19,000,000</td>
<td>$0</td>
<td>$19,000,000</td>
<td>Board approved $1M in January, 2019. The total project cost remains under development and subject to change.</td>
</tr>
<tr>
<td>* Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323) Project Manager: Carol Potter</td>
<td>Design in Progress</td>
<td>2021</td>
<td>2021</td>
<td>Bond (0%), Campus E&amp;G Funds (100%)</td>
<td>$1,500,000</td>
<td>$0</td>
<td>$2,580,000</td>
<td>Board approved $2.58M in January, 2019.</td>
</tr>
</tbody>
</table>

**Total Bond for Campus** $22,150,000 $0 $23,880,000

**Totals:** $22,150,000 $0 $23,880,000

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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 unless otherwise noted.

Percentage expended reflects total expended as of January 31, 2019 as a percentage of the current approved project estimate.
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

4. OUTCOME: BOARD POLICY:
   Improve Student Success and Completion
   Enhance Fiscal Positioning
   701 – Budgets-Operating & Capital

5. BACKGROUND:

   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.