



Board of Trustees  
15 Estabrooke Drive  
Orono, ME 04469

Tel: 207-581-5844  
Fax: 207-581-9212  
[www.maine.edu](http://www.maine.edu)

December 20, 2019

TO: Members of the Finance/Facilities/Technology Committee

FR: Ellen N. Doughty, Clerk of the Board

RE: **January 8, 2020 - Finance/Facilities/Technology Committee Meeting**

The University of Maine

University of Maine  
at Augusta

University of Maine  
at Farmington

University of Maine  
at Fort Kent

University of Maine  
at Machias

University of Maine  
at Presque isle

University of  
Southern Maine

The Finance/Facilities/Technology Committee will meet from **9:00 am to 12:00 pm on January 8, 2020.** 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 319, Education Center  
UMFK – Alumni Conference Room, Nadeau Hall  
UMM – RM 203, Powers Hall  
UMPI – Executive Conference Room, Preble Hall  
USM – Room 423/424, Glickman Library

Phone: 1-800-605-5167 code 743544#

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

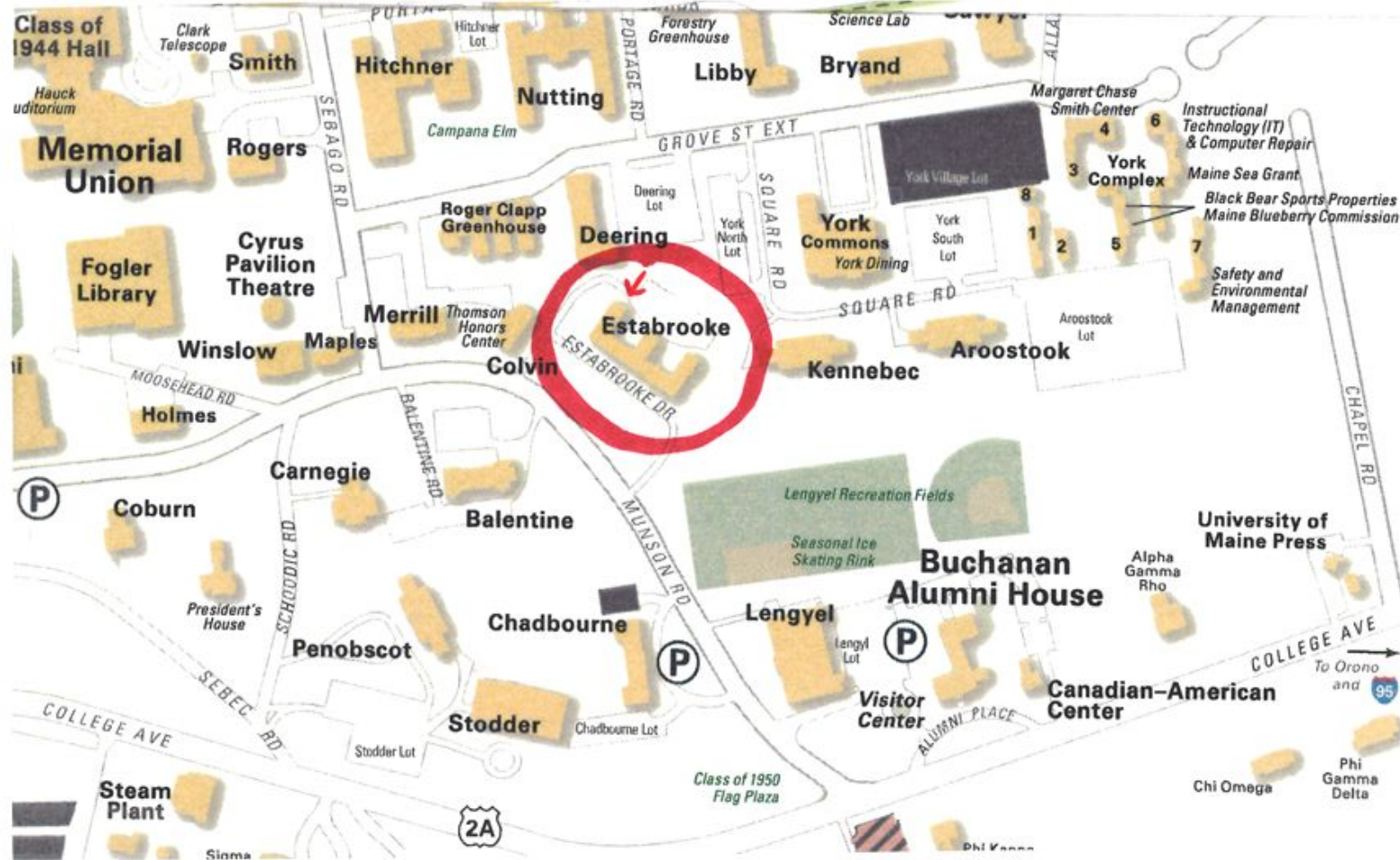
If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Ryan Low at 581-5845.

cc: Dannel Malloy, Chancellor  
Board of Trustees  
Presidents  
System Staff

# University of Maine System

15 Estabrooke Drive, Orono

**Rudman Conference Room**  
253 Estabrooke Hall, 2<sup>nd</sup> Floor  
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 Muson Road. Estabrooke Hall is the building on the right after Lengyel.

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

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

Board of Trustees

**Revised - 1/6/2020**

**Finance, Facilities & Technology Committee**

January 8, 2020      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
- State of IT Report 2019..... TAB 2

9:30 am      Finance Items

- FY2019 Annual Report on Gifts, Fundraising and Endowments..... TAB 3

9:45 am      Facilities Items

- Naming of North Engineering Annex, UM..... TAB 4
- Renovation of Brooks Dining Hall Patio, USM..... TAB 5
- Wishcamper Center Parking Lot Expansion, USM..... TAB 6
- Construction of the Nursing High Fidelity Simulation Lab, USM..... TAB 7
- P3 Residence Hall and SSC Award Authorization, USM..... TAB 8
- Randall Student Center Renovation & Addition, UMA..... TAB 9
- Real Property Authority Matrix Update, UMS..... TAB 10
- Capital Project Report..... TAB 11
- Baily Hall Fire Protection and Electrical Upgrades, USM..... TAB 12

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:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
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
- MaineStreet Improvements
- VoIP – UMF
- VoIP – UMPI
- VoIP – USM
- LMS Implementation Project



**Status Update – December 2019****Classrooms for the Future**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 Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget*	Budget Committed to date	Budget % Committed	Project % Complete	Comments
4/2016	David Demers	12/2019 (updated 11/18)	12/2019	\$4,945,075	\$4,945,075	100%	95%	Total estimated budget reflects additional allocation provided Dec. 2017 as well as contingency funds added December 2018

**Status**

Reassessments have been completed on Summer 2019 classroom upgrades. A few remaining installations are also being completed during winter break.

As the overall project nears completion, the CFTF project team will prepare final reports for each of the campuses relating to the work that has been accomplished, the updated assessments, maintenance recommendations, and suggestions for future classroom upgrades.

**BUDGET SUMMARY**

Campus	Allocation	% Committed to Date	\$\$ Not Yet Budgeted	% Complete
<b>PROJECT TOTAL</b>	\$4,945,075	100%	-0-	97%
UMM	\$240,900	100%	-0-	99%
UMF	\$415,976	100%	-0-	100%
UMaine	\$1,681,630	100%	-0-	99%
UMPI	\$360,276	100%	-0-	95%
USM	\$1,238,980	100%	-0-	95%
UMFK	\$287,348	100%	-0-	97%
UMA	\$719,965	100%	-0-	96%

**Summary by Campus and Classroom Project**Reference: [Campus Room Renovations](#)

Campuses	Rooms By Project Setup	% Complete
UMA	Music Arts 124	100%
	RRSC 248 & 255	100%
	UC Bath/Brunswick 114	100%
	UC Norway SoPar 114 & 206	100%
	UC Saco 111	100%
	UC Ellsworth 2 & 7	100%
	UC Rockland 410 & 413	100%
	Jewett 124, 180, 189, 190 & 291	100%
	RRSC 246	100%
	UC Rockland 403, 410, 412 (Phase 2)	100%
	Fine Arts 122	100%
	Jewett 284, 293, 297	100%
	Katz 5, 15, 51	100%
	Katz 14	100%
	Katz 16	100%
	Katz 53	45%
	Handley Hall	100%
	LAC 162J, 162K, 162L, 216A, 216B, 218, 222C	100%
	Bangor 135, 142	100%
	Camden 101, 105, 304	100%
	Randall 250	62%
	Jewett 156	100%
	Jewett 284, 293, 297	100%
UMF	Roberts 205 & 207	100%
	Ricker Addition 202, 205	100%
	Roberts C23 & 131	100%
	Ricker Addition 217	100%
	Preble 117	100%
	Roberts 105, 107, 201, 203	100%
	South 115	100%
	Education Center 6 & 113	100%

	Tech Commons Fusion Center	100%
	Roberts 3, 101, 103	100%
	Education Center 103, 106, 110, 114	100%
UMaine	Shibles 202	100%
	DPC 105	100%
	Neville 101	100%
	Estabrook 130, 152	100%
	Bennett 215	100%
	Dunn 315 & 316	100%
	South Stevens 106D	100%
	DPC 107, 115, 117	100%
	Boardman 116	100%
	Boardman 118	100%
	Shibles 217, 313, 316	100%
	Nutting 100	100%
	Aubert 354	100%
	Hitchner 157	100%
	Jenness 102, 104, 108	100%
	Lengyel 127	100%
	Libby 220	100%
	Little 110, 120, 202, 206, 220	100%
	Lord 200	100%
	Colvin 401	100%
	Memorial Gym Complex 106 & 110 (ROTC Army)	100%
	Merrill 228a	100%
	Murray 102 & 106	100%
	N Stevens 235	100%
	Rogers 206	100%
	ROTC Navy 201 & 203	100%
	Deering 101c	100%
	Barrows 123, 131, 133	100%
	Balentine 129	100%
	Dunn 1, 44, 401	100%
	Barrows 124	100%

	Bryand Global 100	100%
	Deering 17	100%
	North Stevens 235	100%
	South Stevens 232-B	100%
	Neville 116, 118	100%
	Neville 120	100%
	Little 212	100%
	Aubert 165	100%
	Barrows 128	100%
	Class of 44 100	100%
	Colvin 401	100%
	DPC 111	100%
	Little 350	100%
	Center Stevens 155	100%
	Darling Marine Center Brooke Hall	100%
	PAIL Necropsy Lab	100%
	Libby 220	100%
	Nutting 213	100%
	Boardman 210	100%
	Lengyel 125, 127	100%
	Center Stevens 355	100%
	Deering 17, 113	100%
	Little 211, 212, 219	100%
UMM	Torrey Hall 230, 232, 234 - Phase 1	100%
	Torrey Hall 102	95%
	Torrey Hall 106	100%
	Powers 208 & 209	100%
	Science 114	100%
	Science 102 & 120	100%
	Reynolds Center 14	100%
	Torrey 230, 232 & GIS Lab - Phase 2	100%
	Performing Arts Center	100%
	Science 13, 115	100%
UMFK	Powell 123	100%
	Cyr 113	100%
	Old Model School 11	100%

	Cyr 200 & 201	100%
	Cyr 203	100%
	Cyr 200, 201, 204, 209	100%
	Nadeau Telecom Room	100%
	Powell 123 - Phase 2	100%
	Old Model School 112	62%
	Armory 119	100%
	Cyr 200-Contingency	100%
	Cyr 204, 205-Contingency	100%
<b>UMPI</b>	Folsom 206	100%
	Pullen 113, 212, 216	100%
	Folsom 204 & 205	100%
	Houlton 110	100%
	Folsom 203	100%
	Pullen 212	100%
	Pullen 213	100%
	Preble 239	100%
	Gentile Athletic	100%
	Weidan Training	100%
	Houlton 109	95%
	Houlton 120	49%
	Houlton 124	100%
	Houlton 125	95%
	Pullen 111, 214	100%
	Pullen 215	95%
	Pullen 113, 210, 213, ART	75%
	Folsom 303	100%
	Folsom 301, 304	100%
<b>USM</b>	405 Bailey	100%
	John Mitchell 217	100%
	Payson Smith 301A	100%
	LB 103	100%
	Masterson 113	100%
	Bailey 320	100%






	Bailey 10, S113, 201, 202, 204, 205, 206, 207, 208, S213, S215, 218, S312, S313, 315, L319, 320, L321, C402, C403, C, 405,	100%
	Corthell 112, 211, 212	100%
	John Mitchell 151, 164, 181	75%
	John Mitchell 233, 235, 242, 252, 265, 270	77%
	John Mitchell 252	100%
	LAC 287	100%
	LAC 210, 211, 212, 214, 216, 218, 224	100%
	LB 208, 209, 241, 302, 303, 310, 326, 327, 402, 403, 410, 424, 425, 502, 503, 509, 510, 523, 524	100%
	Payson Smith 1, 41, 42, 44, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 211, 303, 304, 306	100%
	Wishcamper 103, 113, 417/419, 427	85%
	Science 203, 403	48%
	Law 118	100%
	Payson Smith 42 & 44 - Phase 2	100%
	Payson Smith 201, 206, 304, 306 - Phase 2	85%
	Bailey 218 & 312	100%
	Bailey 313	75%
	Bailey 402	68%
	LAC 104, 106	100%
	Glickman Library 423/424	100%
	Luther Bonney 209	100%
	Science 157	100%
	Science 533	100%
	Russell 1 and Dance Studio	100%
	Masterton G38	100%
	Hill Gym 201	100%
	Ice Arena 154	100%
	LB 410, 524	100%
	Corthell 320	100%
	LAC 105, 108, 110	100%

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

## Status Update – December 2019

### UMS Wireless Infrastructure

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

### Overview

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

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
4/2016	Jeffrey Letourneau	12/2018	06/2020	\$13,215,000	\$12,148,402	94%	

### Status

At USM, a schedule has been established with facilities management and the cabling contractor with a targeted completion date of June 2020. Cabling continues in the Science Building and has begun in Wishcamper. Facilities management has complete HVAC installations in most buildings and have been preparing Corthell, Russell, the Costello Complex and Sullivan Gym for upgrades.

The Sullivan Gym complex has been added to the list of project upgrades. It was previously on hold awaiting master planning information.

At UM, Barrows, Deering, and Center Stevens have been completed. Work in Stewart and Wells Commons is scheduled for winter break.

At UMPI, new fiber has been installed between buildings and will be brought online in January. This will conclude project work on the UMPI campus.

At UMA, no work is currently underway or being planned.

At UMM, project work is complete on the UMM campus.

At UMF, project work is complete on the UMF campus.

At UMFK, project work is complete on the UMFK campus.

**BUDGET SUMMARY**

Campus	Allocation	% Budgeted to Date	\$\$ Not Yet Budgeted	% Expended & Encumbered to Date	\$\$ Expended & Encumbered	\$\$ Not Yet Expended/Encumbered
<b>PROJECT TOTAL</b>	<b>\$13,215,000</b>	<b>99%</b>	<b>\$87,242</b>	<b>92%</b>	<b>\$12,148,402</b>	<b>\$1,066,598</b>
Equipment in Inventory					\$794,362	
System-wide Services	\$620,000	100%	\$0	100%	\$620,000	\$0
UM - Machias	\$733,200	100%	\$0	101%	\$743,998	-\$10,798
UM - Farmington	\$1,674,800	100%	-\$6,712	100%	\$1,681,512	-\$6,712
UMaine	\$3,294,600	100%	\$0	94%	\$3,090,702	\$203,898
UM - Presque Isle	\$700,200	100%	\$0	99%	\$694,329	\$5,871
USM	\$5,017,600	98%	\$98,186	67%	\$3,344,669	\$1,672,931
UM - Fort Kent	\$614,600	103%	-\$17,212	103%	\$631,812	-\$17,212
UM - Augusta	\$560,000	98%	\$12,980	98%	\$547,020	\$12,980

(\*) = 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**

Complete¹		Installation & Deployment Scheduled / In Progress²		Planning - Not yet Budgeted
University of Maine at Augusta				
Lewiston Katz Jewett Randall	Eastport Camden Belfast Civic Center College Center			
University of Maine at Farmington				
Mantor Library Dakin Black Mallett Lockwood Purington	Stone Scott North Scott West Scott South Campus Fiber			
University of Maine at Fort Kent				
Powell The Lodge Crocker	Blake Library Cyr Hall			
University of Maine at Machias				
Torrey Hall / Merrill Library Reynolds Powers	Science Kilburn Dorward Sennett			

University of Maine at Presque Isle				
Park Emerson Merriman	Folsom-Pullen Wieden Library	Campus Fiber		
University of Maine				
Fogler Library Shibles Bennett Rogers Jenness Lord Bryand Global Science Boardman Murray Hall <sup>4</sup> Aubert	Little Class of 1944 Lengyel Estabrook Core Hitchner Hart Core Donald P Corbett Winslow Barrows / ESRB NuttingDeering Center Stevens	<u>In Progress</u> North Stevens South Stevens Fernald (80%)  <u>Begin 0-3 months</u> Wells Stewart Merrill	<u>Begin 3-6 months</u>	
University of Southern Maine				
Drawing Studio Print Studio Academy Building  <u>Wireless Only</u> Wishcamper John Mitchell Cen Law Building	Abromson Masterton Hall Glickman Library Luther-Bonney Payson-Smith Brooks Dining Bailey	<u>In Progress</u> Science (75%) Wishcamper (wired)  <u>Begin 0-3 months</u> JMC (wired) Corthell Costello Complex Russell	<u>Begin 3-6 months</u> Lewiston-Auburn Sullivan Complex  <u>Deprioritized</u> Woodbury	

<sup>1</sup> Networks are online and functioning; some testing and close-out paperwork may remain to be done

<sup>2</sup> Dates are estimated start dates for cable installation & deployment – subject to change

<sup>3</sup> Insufficient funding to upgrade entire building; minimal upgrades to support Classrooms for the Future or future upgrades

<sup>4</sup> 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.



## Status Update – December 2019

### MaineStreet Improvements

#### Overview

This initiative was initially 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 upgraded 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 included transitioning the CS PeopleSoft environments from the legacy Solaris architecture to Linux architecture.

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

Project	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete	Comments
CS 9.2 Upgrade	October 2018	David Demers	June 2019	June 2019	\$1,349,263	\$436,064	100%	Project Closed
UX Enhancements	September 2018		January 2019	June 2020	\$1,148,237	\$653,217	17%	

#### PeopleSoft User Interface Platform

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

#### Summary Status

The Project Team is engaging a broader group of stakeholders in the functional analysis of the Campus Experience module. Fit/gap sessions are planned for January, the primary goals of which are to identify functional gaps (including those resulting from customizations in the MaineStreet environment), decision points, and any issues. The project Technical Team and HighPoint staff continue to meet regularly to transfer knowledge, troubleshoot issues, and configure the Campus Experience module to meet the needs of the UMS. The team has also completed the build and deployment of a new test database and is in the process of updating an additional database that will support the next phase of in-depth analysis and the development of long-term maintenance, testing, and support processes.

#### Recently Completed

- Project communication: Enrollment Management Council, Functional Area Teams
- Build of new test database (CSTS3)
- Further refinement of the project plan




### In Progress

- The technical build of architecture
- Fit/ gap analysis
- Maintenance and support planning

### Risks & Mitigation Strategies

Risk	Risk Management Plan
Failure to complete the project on schedule	Proactive planning, strong communication, and coordination processes, regular project team meetings, and clearly defined escalation path for identifying and resolving issues.
Resource contention due to competing demands	Proactive project management approach with respect to planning and scheduling activities. Leverage qualified Highpoint resources to augment UMS resources when needed.
Changes to project scope	Perform fit/gap analysis and execute the change control process throughout the project.
A high volume of change within a short time period can result in training and support challenges.	Engaging with stakeholders at an early stage will help inform decisions regarding functional deployment, communication, and training.
Many MaineStreet self-service functions are customized and HighPoint modules are designed to work with native Peoplesoft functionality. Users will need to be able to access the appropriate features and functions of MaineStreet in the HighPoint environment.	Conducting a comprehensive analysis of functionality and customizations with functional and technical stakeholders will inform the development of the optimal user experience.

**Status Update – December 2019****VoIP – UMF**

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

**Overview**

This project will upgrade the UMF telecom system to utilize voice-over-IP (VoIP) and mitigate risk associated with the aging Avaya phone system.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
4/2019	Jeffrey Letourneau	9/2021	9/2021	\$499,000	\$117,228.87	39%	




**Status**

The project has been stalled for several weeks pending installation of electrical circuits in six buildings. The new circuits are required for battery backup units to power the VoIP phones. Nearly all lines that are remaining as analog service have been converted.

**Risks**

- The legacy Avaya phone system has showed signs of failing. There is a risk that we will not be able to migrate all services from this system before failure occurs. This risk is being mitigated by temporarily moving line to analog voice gateways.
- Due to the mitigation plan noted above, many users will be required to transition multiple times. This poses a risk of customer dissatisfaction and will necessitate a more comprehensive communication strategy.
- The network infrastructure in many buildings on the UMF campus is not adequate for deploying VoIP phones. This poses a risk to both project schedule and budget.
- Availability of human resources is a risk to this project. Resources needed for this project will also be working on telecommunications upgrades at UMPI and USM as well as providing operational support for all campuses.

**Status Update – December 2019****VoIP – UMPI**

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 upgrade the UMF telecom system to utilize voice-over-IP (VoIP) and mitigate risk associated with the aging Avaya phone system.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
6/2019	Jeffrey Letourneau	9/2021	9/2021	\$291,000	\$34,651.37	13.6%	




**Status**

The voice gateway has been installed and analog phones are being moved to the Gateway. The campus has prioritized buildings for infrastructure upgrades to allow VoIP deployment and estimates are being developed for those upgrades.

**Risks**

- There is a risk that we will not be able to migrate all services from this system before failure of the legacy system occurs.
- The network infrastructure in some buildings on the UMPI campus is not adequate for deploying VoIP phones. This poses a risk to both project schedule and budget.
- Availability of human resources is a risk to this project. Resources needed for this project will also be working on telecommunications upgrades at UMF and USM as well as providing operational support for all campuses.

**Status Update – December 2019****VoIP – USM**

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 upgrade the USM telecom system to utilize voice-over-IP (VoIP) and mitigate risk associated with the aging Avaya phone system.

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete	Comments
6/2019	Jeffrey Letourneau	9/2022	9/2022	\$809,000	\$26,688.60	3.5%	

**Status**

The project team has begun to deploy VoIP phones with nearly all users in Glickman converted as well as US:IT personnel located in other buildings. The team is now scheduling and coordinating voicemail and VoIP migrations on a building-by-building or, in some cases, a floor-by-floor basis. An effort is also in place to coordinate with the network upgrade projects to avoid re-work. Brooks Dining Commons is scheduled for conversion during January.

**Risks**

- Constantly changing staff phone assignments and lack of clear processes for notifying IT when staff leave or are hired is a risk to a complete and accurate migration.
- There is a risk that we will not be able to migrate all services from this system before failure of the legacy system occurs.
- The network infrastructure in some buildings on the USM campus is not adequate for deploying VoIP phones. This poses a risk to both project schedule and budget.
- Availability of human resources is a risk to this project. Resources needed for this project will also be working on telecommunications upgrades at UMF and UMPI as well as providing operational support for all campuses.



## Status Update – December 2019

### Brightspace LMS Implementation

#### Project Overview

Blackboard's current Learning Management System (Blackboard Learn) is slated to be superseded with its new product, Blackboard Learn Ultra, in the coming years. Instead of waiting to be forced into the new product on the vendor's timeline, during the 2018 - 2019 academic year the University of Maine System (UMS) has engaged in a comprehensive review process to evaluate and identify the Learning Management System best suited to the needs of our campus communities. Based upon feedback received from faculty across all UMS campuses and a thorough feature evaluation process also involving representation from all campuses, Desire2Learn's (D2L) Brightspace platform was selected to replace Blackboard Learn. This project will implement Brightspace as the UMS's new LMS. Implementation must be completed and the new system operational by August 2020. The Blackboard contract has been extended to August 25, 2020. (The Summer 2020 term concludes on August 21, 2020.)

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete	Comments
10/9/19	UMS Chief Academic Officers Council (COAC)	September 2020	September 2020	Implementation and Year 1: \$205,825	\$0	22%	
				Transition Support Allocations: \$1,401,396	\$1,401,396		

Overall status:



Change from the previous report:

N/A

Budget status:



Change from the previous report:

N/A

Schedule status:



Change from the previous report:

N/A

#### Summary Status

The core implementation continues to partner with vendor (Desire2Learn) resources and UMS stakeholder groups to complete initial design and configuration decisions for the new Brightspace environment. The schedule remains on track and final preparations are being made to support a number of pilot course offerings within the Brightspace environment for each campus in the upcoming Spring term.

#### Recently Completed

- Initial in-depth training for administrators
- Integration with an initial set of third-party solutions, including Kaltura and Zoom
- Implementation support funding has been provided to each UMS campus assist with course migration, training support needs
- Spring course pilot planning and development
  - Selection of pilot courses
  - Initial migration of courses from Blackboard to Brightspace
  - Course shell creation and instructor enrollment

#### In Progress

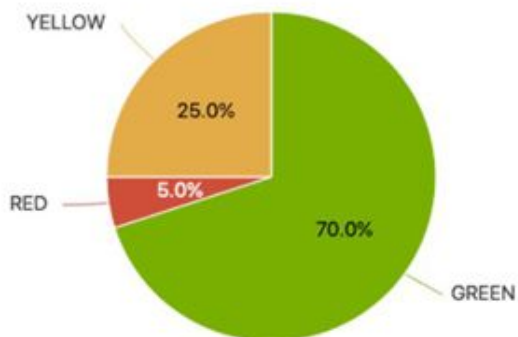
- Initial in-depth training for instructional design and development staff
- Initial Brightspace site design and additional configurations

- Technical integrations with MaineStreet and remaining third-party solutions, including Single Sign-On support
- Learning Strategy Consulting engagement with D2L to identify opportunities to leverage the LMS implementation effort to support system-wide strategic outcomes
- Initial migration of pilot courses from Blackboard to Brightspace

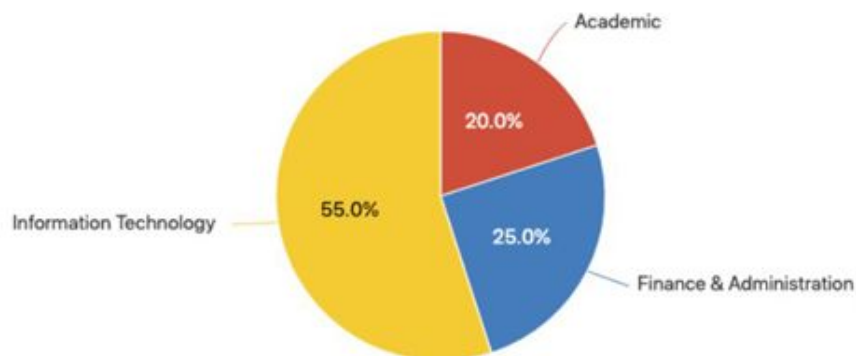
### Risks & Mitigation Strategies

Risk	Risk Management Plan
Failure to complete the project on schedule	Proactive planning, strong communication, and coordination processes, regular project team meetings, and clearly defined escalation path for identifying and resolving issues.
Resource contention due to competing demands	Proactive project management approach with respect to planning and scheduling activities. Pre-schedule resources as needed. Leverage qualified D2L consultants to augment UMS resources when needed.
Interruption of project timeline due to delay in decision-making	Defined and closely adhered to the decision escalation process.
Lack of adequate knowledge transfer	Maximize UMS resources participation in the project and execute knowledge transfer throughout all phases of the project. Use project tools and templates to assist with providing detailed documentation and training information.

**Active Project Health**



**Active Projects by Category**

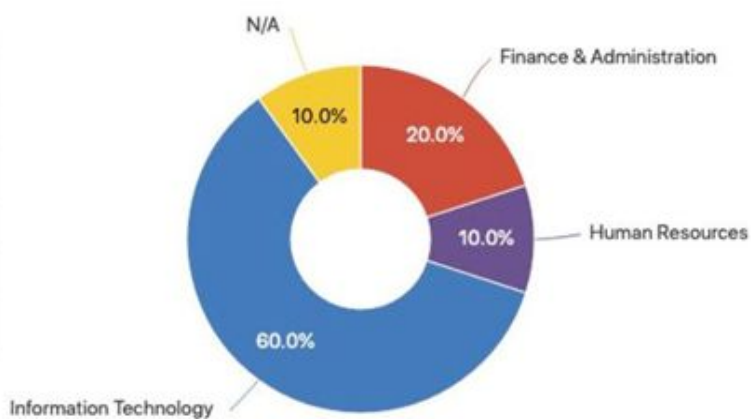


**Total Budget of Active Projects**

Sum of Budget	
Total	21,536,600.00

**Initiating Projects & RFPs**

Category	Count
Finance & Administration	2
Human Resources	1
Information Technology	6
N/A	1
<b>Total</b>	<b>10</b>





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

**Finance – Facilities – Technology  
Committee**


**January 8, 2020**



**Maine's  
Public  
Universities**


UNIVERSITY OF MAINE SYSTEM

**University Services  
Information Technology**



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

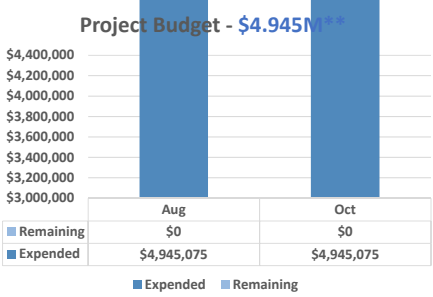
### Classrooms for the Future (Tab 1.1; Page \_)



**Maine's  
Public  
Universities**

UNIVERSITY OF MAINE SYSTEM

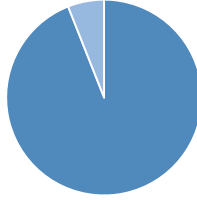
**Project Budget - \$4.945M\*\***



	Aug	Oct
Remaining	\$0	\$0
Expended	\$4,945,075	\$4,945,075

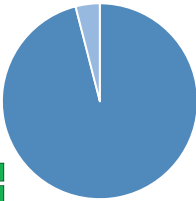
■ Expended ■ Remaining

**94% Complete (Oct)**



→

**96% Complete (Jan)**




Overall status: ■








Budget status: ■

Schedule status: ■

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget*	Budget Committed to date	Budget % Committed	Project % Complete
4/2016	David Demers	12/2019 (updated 11/18)	12/2019	\$4,945,075	\$4,945,075	100%	96%


**\*\*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 \_)










**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

• **2017-2019 Classroom Upgrades**


Campus	Jan '20	
UMA	96%	
UMF	100%	
UMFK	97%	
UMM	99%	
UM	99%	
USM	95%	
UMPI	95%	



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

### Classrooms for the Future (Tab 1.1; Page \_)




**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

• **Jan 2020 Update**

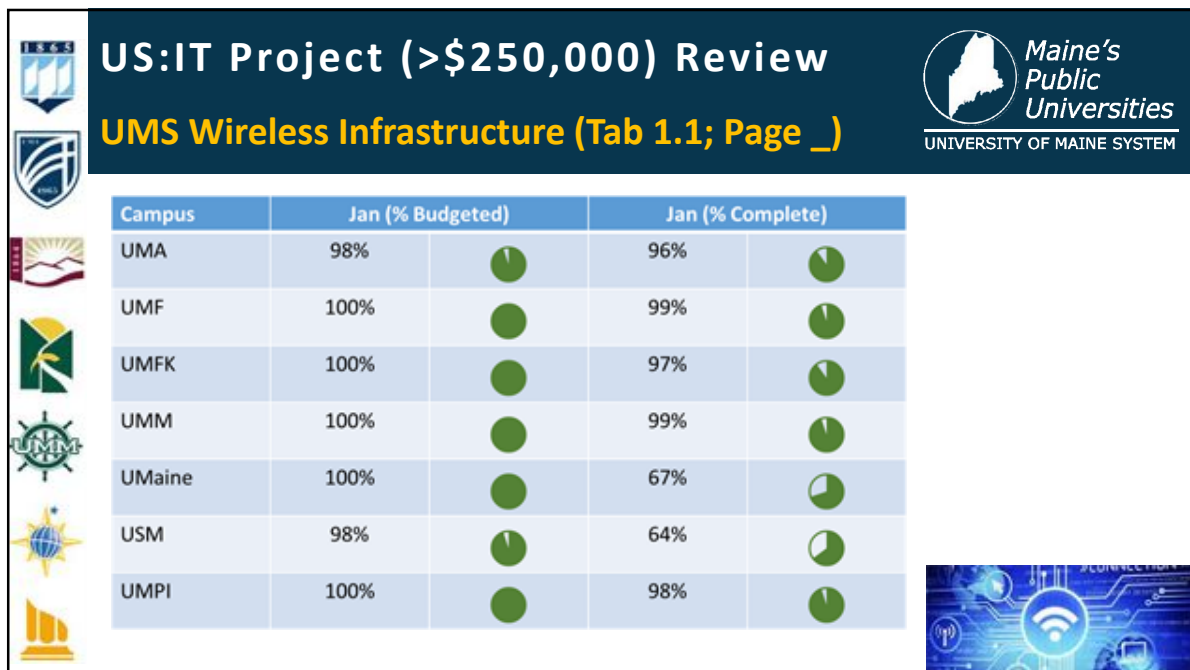
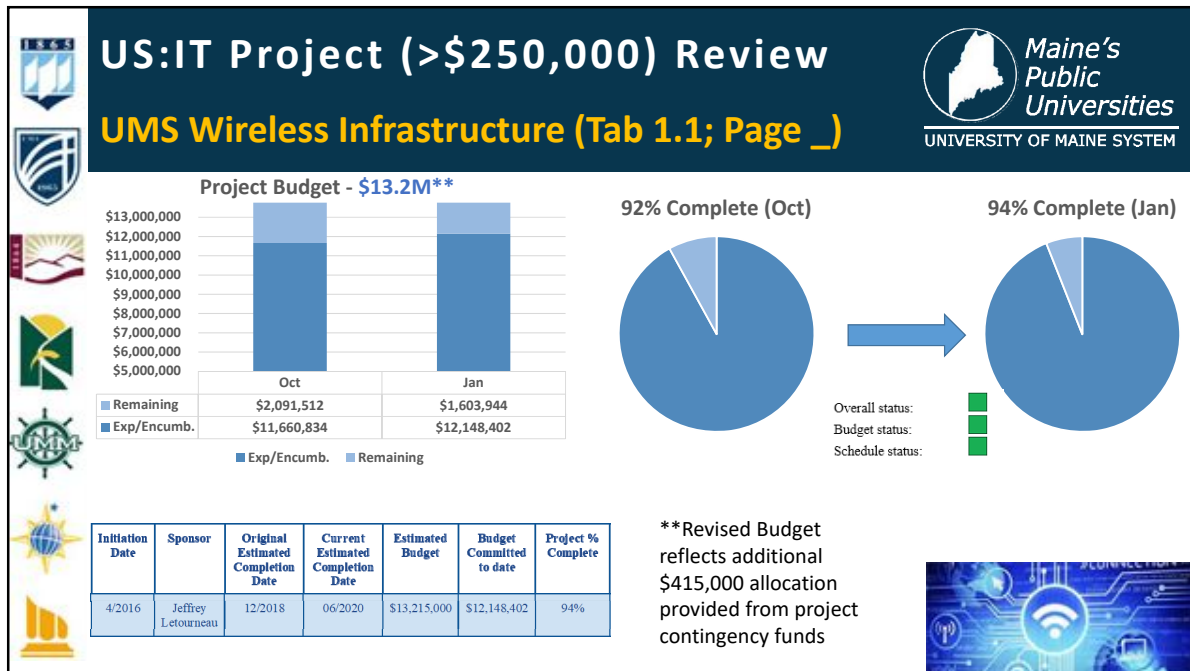
- Remaining work scheduled to be completed by end of Winter break
- Final room scoring/assessment, including Winter break work, will be completed mid Spring.
- UMS has received \$500,000 grant from the USDA through the Distance Learning and Telemedicine Grant Program administered by the Rural Utilities Service (RUS).
  - Grant funds will replace ITV and Polycom equipment in 62 locations across the state.








• **Risks**

- High anticipation for additional funding to complete effort









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








### UMS Wireless Infrastructure (Tab 1.1; Page \_)



**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM


- Project Status**
  - Revised schedule with USM facilities management to complete cabling by June 2020. Sullivan Gym has been added to project.
- Recently Completed:**
  - UM – Barrows, Deering, Center Stevens
  - UMF – New fiber installations
  - UMPI – New fiber installations
- Current Work:**
  - USM – Science Building, Wishcamper; preparation for Corthell, Russell, Costello Complex and Sullivan Gym
  - UM – Stewart, Wells Commons
- Risks**
  - Phased funding will necessitate maintaining parallel wireless networks
  - High anticipation for additional funding to complete effort



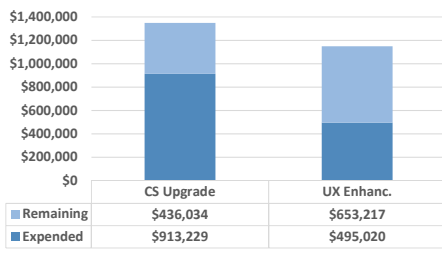
## US:IT Project (>\$250,000) Review

### MaineStreet Improvements (Tab 1.1; Page \_)



**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

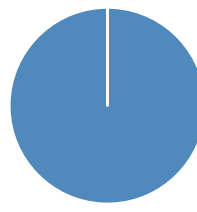
**Project Budget - \$2.48M**



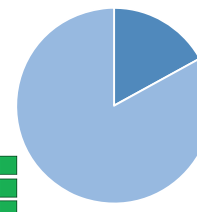
	CS Upgrade	UX Enhanc.
Remaining	\$436,034	\$653,217
Expended	\$913,229	\$495,020

■ Expended ■ Remaining

**CS Upgrade (100% Compl)**



**UX Enhance (17% Compl)**





Overall status: ■








Budget status: ■

Schedule status: ■

Project	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete
CS 9.2 Upgrade	October 2018	David Demers	June 2019	June 2019	\$1,349,263	\$436,064	100%
UX Enhancements	September 2018	David Demers	January 2019	June 2020	\$1,148,237	\$693,217	17%


**\*Project budget includes additional resources from contingency to fund SQR Replacement and SSO plugin**

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



### MaineStreet Improvements (Tab 1.1; Page \_)










**Maine's Public Universities**

UNIVERSITY OF MAINE SYSTEM


- CS 9.2 upgrade:**
  - Project is officially closed
  - Finalizing plan to utilize project surplus (\$436,064)
- UX Enhancements:**
  - Project team engaging with broader group of stakeholders for functional analysis of platform.
  - Fit/Gap sessions scheduled for Jan.
  - Plan for long-term maintenance and support of platform is underway to clarify resource needs.
- Risks**
  - Managing change in navigation and interface for the MaineStreet environment

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

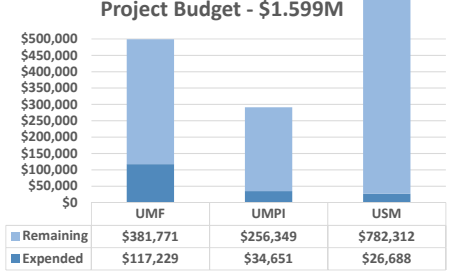
### VoIP Implementation (Tab 1.1; Page \_)



**Maine's Public Universities**

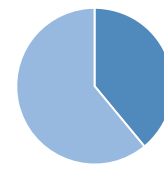
UNIVERSITY OF MAINE SYSTEM

**Project Budget - \$1.599M**

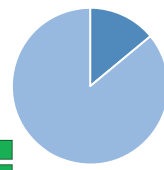


	UMF	UMPI	USM
Remaining	\$381,771	\$256,349	\$782,312
Expended	\$117,229	\$34,651	\$26,688

**UMF (39% Compl)**

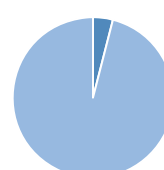



**UMPI (14% Compl)**









**Overall status:** ■  
**Budget status:** ■  
**Schedule status:** ■

**USM (4% Compl)**






	Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete
UMF	4/2019	Jeffrey Letourneau	9/2021	9/2021	\$499,000	\$117,228.87	39%
UMPI	6/2019	Jeffrey Letourneau	9/2021	9/2021	\$291,000	\$34,651.37	13.6%
USM	6/2019	Jeffrey Letourneau	9/2022	9/2022	\$809,000	\$26,688.60	3.5%

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

### VoIP Implementation (Tab 1.1; Page \_)



**Maine's Public Universities**

UNIVERSITY OF MAINE SYSTEM

**UMF:**

- Nearly all analog lines have been converted
- Project has stalled pending installation of electrical circuits\* in (6) buildings.
  - \*New circuits required for battery backup to power VoIP phones.*

**UMPI:**


- Voice Gateway has been installed
- Currently migrating analog phone lines onto the Voice Gateway
- Working with campus to finalize prioritization of buildings to target for required infrastructure upgrades to support VoIP.







**USM:**

- Deployment of VoIP phones for users in Glickman Library has commenced.
- Finalizing building-by-building deployment plan and schedule.
- Brooks dining is scheduled for conversion in Jan.

**Risks**


- Ongoing probability of future failures of legacy phone systems at UMF/USM
- Poor network infrastructure on both campuses will pose challenges to the project timeline



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

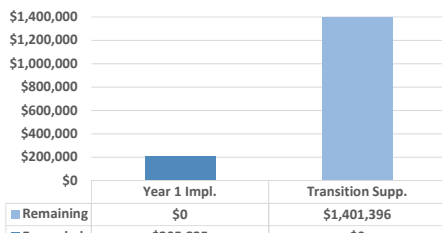
### Brightspace LMS Implementation (Tab 1.1; Page \_)



**Maine's Public Universities**

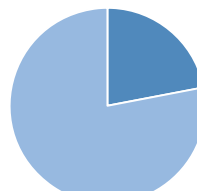
UNIVERSITY OF MAINE SYSTEM

**Project Budget - \$1.61M**



	Year 1 Impl.	Transition Supp.
Remaining	\$0	\$1,401,396
Expend	\$205,825	\$0

**22 % Complete (Jan)**




Overall status: ■

Budget status: ■

Schedule status: ■

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Initial Budget	Current Budget Balance	Project % Complete
10/9/19	UMS Chief Academic Officers Council (COAC)	September 2020	September 2020	Implementation and Year 1: \$205,825	\$0	22%
				Transition Support Allocations: \$1,401,396	\$1,401,396	










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







### Brightspace LMS Implementation (Tab 1.1; Page \_)



**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM


- **Project Overview**
  - Replace current Learning Management System (Blackboard Learn) with modern, mobile-friendly, cloud-based platform – Brightspace from Desire2Learn
  - Blackboard Learn will remain as default LMS for all UMS courses through Summer 2020.
  - Full deployment and conversion of courses to the Brightspace platform will be completed to coincide with the start of the Fall 2020 term.
  - \$1.4M in one-time support for campuses to manage training, conversion and preparation for the Fall launch has been provided.
- **Recently Completed:**
  - In-depth Administrator training
  - Initial integrations with required third-party tools (including Kaltura, Zoom)
- **Current Work:**
  - Select pilot courses to be offered during the Spring 2020 term are under development
  - Testing of course migration tools (Blackboard > Brightspace)
- **Risks**
  - Very aggressive timeline for completion; desire for campuses to add new functionality within current project scope.




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


### Brightspace LMS Implementation (Tab 1.1; Page \_)









**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

- **Key Benefits of Brightspace:**
  - **Flexible features to meet our shared goals and unique campus needs**
  - Modern, accessible, mobile-friendly interface that is easy to use
  - Stable platform where updates are provided seamlessly, without downtime
  - Flexible tools and apps that are easy to add and configure
  - Learning analytics tools instructors can use to track engagement with courses






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



### Brightspace LMS Implementation (Tab 1.1; Page \_)









Maine's  
Public  
Universities

UNIVERSITY OF MAINE SYSTEM


- Key Benefits of Brightspace:
  - Flexible features to meet our shared goal and unique campus needs
  - **Modern, accessible, mobile-friendly interface that is easy to use**
  - Stable platform where updates are provided seamlessly, without downtime
  - Flexible tools and apps that are easy to add and configure
  - Learning analytics tools instructors can use to track engagement with courses

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

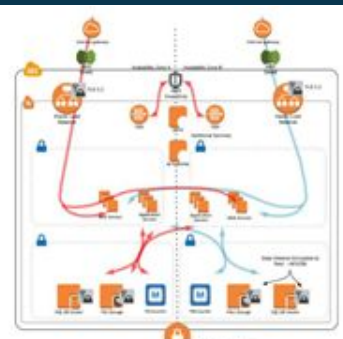

### Brightspace LMS Implementation (Tab 1.1; Page \_)











Maine's  
Public  
Universities

UNIVERSITY OF MAINE SYSTEM

- Key Benefits of Brightspace:
  - Flexible features to meet our shared goals and unique campus needs
  - Modern, accessible, mobile-friendly interface that is easy to use
  - **Stable platform where updates are provided seamlessly, without downtime**
  - Flexible tools and apps that are easy to add and configure
  - Learning analytics tools instructors can use to track engagement with courses







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

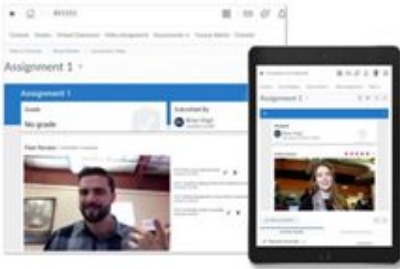

### Brightspace LMS Implementation (Tab 1.1; Page \_)











**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

• Key Benefits of Brightspace:

- Flexible features to meet our shared goals and unique campus needs
- Modern, accessible, mobile-friendly interface that is easy to use
- Stable platform where updates are provided seamlessly, without downtime
- **Flexible tools and apps that are easy to add and configure**
- Learning analytics tools instructors can use to track engagement with courses





**brightspace**  
by D2L

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



### Brightspace LMS Implementation (Tab 1.1; Page \_)



**Maine's  
Public  
Universities**  
UNIVERSITY OF MAINE SYSTEM

• Key Benefits of Brightspace:

- Flexible features to meet our shared goals and unique campus needs
- Modern, accessible, mobile-friendly interface that is easy to use
- Stable platform where updates are provided seamlessly, without downtime
- Flexible tools and apps that are easy to add and configure
- **Learning analytics tools instructors can use to track engagement with courses**

**brightspace**  
by D2L



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** State of IT Report 2019
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

Dr. David Demers, Chief Information Officer, will share highlights from the State of IT 2019 Report, including progress on major capital investments to improve systems and infrastructure across the University as well as current efforts to support One University and Unified Accreditation efforts. This report is being provided this year in electronic newsletter format to improve usability, readability and accessibility.

Link to Report: [wpsites.maine.edu/stateofitreport/](https://wpsites.maine.edu/stateofitreport/)





---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** FY2019 Annual Report on Gifts, Fund Raising and Endowments
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**  
Primary Outcomes: Section 700 Financial Affairs  
Enhance fiscal positioning
5. **BACKGROUND:**

The University of Maine System (UMS) Annual Report on Gifts, Fund Raising and Endowments for the year ended June 30, 2019 is enclosed. This report presents:

- Total gifts received by donor type, restriction type, purpose, and campus.
- A 5-year comparison of UMS gift balances (endowment market value, non-endowed gift balances, and pledges outstanding) as of June 30<sup>th</sup>.
- Gifts received and endowment balances for the UMS' affiliated fund raising organizations.
- The financial status of open capital campaigns.

The meeting agenda does not include a presentation of this report; however, Darla Reynolds, Director of Accounting, will be available to address any questions the Committee members may have regarding the report's contents.

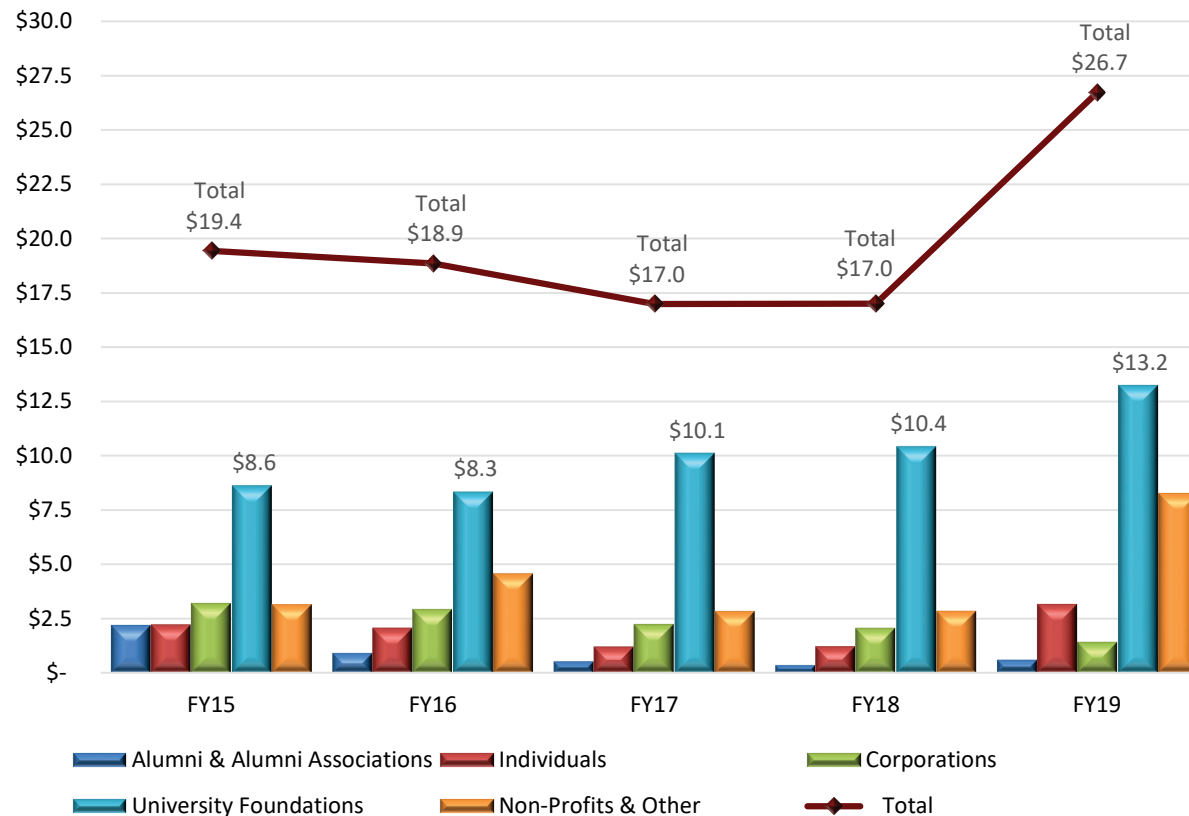
All gifts received fulfill the policy requirements of the Board of Trustees and the UMS follows the intent of its donors. The UMS expresses its deep gratitude to all donors for their gifts, donations and bequests.



# Annual Report on Gifts, Fundraising and Endowments

Year Ended June 30, 2019

## UMS Gifts Received\* by Donor Type (\$ in millions)



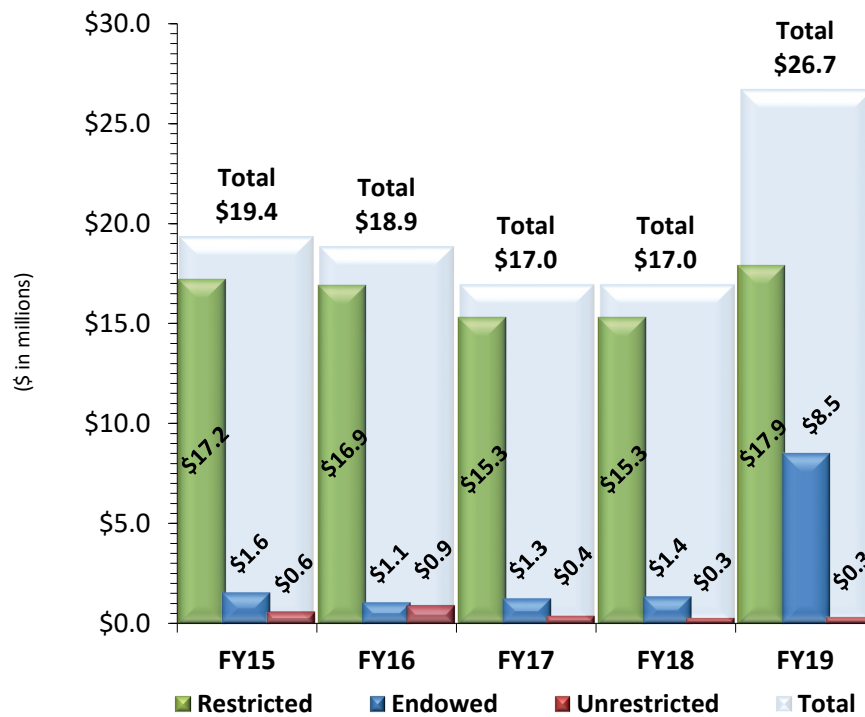
The UMS receives gifts through two methods:

1. Direct donations from alumni, individuals, corporations, and non-profits
2. Endowment distributions and non-endowed gifts from its affiliated fund raising organizations, the largest of which are the university foundations (see page 9 for FY18 and FY19 gifts that the affiliates received)

\*UMS gifts reported herein include cash, checks and negotiable securities, and pledge payments. Gifts-in-kind and pledges receivable are not included in these totals.

# UMS Gifts Received by Restriction Type

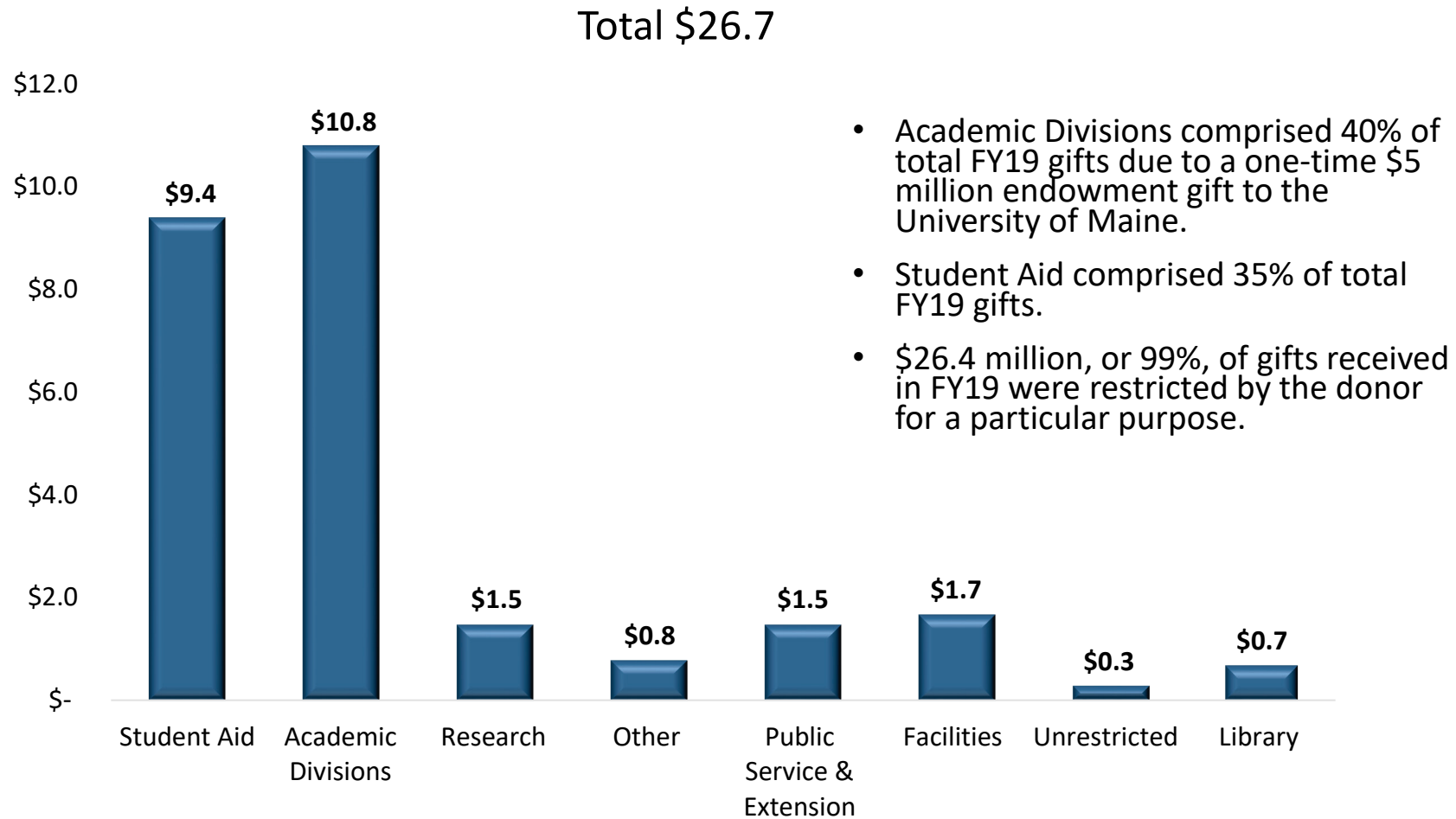
(\$ in millions)



Endowed gifts increased from FY18 to FY19 primarily due to a one-time \$5 million gift to the University of Maine.

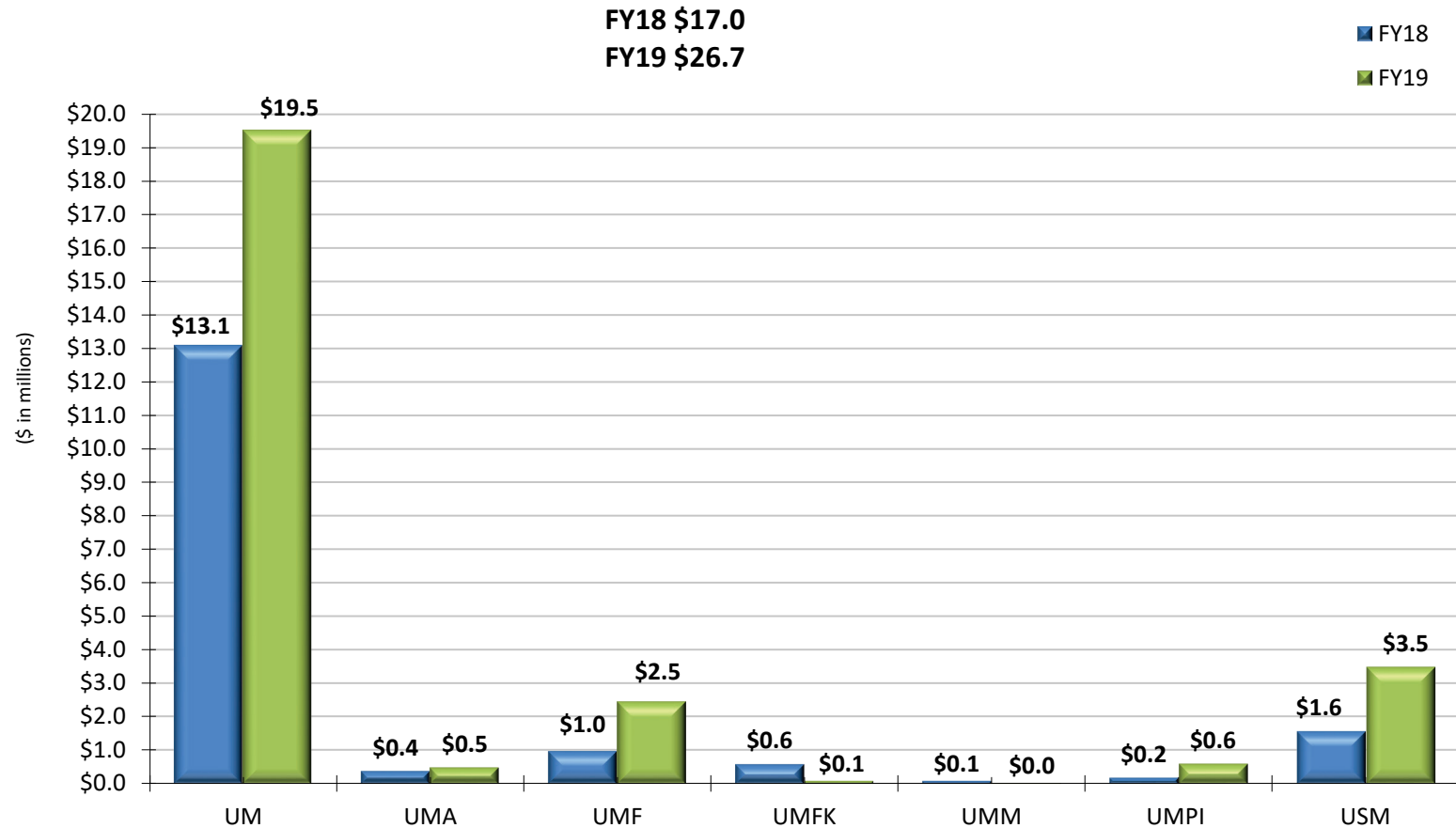
## UMS FY19 Gifts Received by Purpose

(\$ in millions)



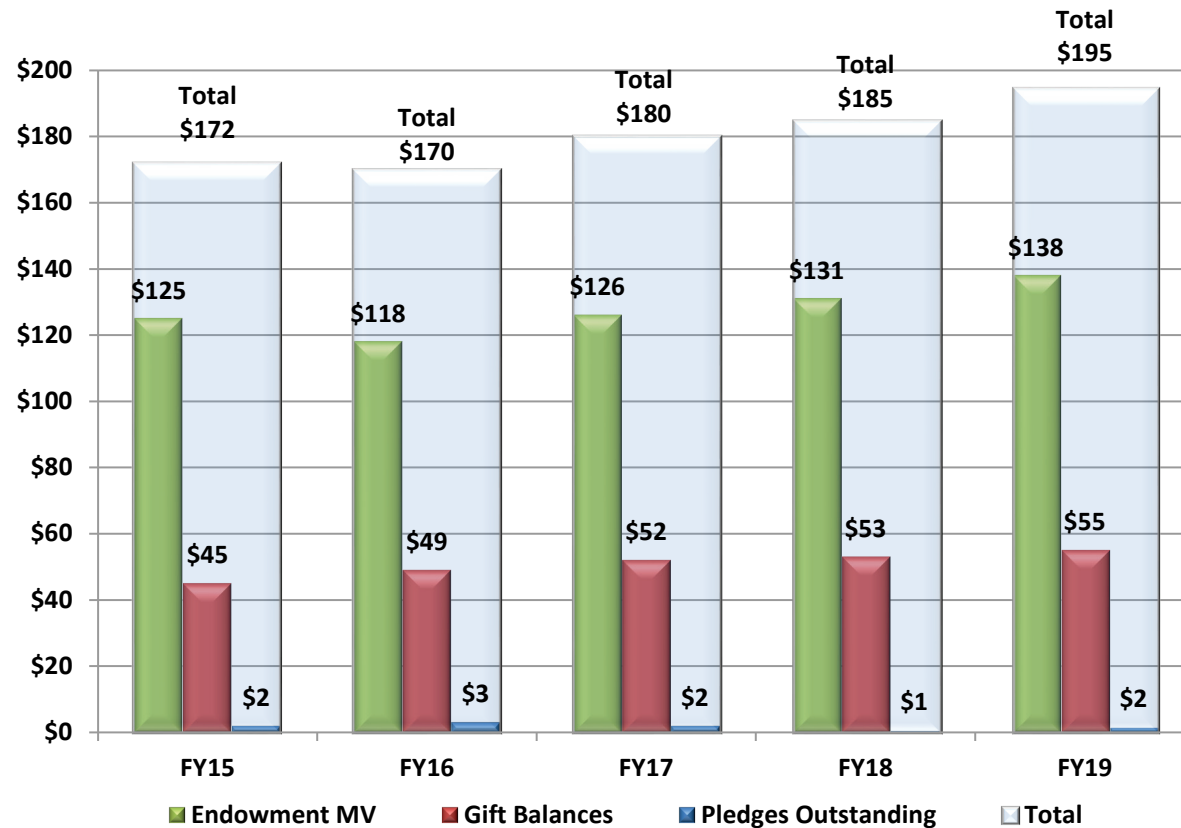
# UMS Gifts Received by Campus

(\$ in millions)



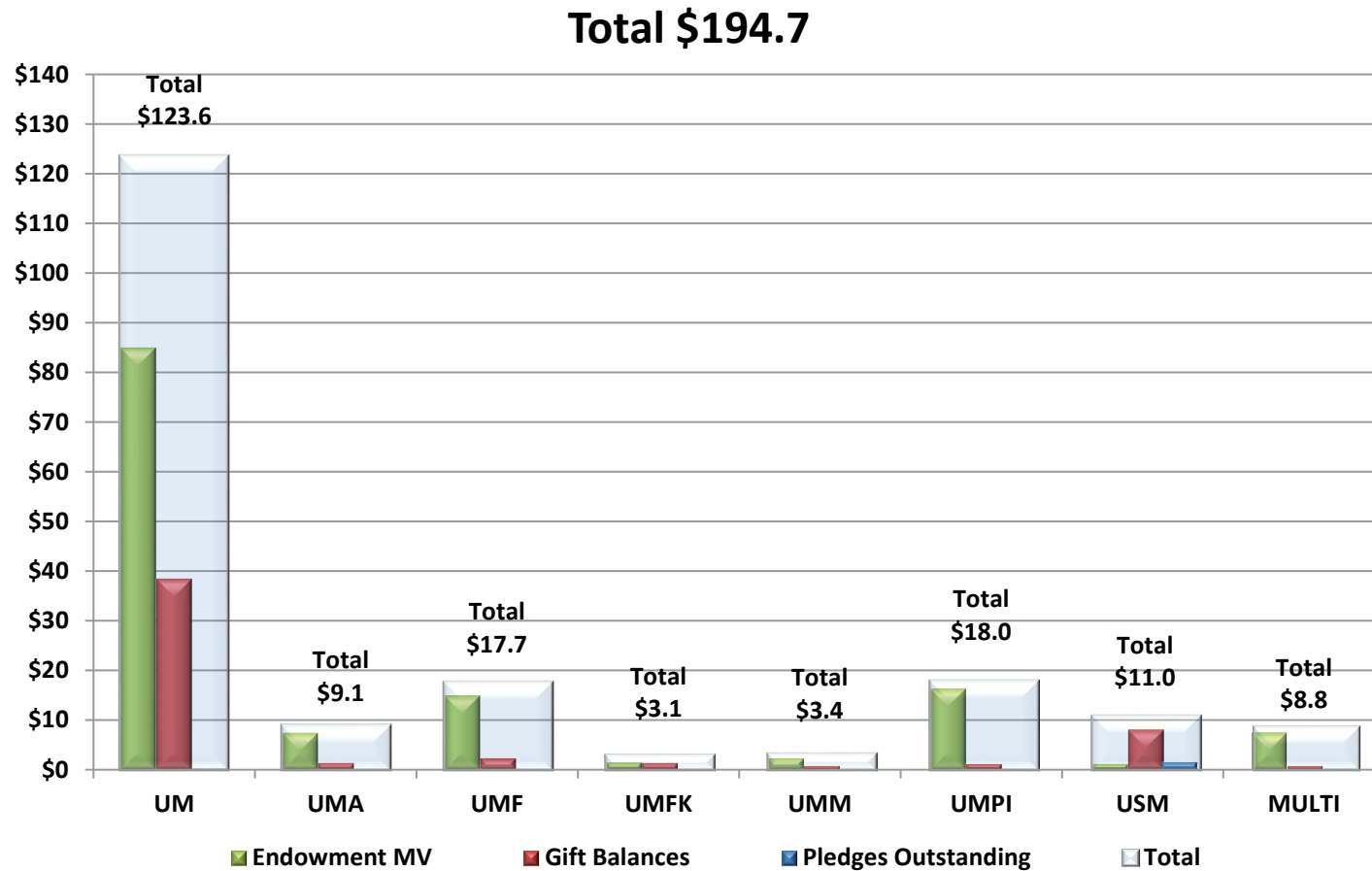
# UMS Gift Balances as of June 30th

(\$ in millions)



# UMS Gift Balances by Campus as of June 30, 2019

(\$ in millions)





# UMS Affiliated Fund Raising Organizations

# Gifts Received by UMS Affiliated Organizations

(\$ in thousands)

	<b>FY18</b>	<b>FY19</b>	
<b><i>UM Affiliates</i></b>			
UM Alumni Association	\$ 209	\$ 207	
UM Foundation	12,878	13,051	60% of FY18 gifts and 48% of FY19 gifts were from Alumni
UM Pulp & Paper Foundation	419	736	
4-H Camps at Tanglewood & Blueberry Cove	19	47	
Maine 4-H Foundation	571	1,172	
<b><i>UMFK Affiliates</i></b>			
UMFK Alumni Association	3	-	
UMFK Foundation	165	147	
John L. Martin Scholarship Fund	-	-	
<b><i>UMM Alumni Association</i></b>	-	-	
<b><i>Foundation of the University at Presque Isle</i></b>	1,143	204	
<b><i>USM Affiliates</i></b>			
USM Foundation	2,982	4,344	29% of FY18 gifts and 16% of FY19 gifts were from Alumni
UM Law School Foundation	782	1,098	
Associates of the Osher Map Library	-	45	
<b>Total Gifts Received by Affiliated Organizations</b>	<b>\$ 19,171</b>	<b>\$ 21,051</b>	

## Endowment Market Values for UMS Affiliated Organizations

(\$ in millions)

	<b>FY18</b>	<b>FY19</b>
<b><i>UM Affiliates</i></b>		
UM Foundation <sup>a</sup>	\$ 221.0	\$ 227.1
UM Pulp & Paper Foundation	18.5	17.5
4-H Camps at Tanglewood & Blueberry Cove	0.3	0.3
Maine 4-H Foundation	3.6	3.5
<b><i>UMFK Affiliates</i></b>		
UMFK Foundation <sup>b</sup> *	2.3	2.5
John L. Martin Scholarship Fund <sup>*</sup>	0.1	0.1
<b><i>Foundation of the University at Presque Isle</i></b>	6.1	6.2
<b><i>USM Affiliates</i></b>		
USM Foundation <sup>*</sup>	20.3	21.9
UM Law School Foundation <sup>*</sup>	4.6	4.5
Associates of the Osher Map Library	-	2.7
<b>Total Endowment Market Value for Affiliated Organizations</b>	<b>\$276.8</b>	<b>\$ 286.3</b>

<sup>a</sup> UM Foundation totals include UM Alumni Association endowments.

<sup>b</sup> UMFK Foundation totals include UMFK Alumni Association endowments.

<sup>\*</sup> Endowment included in the UMS Managed Investment Pool.

# Status of Capital Campaigns as of June 30, 2019

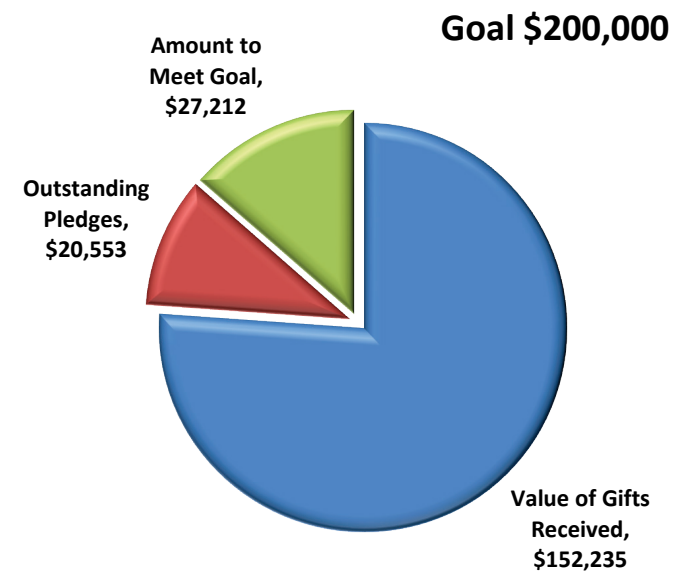
(\$ in millions)

## Vision for Tomorrow Comprehensive Campaign (UM)

Includes gifts received by the University of Maine and its affiliated organizations, with the University of Maine Foundation leading the fundraising effort. The UMS Board of Trustees approved the campaign in May 2017 with public announcement by the campus in October 2017. Four priorities guide this campaign with students being at the heart of each — Fostering Student Success, Ensuring Access for All of Maine, Catalyzing Maine's Economy, and Accelerating Discovery to Impact. These priorities overlap so that a gift in support of one positively impacts the others and advances the mission of the University of Maine — teaching, research, and public service.

Start 7/1/11

End 6/30/20



## Status of Capital Campaigns as of June 30, 2019 - continued

### Next Generation Comprehensive Campaign (USM)

In May 2017, the UMS Board of Trustees approved the campaign, "USM: The Next Generation" to raise an anticipated \$80 million.

Since that time the landscape has changed in numerous ways, including:

- Successful passage of the statewide bond initiative
- An imminent name change
- Leadership changes at the USM Foundation and on the USM President's Cabinet

The USM Foundation has engaged fundraising counsel to lead a campaign design exercise, which will culminate in January 2020. The updated campaign plan will go before the USM Foundation Board and USM President's Cabinet for ratification.

Below is an update for the four fundraising priorities presented to the UMS Board of Trustees in May 2017:

1. The Center for the Arts, previously known as the Performing Arts Center, has been tabled pending the campaign design exercise.
2. Promise Scholars Program has a significantly reduced fundraising target based on data from the first two cohorts of scholarship recipients and is continuing to raise funds towards its modified goal of \$5.8 million in endowed scholarships and \$750,000 in spendable scholarships. Just over \$1.6 million was raised in FY19 for a total raised of \$4.78 million.
3. The Risk Management & Insurance Program chair campaign raised an additional \$150,000 in FY19 for a total raised of \$1.8 million. The goal remains \$3 million.
4. The athletics fundraising component is not active at this time.



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Naming of North Engineering Annex, UM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Increase Enrollment 803 – Naming of Physical Facilities
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine requests authorization for the naming of a new facility pursuant to Board of Trustee Policy 803. The proposed name of the facility is the North Engineering Annex.

Policy 803 reserves to the Board of Trustees the authority for naming physical facilities. The policy states, in part: “Facilities may be named for any individual, living or dead, except for current employees or current members of the Board of Trustees. Other acceptable names include, but are not limited to, geographical designations, functions, or University groups.”

This facility is the temporary home to the Machine Tool laboratory functions which are being relocated from the existing Machine Tool Lab building as part of the Ferland Engineering Education & Design Center (Ferland EEDC) project.

The construction of the Engineering Annex was approved in January of 2019. At the time the building was referred to as the Machine Tool Lab Building replacement. The prior agenda sheet is attached for reference.

When the Ferland Engineering Education & Design Center (Ferland EEDC) is completed, the machine tool lab functions are expected to return to that facility. At that time, the North Engineering Annex is planned to become swing space during the renovation of additional engineering facilities.

The new facility is expected to open and to be in use during the spring 2020 semester.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 26-27, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Maine to name a new facility the North Engineering Annex.



12/19/19 North East corner



12/19/19 South East corner



12/19/19 Interior – Lab

12/20/2019





## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Machine Tool Lab Building Replacement, UM
2. **INITIATED BY:** James H. Page, Chancellor
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment  
 Improve Student Success and Completion  
 Enhance Fiscal Positioning  
 Support Maine through Research and Economic Development  
 Relevant Academic Programming  
 University Workforce Engagement  
 Gross Square Foot Increase
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine (UM) requests authorization to build an approximately 5,900 square foot building to house a portion of the functions of the existing Machine Tool Laboratory during the construction of the new Engineering Education and Design Center (EEDC). The request is pursuant to Trustee Policy prohibiting net increases in space without Trustee authorization.

This request then is part of a ballet of three different facilities: 1. the existing tool lab, which is to be demolished to make way for the new EEDC; 2. a new building to house, temporarily, the tool lab and, 3. the new EEDC facility which ultimately will be the new, permanent home of the existing tool lab functions.

The proposed temporary tool lab would include a teaching lab to house machine tools, two offices for faculty who directly support this lab, and a classroom tied to the lab, plus support spaces. This would be the key learning space for the approximately 170 students in UMaine's Mechanical Engineering Technology program. Discussions of how to accommodate the functions that cannot be supported in the temporary space are ongoing. Further temporary capital construction is not expected to be required to support those functions.

The final location for the new EEDC building was determined in April of 2018 to be at the site of the existing Machine Tool Laboratory building. This existing tool lab is approximately 12,800 square feet and was built in 1935. The current Net Asset Value (NAV) of the lab is reported by Sightlines at 2 percent.

The existing tool lab is expected to be removed in the winter of 2019-2020 to make way for the EEDC. At that point, the demolition would at least temporarily offset the increase

1/17/2019

in square footage associated with the new facility, but that decline in space is expected to be overwhelmed ultimately by the construction and increase in space associated with the new EEDC.

While the new EEDC is being constructed, the temporary space is needed. Once the new EEDC is complete and the tool lab relocated there, the current plan is for the temporary tool lab building to be re-used as swing space during future renovations of three existing engineering teaching buildings (Boardman, Barrows, and Jenness Halls).

Design for this building to house the temporary tool lab is underway. The intention is to bid for construction in the spring of 2019 and to occupy the space before January 2020 when the existing Machine Tool Lab is slated for removal.

The cost of the new building is estimated to be approximately \$1.5 million and will be funded through the EEDC project and the budget approved by the Board in May, 2018. This project and the full design work for the EEDC can be completed within the \$9 million approved by Trustees in May 2018. The operating costs of the new structure are not expected to increase beyond those of the existing Machine Tool Lab. The net change in square footage will be tracked in the campus' list of assets.

The Finance, Facilities and Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the January 27-28, 2019 Board meeting.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee for the University of Maine System acting through the University of Maine to expend up to \$1.5 million from funds to be identified by the University of Maine Chief Business Officer and the University of Maine System Treasurer to construct a new facility of up to 5,900 square feet.

Attachment:

[Full Design, Engineering Education and Design Center, UM \(approved at the 5/20-21/18 Board Meeting](#)



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Renovation of Brooks Dining Hall Patio, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Improve Student Success and Completion 701 – Budgets-Operating & Capital  
Increase Enrollment
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to \$650,000.00 to renovate and return to operational service the existing upper patio of the Brooks Dining Center on the Gorham campus of the University of Southern Maine. The funds to cover these costs are to be provided by Campus E&G.

This request is pursuant to the Board of Trustees 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 request is to approve and to forward this matter to the Consent Agenda of the Board of Trustees.

In the summer of 2019 approximately \$2.6 million in renovations were completed to Brooks Dining Hall. This included a complete renovation of the dining hall, new electrical service and generator. In order to obtain occupancy from the town of Gorham for Brooks Dining Hall. USM committed to renovating the patio to address code compliance for egress from the dining hall by the fall of 2020. USM also closed the patio for uses other than emergency egress in the interim.

USM will allocate \$650,000 for renovations and upgrades of the existing upper patio. The plan is to provide structural design, code compliance and architectural upgrades to the existing unused upper patio to allow safe student egress and use.

The Brooks Dining Center is approximately 28,000 square feet. It was built in 1968 and is the only dining facility on the Gorham campus. Each week, Sodexo serves about 10,000 meals from the dining hall. An additional 500-700 transactions are done daily at the snack bar. Numerous student activities also take place on a daily basis in the building.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 26 & 27, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Southern Maine to expend up to \$650,000 to provide structural design, code compliance and architectural upgrades to the existing unused upper patio of Brooks Dining Hall at the University of Southern Maine with funding from Campus E&G, with finding to be determined by the campus Chief Business Officer and University Treasurer.



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Wishcamper Center Parking Lot Expansion, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Improve Student Success and Completion 701 – Budgets-Operating & Capital  
Enhance Fiscal Positioning  
Increase Enrollment
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to \$1,710,000 to expand the current parking area behind the Wishcamper Center on the Portland campus at the University of Southern Maine to replace parking being removed from service elsewhere on campus. Funding for this project will come from a combination of Campus E&G funds, University Capital Reserve funds and financing.

This request is pursuant to Board of Trustees 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 request is to approve and to forward this matter to the Consent Agenda for the January 26 - 27, 2020 Board of Trustees meeting.

In 2020, USM will need to address the loss of up to 26 spaces that will be removed from service in its Brighton Avenue lot and 129 spaces that will be removed from service in its Bedford Street lot. The Brighton Avenue lot will go off line when the City of Portland initiates construction on the Brighton Avenue roundabout project, which could occur as early as March 2020. The spaces in the Bedford Street lot will be lost to a staging area for the construction of the new Residence Hall and Student Success Center beginning in 2020, and the space will ultimately become the new University quad when construction is completed.

The proposed expansion of the Wishcamper lot would address this by adding 122 new spaces, which would bring the Wishcamper lot to a total of 213 spaces. This will be done by maximizing a currently grassed area and existing paved surfaces. This would largely though not entirely off-set the spaces which will be lost in the project described above. The parking project will avoid the adjacent area where a geothermal well field is located.

The project before the Finance, Facilities and Technology Committee today will help meet the current and immediate parking demand. Further steps are projected to be required to support the future parking needs at the Portland campus, including in the context of a residential project being pursued on the campus. USM already has engaged with specialized firms to understand and begin planning to meet that need. That work is ongoing. Any future projects of a scale sufficient to warrant Trustee consideration will be brought before the Committee at that time.

Design and permitting for the Wishcamper parking project are currently in progress. Construction would start following USM 2020 Commencement in May with completion of the project anticipated in time for the start of the fall 2020 semester.

No additional operational expenses are expected because of this expansion.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 26-27, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the University of Maine System acting through the University of Southern Maine to expend up to \$1.71 million for the expansion of the Wishcamper Center Parking lot on the Portland campus with funding from E&G, University Capital Reserve, and Financing with final funding to be determined by campus Chief Business Officer and University Treasurer.

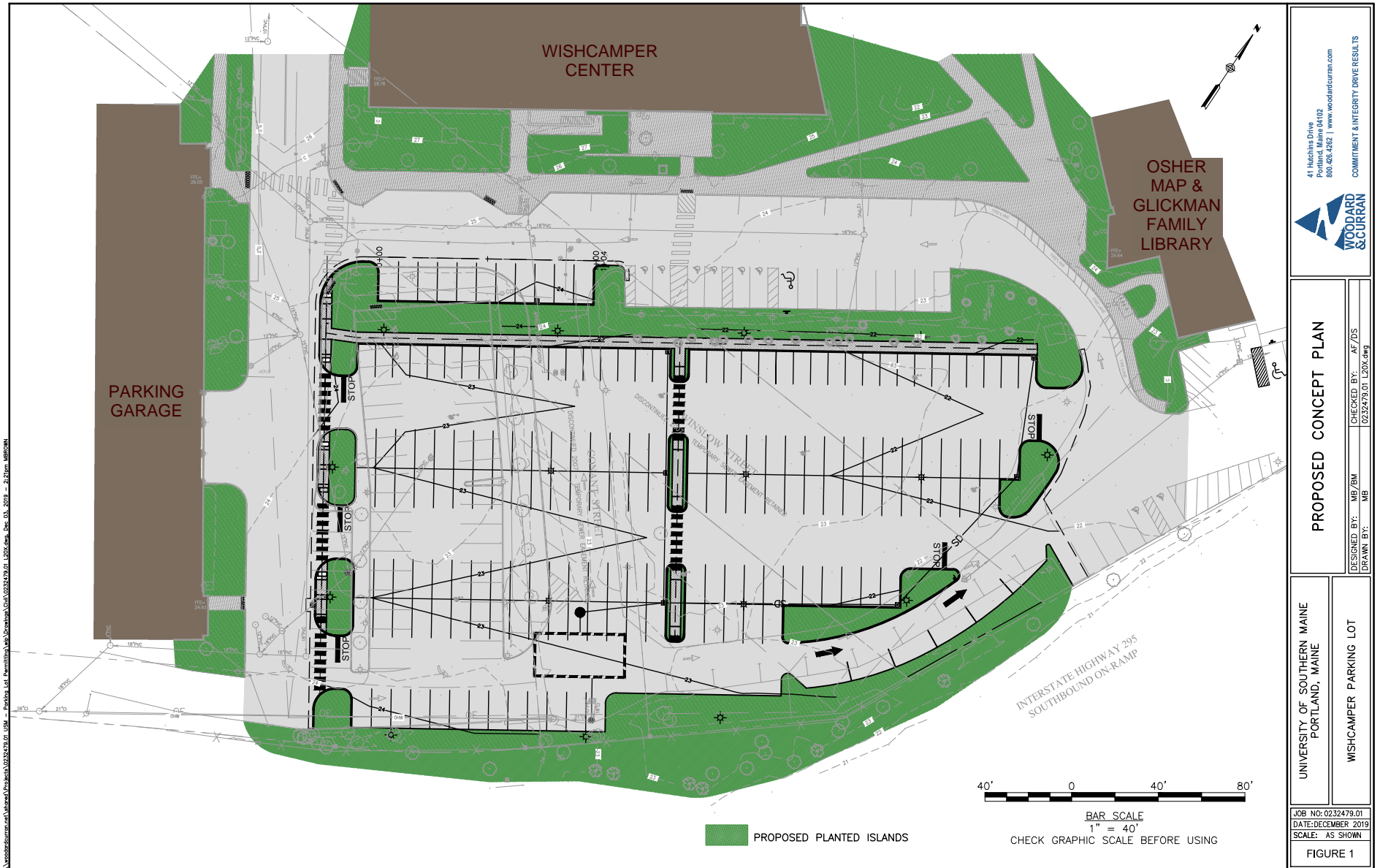














---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Construction of the Nursing High Fidelity Simulation Lab, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Accommodate Growth in Enrollment 701 – Budgets-Operating & Capital  
Improve Student Success and Completion
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authorization to expend up to \$1,500,000.00 to design and construct a High Fidelity Nursing Simulation Lab in existing space at the University of Southern Maine to be funded by the 2018 Facilities and Infrastructure Improvement Bonds.

This request is pursuant to Board of Trustees 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 request is to approve and to forward this matter to the Consent Agenda of the Board of Trustees.

USM allocated \$1.5 million from the 2018 Facilities and Infrastructure Improvement Bonds to provide renovations to approximately 2,000 square feet of currently unfinished space in the existing Science Building for the build out of a new High Fidelity Nursing Simulation Lab on the Portland Campus. The Science Building is approximately 140,000 gross square feet and consists of an original building with two additions. The renovation will take place in what is known as the Bio Research C-wing which was built in 2003 and has a Net Asset Value (NAV) of 91%.

USM has seen a growth in enrollment of 135 students, or 38%, in Nursing programs since 2015. The USM nursing program has “bed labs” and a small simulation laboratory, however there is not a simulation laboratory of sufficient size to accommodate the growth in nursing enrollments. Expansion is necessary to create a state-of-the-art Simulation Center that will allow the curriculum to expand the use of clinical simulation in facilitating student learning. This Simulation Center will assist the faculty in accommodating the increasing numbers of nursing applicants and enrolled students, and to

teach in a way that better prepares the nursing workforce. It will also provide the opportunity for offering advanced professional development programs for nurses currently employed.

While the space is currently unfinished, it is heated and cooled with the rest of the building. Any increase in operating costs is expected to be negligible and will be covered by the campus operating budget.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 26 & 27, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities, and Technology Committee to authorize the University of Maine System acting through the University of Southern Maine to expend up to \$1.5 million to design and construct a Nursing High Fidelity Simulation laboratory in the Science Building located on the Portland Campus.



## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** P3 Residence Hall and SSC Award Authorization, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment 701 – Budgets-Operating & Capital  
 Improve Student Success and Completion
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests authority to enter into an agreement with Capstone Development Partners resulting from a public, competitive process for the preliminary development of a Public Private Partnership (P3) contract to design, construct and operate a new student residence hall and Career and Student Success center on the Portland campus. This request for authorization would be for the preliminary phase agreement and associated expenses up to \$5.7 million, which will become the responsibility of USM should a final contract agreement not be reached.

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 request is to approve and to forward this matter to Consent Agenda for the January 26-27, 2020 Board of Trustees meeting. The request is also pursuant to Board Policy prohibiting increases in space without Trustee authorization. Additional Board policies may ultimately also be relevant, such as those governing leases or other types of real estate agreements. Those matters will return to Trustees for consideration at a future time as warranted.

This project to date has involved two public, competitive processes and has been subject to other Trustee discussion and related actions.

Selected milestones include:

- 2017: USM begins its facilities master planning process.
- December 5, 2018: Brailsford and Dunlavey, Inc., is awarded a consulting contract as a result of RFP 2019-021, which was advertised on October 1, 2018, for P3 or Alternative Approach for Constructing Residential Housing.
- Fall 2018: USM completes its facilities master plan.

- November 2018: Voters approve a general obligation bond including funds to support USM student career and success center.
- January, 2019: Trustees accept the USM master facilities plan which among its top recommendations calls for the career and student success center as well as student housing to be created on the Portland campus.
- January, 2019: Trustees approve UMS expending up to \$1 million to begin the Schematic Design of the Career and Student Success Center.
- June, 2019: Brailsford and Dunlavey present the findings of the Market Demand Report which support proceeding with the project and USM provides an update on the Career & Student Center and Residence Hall Project to the FFT Committee.
- August 7, 2019: RFP2020-011 for –Public Private Partnership for Portland Campus Student Housing and Student Center is released and advertised.
- November 19, 2019: Capstone Development Partners is selected as a result of RFP2020-011 for the project, contingent on Trustee approval.
- January 2020: Trustees are asked to authorize proceeding with an initial agreement with Capstone.

The project itself will develop on-campus housing and the new Career & Student Success Center on the Portland campus through a public-private partnership. This will be the first residential facility on the Portland campus. The current intended scope of the project includes:

- Residence hall(s) with approximately 550 beds,
- Approximately 60,000 square foot Career & Student Success Center
- Green space
- A target completion window of summer 2022 with the expectation that buildings would be occupied and in use starting in fall 2022.

The Project will be funded using both private funds, existing funds from the 2018 Facilities and Infrastructure Improvement Bonds and potentially additional financing mechanisms. USM allocated \$19 million from the 2018 Facilities and Infrastructure Improvement Bonds to build a new Career and Student Success Center on the Portland Campus.

The next step in this P3 transaction is for USM/UMS and the developer to enter a predevelopment agreement (PDA) to establish the parameters of the relationship between the parties and their respective obligations. Upon completion of the PDA, USM/UMS would begin working with Capstone Development Partners to complete Preliminary Development Phase Services of the project and would also begin subsequent contract negotiations. An update will be provided to the Finance, Facilities and Technology Committee on the status of this Project in March 2020

Attached to this agenda item are the following supporting documents:

- Redacted proposal from Capstone Development Partners,
- Redacted presentation conducted for the Building Committee and UMS/USM Subject Matter Experts by Capstone Development Partners,
- UMS Procurement award slide deck,
- USM presentation for the FFT Committee.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee approves the following resolution to be forwarded to the Consent Agenda for Board of Trustee approval at the January 26 & 27, 2020 Board meeting:

The Board of Trustees, acting through the Finance, Facilities and Technology Committee authorize the University of Maine System acting through the University of Southern Maine to enter into a predevelopment agreement and to begin contract negotiations with Capstone Development Partners regarding the Career & Student Success Center and Residence Halls Project; and to expend or obligate the University to expend up to \$5.7 million, pursuant to that initial agreement with funding is to be determined by the campus Chief Business Officer and University Treasurer and the final terms and conditions of the agreement subject to review and approval by University Counsel and the Vice Chancellor for Finance and Administration and Treasurer.



# **FFT Committee Presentation, January 8, 2020**

## **Career/Student Center & Housing Project**

### **Predevelopment Agreement & Contract Negotiations**



# Purpose of Project

- USM has grown student enrollment 6.8% since 2015. This enrollment growth has lead to 4 years of over occupancy in the residence halls on the Gorham campus.
- Graduate and Law School students struggle to find affordable housing in the Greater Portland area. The former Dean of the Law School reported they have lost student enrollment due to a lack of affordable housing options.
- A Market Analysis was conducted in spring 2018 by Brailsford and Dunlavey, Inc., and the results were that USM could support adding 550 to 600 beds on the Portland campus.
- To meet a growing and diverse student body and to expand career services to meet workforce needs in Maine, a new Career & Student Success Center is needed in Portland.



# Project Building Committee & Project Subject Matter Experts

Name	Campus/Dept.	Title
<b>Evaluation Team</b>		
Nancy Griffin	USM: Operations	USM Chief Operations Officer: <b>Initiative Sponsor</b>
Tracy Elliott	UMS: Finance	Vice President of Finance and Controller
Carolyn McDonough	UMS: Capital Projects	Director of Capital Planning and Project Management
Jeanne Paquette	USM: Aux Services	USM Vice President, Corporate Engagement & Auxiliary Services
Alexander Porteous	USM: Finance	USM Chief Business Officer
David Roussel	USM: Student Affairs	USM Interim Vice President for Student Affairs
John Souther	USM: Facilities	USM Executive Director of Facilities
Aaron Witham	USM: Operations	USM Assistant Director for Sustainable Programs
<b>Subject Matter Experts (non-voting)</b>		
Gretchen Catlin	UMS: Risk	Director of Risk Management and Insurance
Rudy Gabrielson	UMS: General Services	Chief Procurement Officer
Joseph Gallant	UMS: Capital Projects	Capital Planning and Project Management: USM
Paul A Kuplinski	USM: Finance	Director of Finance and Administration: USM
Ryan Low	UMS: Finance	Vice Chancellor for Finance and Administration and Treasurer
Sara Mlynarchek	UMS: General Counsel	Assistant University Counsel
Ann Vashon	UMS: Capital Projects	Capital Planning and Project Management: USM
<b>P3 Development Advisor (non-voting)</b>		
Brad Noyse	Brailsford & Dunlavey	Executive Vice President
Meg Green	Brailsford & Dunlavey	Associate

# Process

- June 2018, USM President's P3 Committee
- October 2018, RFP for Consulting for P3 or Alternative Approach for Constructing Student Housing. Hired Brailsford & Dunlavey (B & D) from Boston, MA, through a competitive bid process
- USM allocated \$19 million from the 2018 Facilities and Infrastructure Improvement Bonds to build a new Career and Student Success Center on the Portland Campus.
- February 2019, Planning and Building Committee meetings (USM and UMS members)
- June 2019, RFQ for Portland Campus Student Housing and Student Center Project
- Spring 2019, B & D conducted Market Demand Analysis for student housing in Portland

# Process

- May 2019, Briefing of Project to the FFT Committee of the BOT
- June 2019, B & D shared Market Demand report to FFT Committee
- August 2019, RFP for Portland Campus Student Housing and Student Center Project
- November 2019, Capstone Development Partners awarded the project through competitive procurement process

## **NEXT STEP:**

- January 2020, Present award to FFT committee and BOT. Seek BOT approval on predevelopment agreement and begin formal contract negotiations.
- If BOT Approval is granted, USM will provide Project Update at March FFT Meeting.

**GOAL: Opening for Fall 2022**

## Career/Student Center

Approx. 60,000 square feet  
Possibility for  
LEEDS Silver or Gold and  
Cross Laminated Timber

- Career Services/Career Hub
- Dining Services
- Student Organizations
- Open Spaces for Students
- Diversity Center(s)
- University Store
- SGA
- Student Affairs
- WMPG
- Veteran Services





# Residence Hall(s), 550 Beds Upperclassmen, Graduate and Law Students 3 Different Housing Options



# Student Housing

## Housing Options:

- Single Bed with En-Suite Bath
- Studio Apartment
- Apartments housing 4 students with single beds rooms or 2 students to a bedroom

## Priorities for USM:

- Affordable price point for Students (upperclassmen, graduate and law students)
- Student input
- Possibility for Passive House – meeting sustainability goals

# Financing/Cost

## **Executive Committee for Finance:**

1. Alec Porteous, Chair, USM
2. Tracy Elliott, UMS
3. Glenn Cummings, USM
4. Ryan Low, UMS
5. Justin Swift, USM
6. Erin Macey, USM Foundation

## **Consultants:**

Brad Noyes, B & D  
Meg Green, B & D

## **Financial Models Under Consideration for Full Project:**

### Career/Student Center

\$19M Bond Funding  
\$1M existing gift  
\$10M Naming Opportunity or possible financing

### Residence Hall(s)

501c3  
Direct debt  
Ground Lease

Capstone Proposal Total Project Cost: Approx. \$65 to \$74M

# Capstone

## Predevelopment Agreement

- Capstone will fund the Housing PDA costs (less deferred expenses).
- USM will pay for the Career/Student Center PDA costs from the Bond Funding.
- Total costs for PDA could be up to \$5.7M, which USM would be responsible to cover should a final contract agreement not be reached.



# USM Request

- Seeking BOT approval to enter into a predevelopment agreement (PDA) to establish the basic parameters of the relationship between the parties and their respective obligations.
- Upon completion of the PDA, USM/UMS would work with Capstone Development Partners and begin formal contract negotiations.

# New Career/Student Center & Residence Hall Project

## Questions?





University Services:  
Strategic Procurement

**STRATEGIC SOURCING INITIATIVE :**  
*USM PUBLIC-PRIVATE PARTNERSHIP (P3) FOR  
PORTLAND CAMPUS STUDENT HOUSING  
& STUDENT CENTER*

---

***REQUEST FOR PROPOSAL  
RFP #2020-011***

**AWARD RECOMMENDATION**  
November 19, 2019

University of Maine System  
ThinkMissionExcellence.maine.edu

# AGENDA

1. Initiative Overview: Current State
2. Initiative Overview: Purpose
3. Initiative Overview: Requirements
4. Evaluation Team
5. Consensus Scoring
6. Recommendation
7. Next Steps
8. Appendices
  - A. Formula for calculating score for Value to University

## INITIATIVE OVERVIEW

### **CURRENT STATE:**

The University of Southern Maine (USM) is experiencing significant growth in enrollment. In fall 2018, USM enrolled 8,140 students across its three campuses. The growing student body is the most diverse in the state of Maine and one of the most diverse in New England. USM's student enrollment has grown since 2015, and USM aims to grow to a total of 10,000 students in the near future.

USM's 10 residence halls on its Gorham campus primarily accommodate undergraduate students. Currently there is no USM residence housing available in Portland. In fall 2018, 21% of USM's undergraduate students resided in residence halls on the Gorham campus. Almost all graduate and law students are accommodated in the off-campus market, with many living in the Portland area.

The design capacity of the Gorham campus housing portfolio is 1,180 beds as of fall 2018. The housing portfolio is typically occupied beyond its design capacity, with fall 2018 occupancy at 112% of capacity.

## INITIATIVE OVERVIEW

### **PURPOSE:**

USM would like to increase its capacity to house students and provide a residential experience for multiple class years. USM currently does not offer student housing on its Portland campus. There are limited student-friendly off-campus housing options in close proximity to the campus. The multi-family housing market is primarily focused on accommodating the residential needs of the general (non-student) population. In addition, Portland's housing market has grown and continues to grow, as evidenced by the number of units currently under construction and rising rental rates. Without appropriate and affordable housing for upper-division undergraduate and graduate students on or near the Portland campus, many USM students live within or in proximity to the greater Portland area. USM views the provision of dedicated housing on campus as an important mission-driven goal.

USM also intends to develop a new student center on its Portland campus to support USM's goals and objectives with respect to advancing student development, providing needed space for student activities, and strengthening of the USM community of residential and commuter students.

**Executive Sponsor:** Dr. Jeannine Uzzi: USM Provost and VP for Academic Affairs

# INITIATIVE OVERVIEW

## **SOLUTION REQUIREMENTS:**

USM is moving forward with a Public-Private Partnership (P3) model for the construction of a Portland based residence hall and student center. P3 activities include financing, design, construction and operations for:

### ▪ **Residence Hall**

Based on market research and student surveys conducted with P3 development advisor Brailsford & Dunlavey, the residence hall will include approximately 550 beds with a unit type distribution and target rental rates of:

- 40% Single bedrooms with en suite bathrooms: \$800 per month per occupant (Fall 2018 Dollars)
- 60% Apartment-style single and double-occupancy bedrooms (4-bed, 2-bed, studio): \$900 - \$1,200 per month per occupant (Fall 2018 Dollars)

### ▪ **Student Center**

To support USM's objectives for advancing student development and strengthening community for both residential and commuter students, the new student center on the Portland campus will comprise approximately 55,000 to 60,000 gross square feet and include dining, a bookstore/school store, career services, student affairs offices, and a radio station.



# EVALUATION TEAM

Name	Campus/Dept.	Title
<b>Evaluation Team</b>		
Nancy Griffin	USM: Operations	USM Chief Operations Officer: <b>Initiative Sponsor</b>
Tracy Elliott	UMS: Finance	Vice President of Finance and Controller
Carolyn McDonough	UMS: Capital Projects	Director of Capital Planning and Project Management
Jeanne Paquette	USM: Aux Services	USM Vice President, Corporate Engagement & Auxiliary Services
Alexander Porteous	USM: Finance	USM Chief Business Officer
David Roussel	USM: Student Affairs	USM Interim Vice President for Student Affairs
John Souther	USM: Facilities	USM Executive Director of Facilities
Aaron Witham	USM: Operations	USM Assistant Director for Sustainable Programs
<b>Subject Matter Experts (non-voting)</b>		
Gretchen Catlin	UMS: Risk	Director of Risk Management and Insurance
Rudy Gabrielson	UMS: General Services	Chief Procurement Officer
Joseph Gallant	UMS: Capital Projects	Capital Planning and Project Management: USM
Paul A Kuplinski	USM: Facilities	Facilities Finance Manager: USM
Ryan Low	UMS: Finance	Vice Chancellor for Finance and Administration and Treasurer
Sara Mlynarchek	UMS: General Counsel	Assistant General Counsel
Ann Vashon	UMS: Capital Projects	Capital Planning and Project Management: USM
<b>P3 Development Advisor (non-voting)</b>		
Brad Noyse	Brailsford & Dunlavey	Executive Vice President
Meg Green	Brailsford & Dunlavey	Associate



## Sourcing Process

- Selected P3 Advisor
  - Public Competitive Bid Process: RFP 2019-021
  - Award to *Brailsford & Dunlavey*: December 2018
- Selected Participants for Request for Proposal Process
  - Public Competitive Qualification Process: RFQ 2019-075
  - Five firms selected and invited to participate in RFP process: July 2019:
    - American Campus Communities
    - Capstone Development Partners
    - Gilbane Development Company
    - Radnor Property Group
    - RISE Real Estate
- Request for Proposal for P3 Portland Campus Student Housing & Student Center
  - RFP 2020-011 Released
    - Pre-Qualified participants notified via eMail on August 7, 2019
    - Posted on UMS public website August 7, 2019
    - Advertised in the Portland Press Herald: August 9, 2019
  - 4 Proposals received for evaluation: September 20, 2019
    - American Campus Communities did not submit
  - Reference calls completed: October 31, 2019
  - Participant on-site presentations completed: November 4, 2019

# CONSENSUS SCORING

## Consensus Scoring Summary Table

Criteria Category	Category Elements	Scoring (Total Possible Points)	RISE Development	Radnor Property Group	Capstone Development Partners	Gilbane Development Company
Satisfaction of the Project's programmatic goals and design requirements and USM's master planning goals as stated in the RFP	Consistency with design and programmatic goals of the Project as described in the RFP	40	28	32	37	24
	Consistency with USM's Facilities Master Plan					
	Achievement of USM's sustainability goals and requirements					
	Achievement of RFP requirements and USM goals related to the Project schedule					
	Overall proposal quality					
Viability of the proposed financial structures	Clarity and strength of the deal structures including their related impacts and opportunities as well as reversion terms	20	14	17	19	8
	Financial strength of the Developer team					
Value to USM*	Value demonstrated by room rates and revenue to the University related to the Student Housing	20	17.32	19.07	19.15	17.01
	Value demonstrated by construction costs, soft costs, and Developer's fee related to the Student Center					
Demonstration of comparable experience and qualifications in delivering the proposed Project	Experience and qualifications of the Developer team specifically relevant to proposed Project	20	14	19	18	15
	Experience in developing a comprehensive operation and maintenance plan					
	Proper licensure of the entire Developer team					
	<b>Totals</b>	<b>100</b>	<b>73.32</b>	<b>87.07</b>	<b>93.15</b>	<b>64.01</b>

\* Value to the University calculated based on formula (appendix A)

## RECOMMENDATION

Based on the highest consensus score and best value to the University, the Evaluation Team recommends an award to **Capstone Development Partners**.

Capstones Team includes:

- **SMRT**: Portland, ME-based firm providing Civil, Structural and MEP Engineering Services
- **Elkus Manfredi**: Boston-based firm for Design
- **PC Construction**: Portland office of Vermont-based design-builder
- **Capstone Management Partners**: Operations/Maintenance and asset management
- **Citigroup**: Tax-exempt financing bond underwriter

## NEXT STEPS

- Obtain selection approval from Executive Sponsor: Completed November 15, 2019
- Post award and notify participating firms
- Begin discussion with selected firm regarding project details including:
  - Building Design
  - Sustainability Goals
  - Construction Schedule
  - Financing Structure
  - Operations
- Execute contracts for project components

# APPENDICES

# APPENDIX A

## Formula used for calculating the score for “Value to the University”

### Value to the University: Student Housing

Room Rates (7.5 points awarded to the Developer with the lowest room rates, other Developers awarded points on a prorated basis)

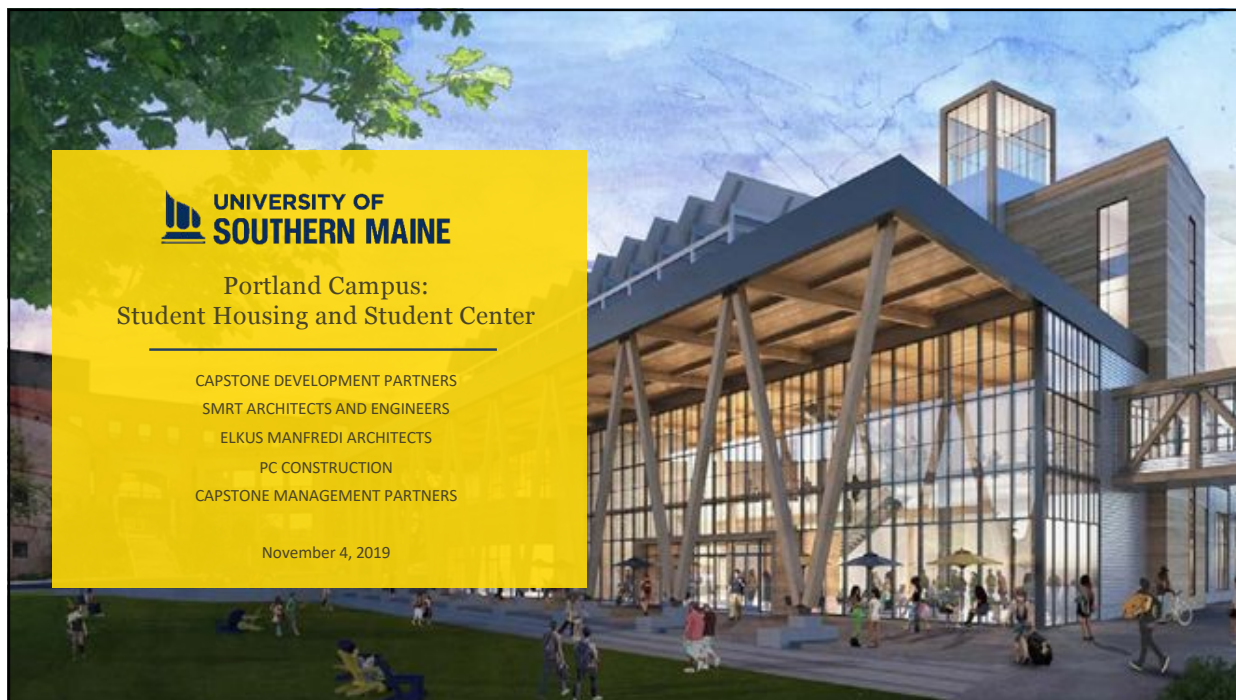
Revenue to University (2.5 points awarded to the Developer with the highest Revenue to the University, other Developers awarded points on a prorated basis)

### Value to the University: Student Center

Project Cost (10 points awarded to the Developer with the lowest combined construction costs, soft costs, and Developer fees; other Developers awarded points on a prorated basis)

	Possible Points	Weighting	Total Points
Lowest Average Room Rate	5	1.5	7.5
Highest Revenue to University	5	0.5	2.5
Lowest Project Cost	5	2	10
			20

*Calculation above shows highest possible score of 20 points.*



#### THE PORTLAND PLAN

To build a sustainable, iconic academic campus in the heart of Portland enhancing the commuter experience while creating a welcoming residential community.

- USM Facilities Master Plan



## Agenda – Discussion Topics

### 1. Introductions

- Overview of our Team and Approach
- What is Important to UMS in its P3 Partners

### 2. Requested Clarifications / Proposal

### 3. Overall Concept and Financial Presentation

- Approach to Development - Challenges and Opportunities
- Proposed Design Concepts and Construction Approach
- Operations and Maintenance / Asset Management
- Ownership and Financing Options

### 4. USM Questions / Summary / Next Steps

## Introduction and Overview

- Pleased and excited to be shortlisted
- Understand the importance of quality and affordable undergrad and grad student housing on the Portland campus
- Strong affinity for Maine, UMS and USM
- **Our focus today: What is most important to USM in selecting a P3 partner**



### What is USM looking for in a P3 Development Partner?

- Technical skills and expertise in key disciplines
- Broad, deep experience in successful P3s
- Commitment to collaboration and partnership
- Willingness to accept transfer of responsibility and risks
- An understanding and embracing of USM goals for:
  - Quality Design, Construction, Sustainability and Affordability
  - Flexible approach to financing and operations

### Capstone's Highly-Qualified National, Regional and Local Team

- Capstone Development Partners - Developer
- SMRT Architects and Engineers / Elkus Manfredi Architects
- Steven Winter Assoc. - Sustainability / Passive House Consultant
- PC Construction - Design-Builder
- Capstone Management Partners - Facility & Asset Management
- Citigroup - Bond Underwriter
- Harrison Street Capital - Institutional Equity Partner
- Provident Resources, CHF, NCCD, Others - 501c3 organizations

## Capstone Development Partners

*One of the most experienced and capable P3 developers active in the student housing market*

- Capstone Companies started 1990
- Industry leader in custom-tailored P3 housing for each institutional partner
- **Private, principal-led company** allows us to be **flexible and nimble**
- CDP Principals have over **50 years** of student housing experience
- **130+ student communities**
- **\$3.5 B** in total development cost
- **Over 44,000 campus beds** delivered
- P3's with **nearly 70 universities**



## SMRT Architects and Engineers

- Multi-disciplinary industry leader with offices across the Northeast
- Focus on large complex projects with unique project delivery/design challenges
- More than 130 employees in 4 offices
- Student Life segment is led by Nick Vaughn – over 15 years of experience providing programming and design services to higher education clients
- Extensive experience for the University of Maine System
- Education portfolio includes: Sustainable design, net zero buildings and design excellence on projects ranging from residence halls to academic halls



Unity College



## Elkus Manfredi Architects

- Full-service design firm located in Boston
- A firm that has been at the forefront of the planning of university-sponsored college towns
- Experience includes campus master plans, academic buildings and mixed-use student housing design
- Partnership with Capstone include new residence hall at UMass Boston and the Woodlawn Residence and Dining Hall at University of Chicago
- Member of the USGBC; Over 1/3 of EMA's technical staff are LEED professionals
- Signatory to the AIA 2030 Commitment and is working toward the goal of carbon-neutral buildings by the year 2030
- Designed 8 LEED Certified residence halls for clients like Harvard, UMass Boston and Rutgers University
- Have Passive House Certified Consultants on-staff and will be working closely with us on the USM Project



University of Massachusetts Boston

## Steven Winter Associates

### Passive House Experience:

- Cornell Tech – The World's Tallest Passive House Project  
Roosevelt Island, NY
- 511 E 86<sup>th</sup> Street Residential Building  
New York, NY
- 425 Grand Concourse Residential Building  
Bronx, NY
- Sendero Verde  
Harlem, NY
- Winthrop Square  
Boston, MA



**Lois Arena, PE**  
*Director of Passive  
House Services*



## PC Construction

- Founded in 1958 and has since grown to become a local leader in New England's construction industry
- One of the nation's largest 100% employee-owned contractors with HQ in Vermont and offices in Maine and other states and projects panning the east coast.
- Enjoys a long and productive partnership with the University of Maine System having worked on campuses in Fort Kent, Farmington, Machias, Portland and Presque Ilse
- Recent relevant student housing experience in Maine includes the Southern Maine Community College Residence Hall and the Central Maine CC Residence Hall.



Central Maine Community College

## Capstone Management Partners

- **Capstone Development Partners' Management Entity**
- Based in Denver, CO
- Operations and maintenance management services include:
  - Asset management
  - Maintenance and custodial services
  - Preventative maintenance programs
  - Capital renewal planning
- **Led by Higher Ed Industry Veterans:**
  - **Dr. Matthew Brown** –Higher ed housing career included roles at Kansas State University, Northern Kentucky University, Oklahoma State University and Arizona State University.
  - **Jana Faro** – Previously Director of Operations, Facilities and Technology at Arizona State University overseeing facility maintenance for 14,000 beds across 5 campuses.

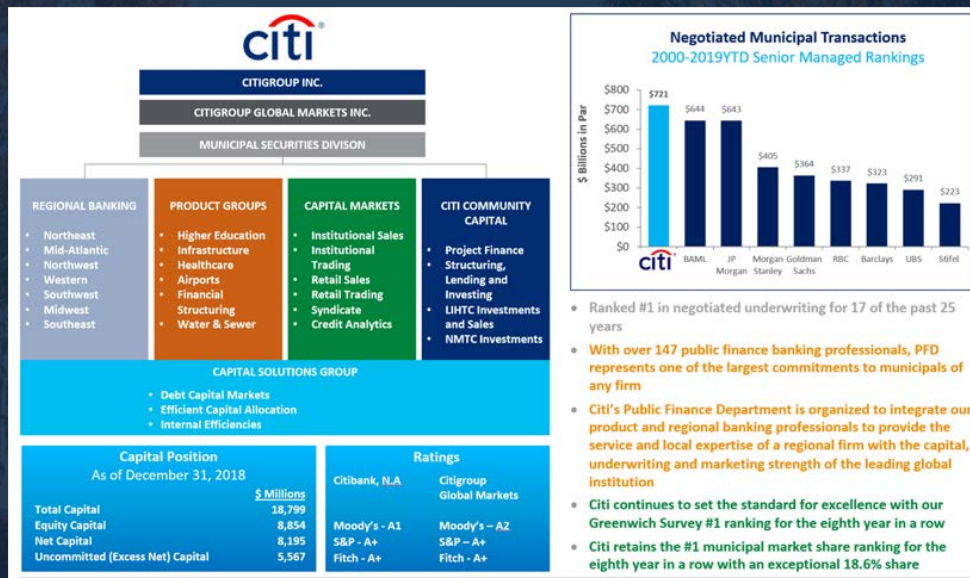


M@College at San Diego State University



## Citigroup Overview

The Municipal Securities Division consists of four departments: Public Finance, Capital Markets (sales, trading and syndicate), Citi Community Capital, and the Capital Solutions Group



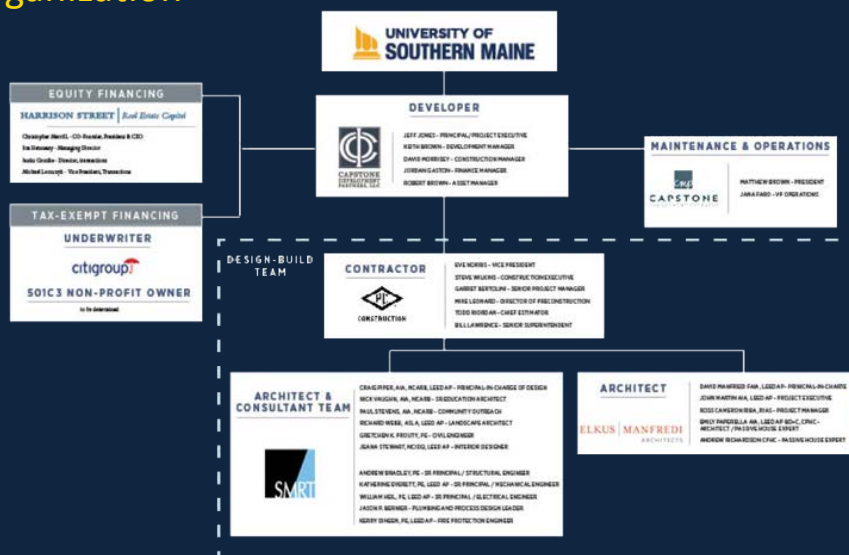
## Translating these Attributes into a Successful P3 Project for USM

- Work effectively with UM System and USM Teams
- **Draw on our experience with fast track schedules**
- Secure approvals and permits expeditiously
- Operational experience to make undergrad / grad community work
- **Utilize Developer-led Design-Build for cost and schedule efficiency**
- Help vet and select the most advantageous transaction structure

## Skills / Experience / Understanding to Effectively Partner with USM

- 67 Capstone / 141 Team successful university housing partnerships
- 6 Student Housing Project of the Year Awards
- 15 Capstone / 156 Team LEED Certified or Designed Projects
  - Capstone: 8 LEED Gold; 6 LEED Silver; 1 Triple Net Zero\*
  - Team: 5 LEED Platinum
- UMass Boston - First Housing on Campus; First P3 for UM System
  - SHB Best P3 Partnership; Project of the Year
  - Bond-financed Housing; University-funded Dining

## Project Organization



## Our Team Representatives to Lead USM Project Initiative



Capstone Development Partners

Jeff Jones  
Principal/ Project Executive



Keith Brown  
VP/ Development Manager



Jordan Gaston  
Director of Finance



CMP

Jana Faro  
VP Operations



Citigroup

Archie Chandrasekhar  
Director, Higher Education



PC Construction

Joseph Picoraro  
Director



Mike Steding  
Chief Estimator



SMRT Architects and Engineers

Craig Piper  
Principal In Charge of Design



Nick Vaughn  
Principal / Senior Architect

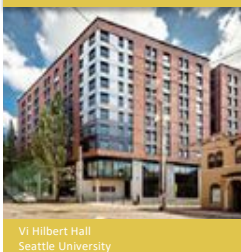


Elkus Manfredi

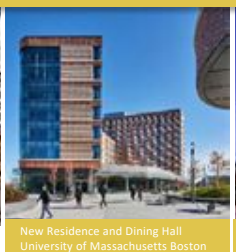
John Martin  
Project Executive

## An Experienced Student Housing Team

Capstone Development Partners



Vi Hilbert Hall  
Seattle University



New Residence and Dining Hall  
University of Massachusetts Boston



Cornish Commons  
Cornish College of Arts

Capstone Management Partners



M @ College  
San Diego State University

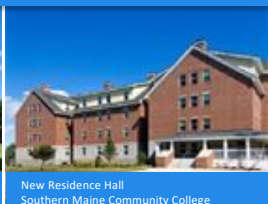


Blattner Hall  
California College of Arts

PC Construction



New Residence Hall  
Central Maine Community College



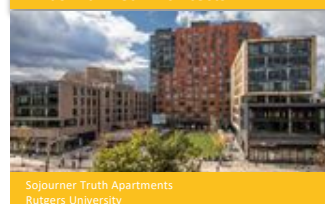
New Residence Hall  
Southern Maine Community College

SMRT Architects & Engineers



Residence and Dining Halls  
Unity College

Elkus Manfredi Architects



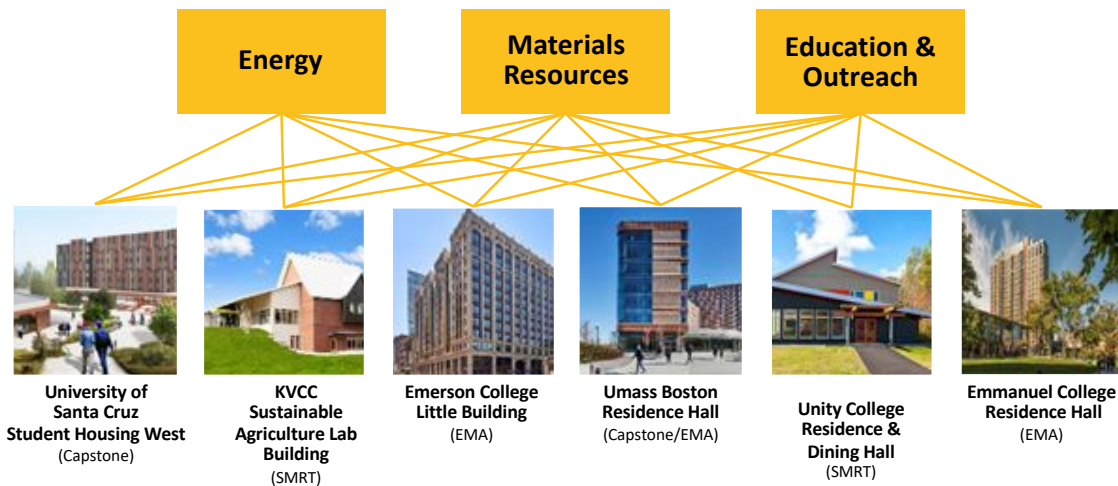
Sojourner Truth Apartments  
Rutgers University

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





## Alignment with USM's Goals



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Sustainability

### AIA 2030 Challenge

Both SMRT and Elkus Manfredi have committed to the AIA 2030 Challenge which works towards the goal of carbon neutral buildings by the year 2030.

- integrating energy analysis and metrics into your practice
- developing new sustainability approaches and creating a firm culture that exemplifies sustainable design
- benchmark energy metrics, set targets, track progress, and validate your design approach for energy savings
- combat climate change through education, energy modeling and advocacy
- be able to track your data and see your firm's impact compared to firms in your region



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

### Selection of Design Team's Sustainability Experience

#### Elkus Manfredi



New Julie Residence Hall – LEED GOLD  
Emmanuel College



New Residence and Dining Hall – LEED GOLD  
University of Massachusetts Boston



Sojourner Truth Apartments – LEED SILVER  
Rutgers University



Continuum – LEED GOLD  
Harvard University

#### SMRT



Sustainable Agriculture Lab Bldg NET ZERO  
Kennebec Valley Community College



Fort Buchanan Directorate of Public Works  
– NET ZERO



Unity College Res Halls – ZERO fossil  
fuels Unity College



MaineGeneral ACH – LEED GOLD

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Unity College – America’s Environmental College

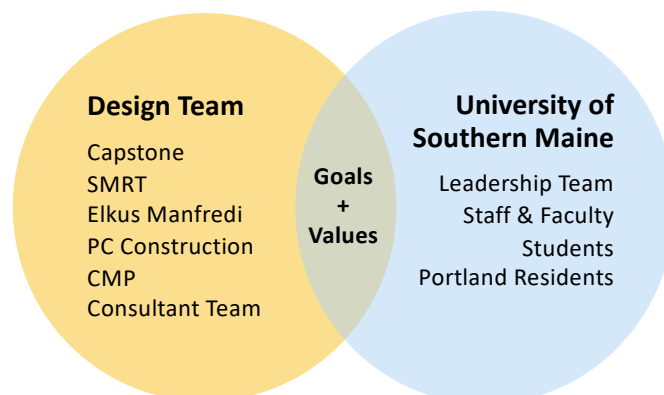


University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

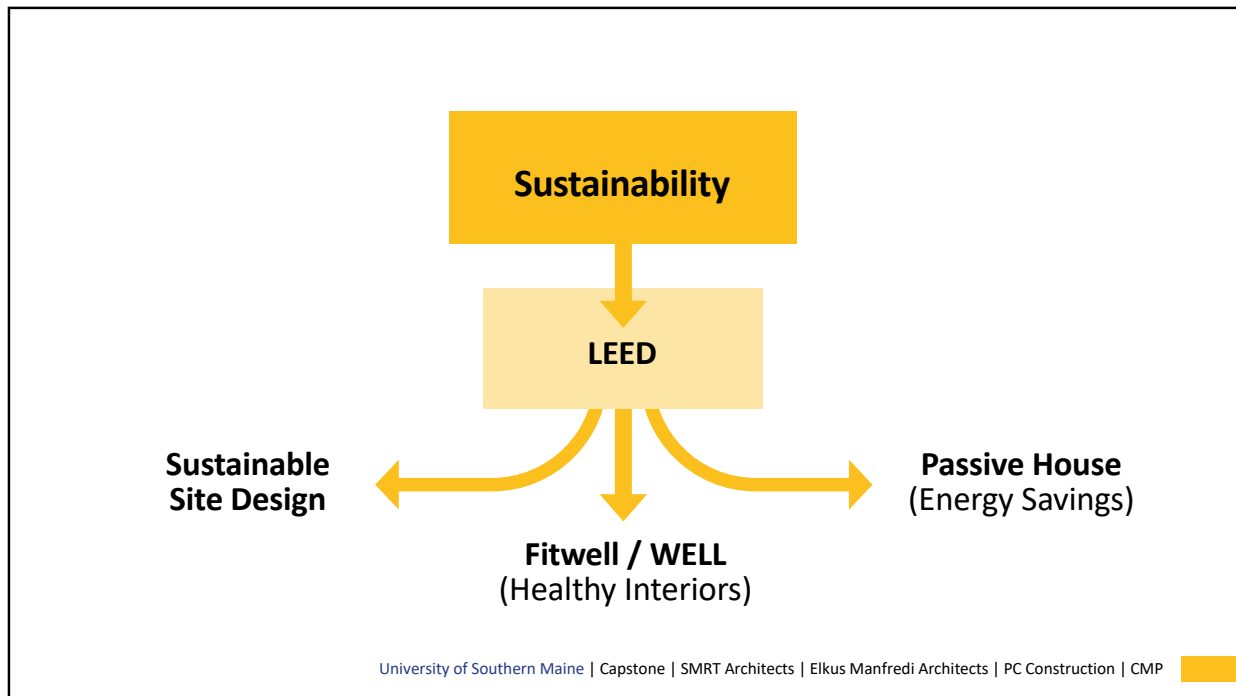
## Shared Sustainability Goals

*“We believe the practice of excellent design incorporates environmentally responsible design values.”*

- Sustainability is not the exclusive responsibility of any one team member or consultant
- Key to success is an integrative, iterative, multi-disciplinary approach



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP



## Passive House Principles

- Continuous insulation throughout entire envelope (no thermal bridging)
- Airtight envelope prevents infiltration of outside air and loss of conditioned air
- High-performance windows and doors
- Manage solar gains through shading
- Balanced heat- and moisture-recovery ventilation
- Minimal space conditioning system



## Passive House Benefits

- Higher quality construction
- Increased resilience
- Reduced operational costs
- Reduced maintenance footprint
- Increased occupant comfort



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Student Success Center – Solar Panels

- Solar Panels are included in the development budget for the Student Success Center



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





## Design and Construction

### Guiding Principles – Campus Master Plan



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Guiding Principles – Campus Master Plan



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Guiding Principles – Campus Master Plan



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





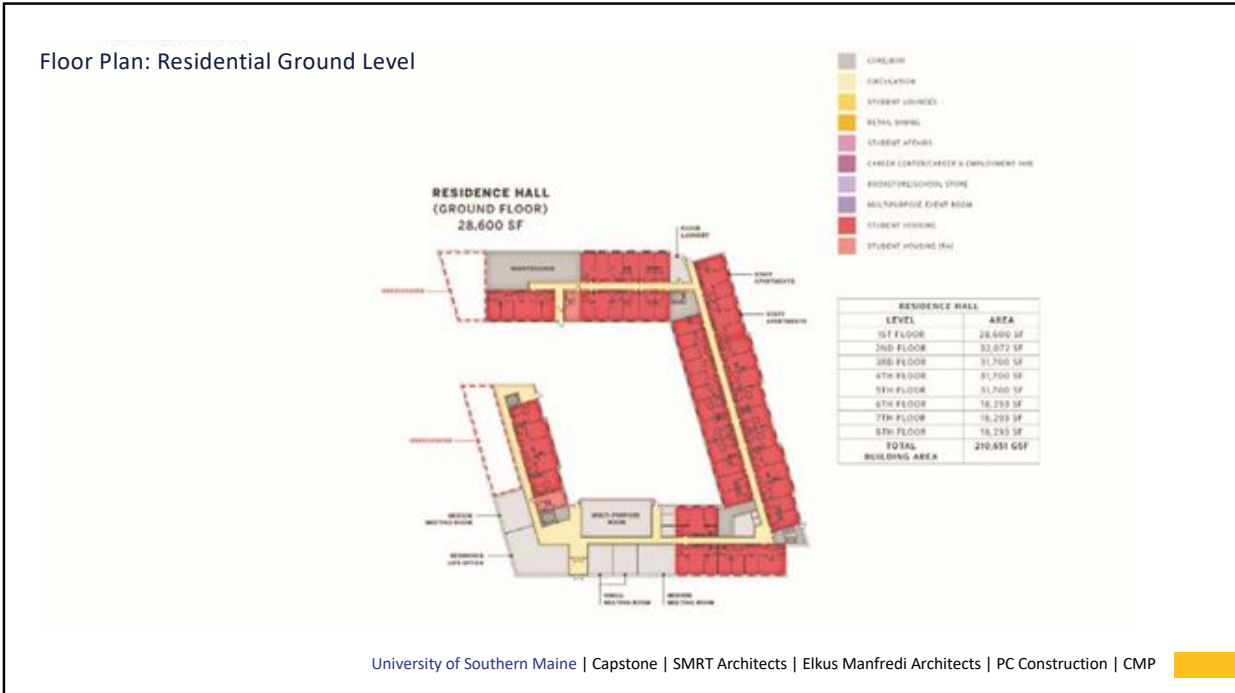
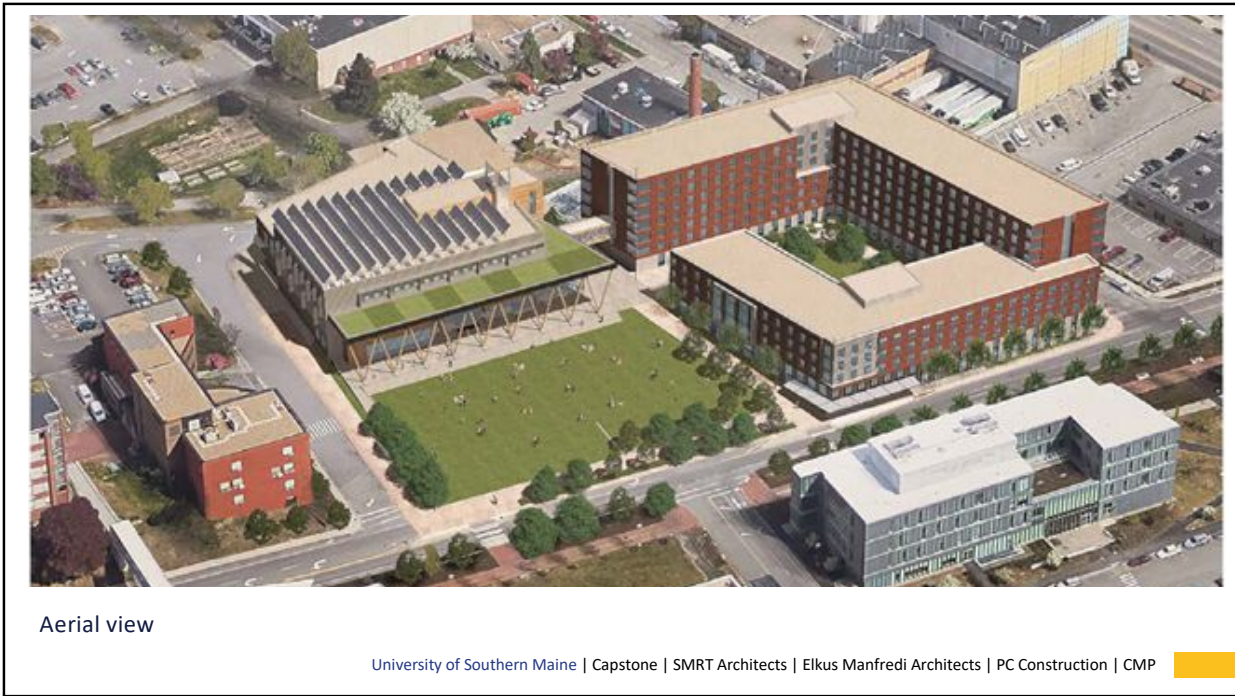
## Circulation Plan

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP



## Site Plan

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





Floor Plan: Student Center Ground Level + Residential Level 2



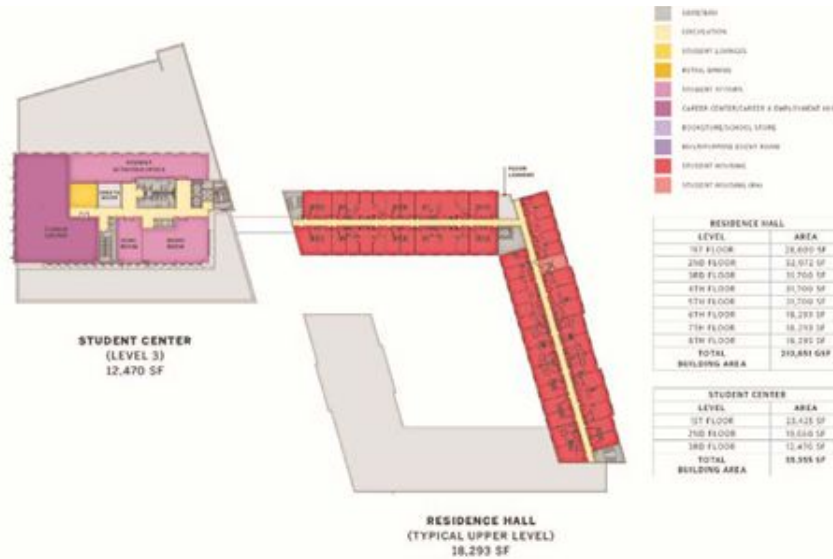
University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

Floor Plan: Student Center Level 2 + Residential Level 3



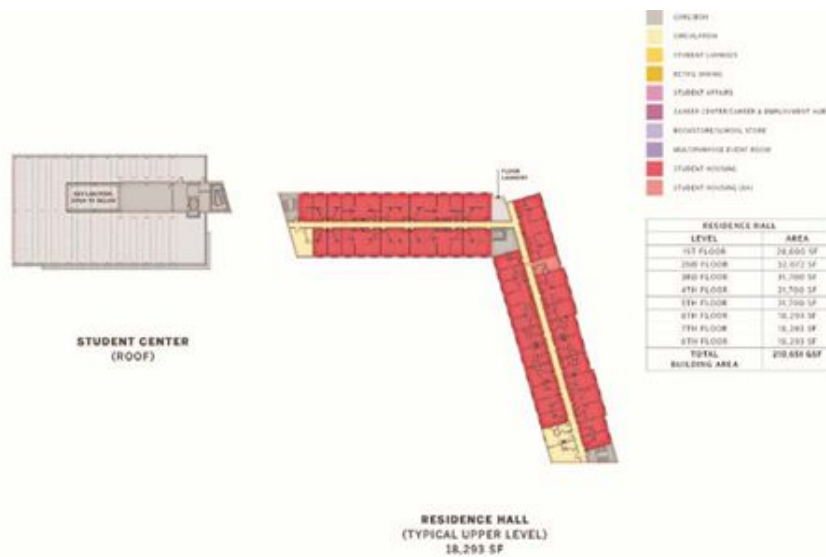
University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

Floor Plan: Student Center Level 3 + Residential Level 6



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

Floor Plan: Student Center Level 4 + Residential Level 7



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

Unit Types



Unit Types



North – South Site Section



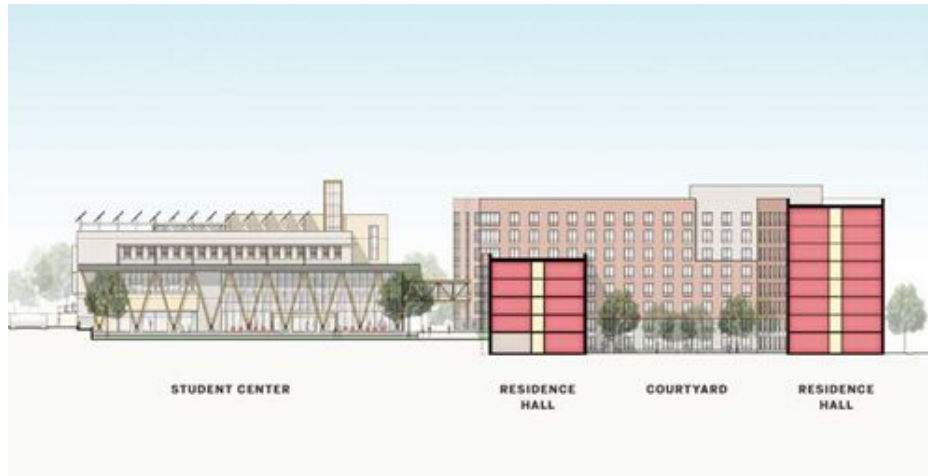
University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP



Student Success Center  
Main Lobby

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

East – West Site Section



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP



View from Bedford Street

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





View from Quad

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP



View of Residence Hall from Bedford Street

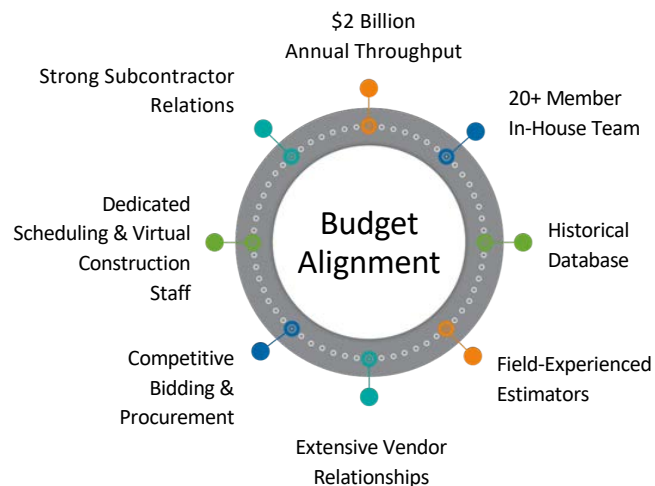
University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## The Design-Build Process



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## The Design-Build Process



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Construction Process

- Active and Vibrant Campus Setting
- Phasing and Site Logistics
- Procurement and Subcontractor Management
- Budget Management and Project Administration
- Schedule and Lean Integration



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Construction Process

- Safety, Communication and Coordination
- Quality Assurance and Quality Control (QA/QC)
- Inspections and Coordination with Local Official
- Building, Mechanical and Electrical Systems Commissioning
- Closeout and Occupancy Support



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





## Maintenance & Operations

### Approach to Management

- Leadership
- Ensures Continuity of Service

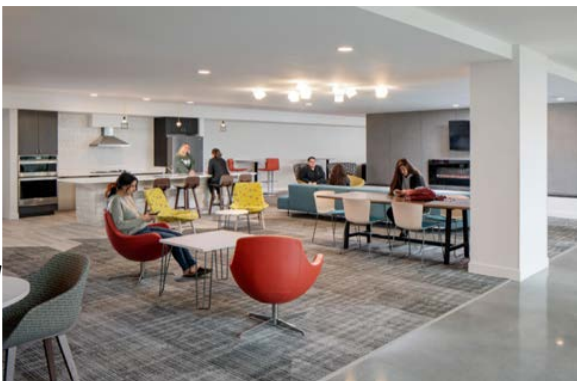
*"We are committed to helping you provide a seamless student experience and maintaining a best-in-class facility for years to come."*



## Management and Operations Strategy

- Collaborative Partnership
- Integrated Management Model
- Customized Approach
- Annual Budgeting Process
- Capital Renewal Planning

***“CMP is focused on providing customized management services specifically for university partners who prefer to maintain control over residential life services.”***



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Management and Operations Service

- **Property Management**
  - Preventative Maintenance Program
  - Service Contract Management
  - Operating Budget Facilitation
  - Facility Inspections and Coordination
  - Critical Incident Response
  - Marketing and Leasing
- **Asset Management**
  - Capital Planning and Budgeting
  - Facility Renewal Activities
  - Annual Financial Reporting



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Establishing Operations

- Start-up budget
- Transition strategy and timeline
- Staff recruitment
- Marketing and leasing plan
- Communication and collaboration
- Seamless transition for students

***“CMP brings to the equation a focus on student satisfaction, customer service and an appreciation for university procedures and expectations.”***



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Sustainable Operations

- APPA Level 2 and Green Cleaning
- Photo Voltaic
- Solar
- Energy Efficiencies
- Usage Meters
- Staff engagement and resident education

***“CMP brings community-level engagement towards increasing literacy and participation towards the ownership of sustainable initiatives.”***



University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





## Closing

### Why Select the Capstone Team?

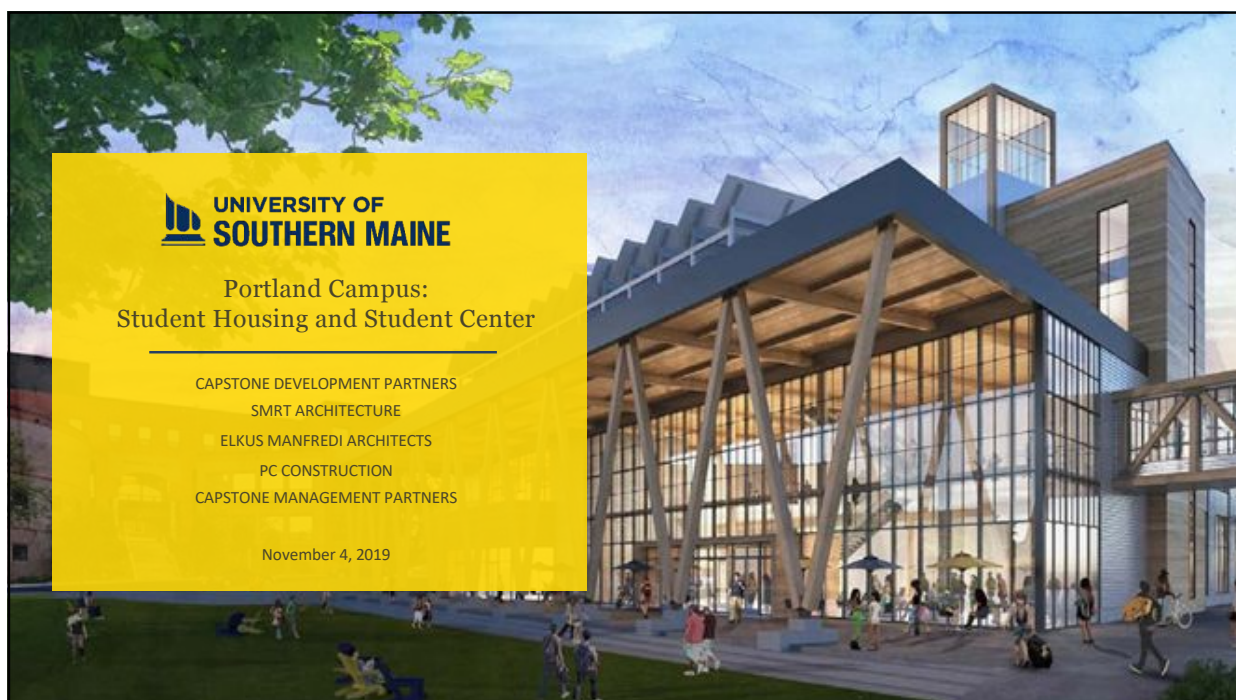
- **Our 'best-in-class' team brings a valuable combination of national, regional and local experience...**
  - The breadth and depth of a national perspective
  - The business acumen and political savvy of a regional perspective
  - The understanding of key nuances and culture of a local perspective
    - We know how to design a building in this region/climate
    - We delivered a more difficult project on a more difficult site at UMass Boston
- **We will fight tenaciously to maximize design and construction quality, sustainability and value**

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP

## Why Select the Capstone Team?

- We will help USM **craft a marketable, functional, and yet affordable community** for undergrad, grad and law students, helping **balance ‘competing’ objectives**
- **Our Team has and will continue to tailor the Project to:**
  - Address/conform to USM Portland Master Plan and Program Goals
  - Meet USM’s sustainability, quality and schedule goals
  - Provide thoughtful, flexible and advantageous transaction/financing options
  - Bring our development experience and financing resources to the Project
  - Optimize development and operating efficiencies to allow **the most affordable rental rates**
  - Provide flexible and collaborative maintenance, operational and asset management options

University of Southern Maine | Capstone | SMRT Architects | Elkus Manfredi Architects | PC Construction | CMP





Proposal for a Public-Private Partnership for the Portland Campus  
Student Housing and Student Center  
RFP #2020-011

9/20/19







## THE PORTLAND PLAN

To build a sustainable, iconic academic campus in the heart of Portland enhancing the commuter experience while creating a welcoming residential community.

*- USM Facilities Master Plan*

## Table of Contents

Tab 1	Signed Cover Page Executive Summary
Tab 2	Project Team Background & Information (Additional Team Members)
Tab 3	Project Program Assumptions
Tab 4	Sustainability
Tab 5	Graphic Documents & Renderings
Tab 6	Project Budget
Tab 7	Implementation Schedule
Tab 8	Proposed Ownership (or P3 Partnership) Financing Structures
Tab 9	Operations and Maintenance
Tab 10	Project Pro Forma Construction Estimate Summary Operating Budget Assumptions
Tab 11	Current / Future Project Disclosure
Tab 12	Signed Signature Form: Debarment, Performance & Non-Collusion Certification
Tab 13	Signed Addenda





## Appendix A – University of Maine System Response Cover Page

RFP # 2020-011: USM P3 Residence Housing and Student Center

Organization Name:	Capstone Development Partners
Chief Executive – Name/Title:	Jeff Jones and Bruce McKee/ Principal Owners
Telephone:	205-949-5060
Fax:	205-949-5064
Email:	jjones@capstonemail.com
Headquarters Street Address:	402 Office Park Drive, Suite 199
Headquarters City/State/Zip:	Birmingham, AL 35223
Lead Point of Contact for Quote – Name/Title:	Jeff Jones - Principal
Telephone:	205-949-5060
Fax:	205-949-5064
Email:	jjones@capstonemail.com
Street Address:	402 Office Park Drive, Suite 199
City/State/Zip:	Birmingham, AL 35223

1. This pricing structure contained herein will remain firm for a period of 90 days from the date and time of the quote deadline date.
2. No personnel currently employed by the University or any other University agency participated, either directly or indirectly, in any activities relating to the preparation of the Developer's response.
3. No attempt has been made or will be made by the Developer to induce any other person or firm to submit or not to submit a response.
4. The undersigned is authorized to enter into contractual obligations on behalf of the above-named organization.
5. By submitting a response to a Request for Proposal, bid or other offer to do business with the University your entity understands and agrees that:
  - a. The terms of this RFP document will not be modified and are thereby incorporated into any agreement entered into between University and your entity; that such terms and conditions shall control in the event of any conflict with such agreement; and that your entity will not propose or demand any contrary terms;
  - b. The RFP document will govern the interpretation of such agreement notwithstanding the expression of any other term and/or condition to the contrary;
  - c. Your entity agrees that the resulting Agreement will be the entire agreement between the University (including University's employees and other End Users) and Developer and in the event that the Developer requires terms of use agreements or other agreements, policies or understanding, whether on an order form, invoice, website, electronic, click-through, verbal or in writing, with University's employees or other End Users, such agreements shall be null, void and without effect, and the terms of the Agreement shall apply.
  - d. Your entity will identify at the time of submission which, if any, portion or your submitted materials are entitled to "trade secret" exemption from disclosure under Maine's Freedom of Access Act; that failure to so identify will authorize UMS to conclude that no portions are so exempt; and that your entity will defend, indemnify and hold harmless UMS in any and all legal actions that seek to compel UMS to disclose under Maine's Freedom of Access Act some or all of your submitted materials and/or contract, if any, executed between UMS and your entity.

*To the best of my knowledge all information provided in the enclosed response, both programmatic and financial, is complete and accurate at the time of submission.*

Date: 9/20/19

Jeff Jones, Principal

Name and Title (Printed)

Authorized Signature

## Executive Summary

**Capstone Development Partners** is pleased to present this Executive Summary of our response to the RFP for student housing and a student success center on the Portland campus of University of Southern Maine ("USM" or "University"). Capstone and our team acknowledge and appreciate the unique and special attributes, location, programs and culture of USM and its growing Portland campus. We know that USM's undergraduate, graduate and professional schools attract well-qualified students from the state of Maine, New England, and from across the U.S. and the world, who come to USM to learn, grow academically and socially, and to chart the course of their adult lives and professional careers.

Capstone understands the importance – to USM and the UM -- of growing its Portland Campus to include the addition of *quality, affordable and sustainable* housing and student support facilities that will enhance the University's ability to successfully recruit, retain and develop undergraduate, graduate and professional school students. We further acknowledge the importance of Portland to the state of Maine, as arguably its most dynamic city, attracting young people and companies which are producing jobs and leading an economic and cultural renaissance in the state -- with USM among the city's most valued and valuable institutional resources.

### Alignment of Public and Private Sector Goals

Our team is pleased to have been shortlisted and we very much want to be selected as USM's P3 partner. *Capstone and our team have visited the campus and walked the site together multiple times to evaluate and understand its' potential.* We have studied the RFP and have endeavored to present a thoughtful proposal for the successful delivery of the Project. We understand and have been driven in the formulation of our RFP response by a commitment to align our interests, goals and objectives with those USM has clearly articulated for this initiative, including:

- Efficient delivery of quality design and construction, ***at the most affordable rental rates possible,***
- Minimal impact on the USM's balance sheet or credit capacity from the housing component,
- Consistency with the Portland Campus Master Plan; conformity with local zoning regulations,
- Seamless integration with existing academic and institutional services and infrastructure,
- Commitment to energy efficiency and environmental sustainability, and
- Creation of a long-term, productive P3 partnership with revenue stream for the University.



While some of these goals are arguably 'competing,' we believe with the right development team working in a strong collaboration with key University stakeholders, these goals are achievable. Capstone and our team members -- several of which have worked extensively with the University and the UM System on other capital projects -- would be thrilled to partner with USM. *We are confident we can and will help USM meet its goals for the Project, which we share!* We are committed to building a mutually-beneficial, sustainable and collaborative partnership with USM, aligned around a cost-efficient, on-time, within-budget delivery and operation of the student success center and the student residential community. With respect to the student center, we pledge to be a conscientious steward of state and System resources. With the housing, our goal will be the *most affordable rental rates possible.*

### A Qualified and Motivated Developer-led Design-Build-Finance and Operational Team

It will take a strong team to meet USM's objectives and expectations, and Capstone has assembled an exceptional *design-build* team, with experienced finance and operational specialists. As developer and leader of our proposed design-build, finance, and operational support team, Capstone brings to this initiative nearly thirty (30) years of experience in developing and operating student housing and related facilities, including partnerships with nearly seventy (70) private and public universities across the U.S. In helping institutions address their housing, dining, recreational, academic, and student life needs, Capstone has earned a reputation for our development and financing flexibility and creativity on multi-use projects, for our collaborative approach with our collegiate partners, and for assembling development teams well-suited for each institution and project. We are also known for delivering the highest level of design and construction quality, *balanced with key sustainability and affordability goals.*

**SMRT Architects (SMRT<sup>®</sup>)**, is a respected, well-established, Portland-based firm offering the full range of architectural and engineering services, with an impressive track record of designing institutional and developer-led projects throughout New England. Boston-based **Elkus Manfredi Architects** ("EMA") is one of the premier architectural firms in the U.S., with a specialization in university work, including student housing and student life facilities. EMA adds extensive depth and expertise to our design team. Importantly, Capstone has enjoyed several successful P3 collaborations with EMA, including two large, high-profile P3 student residential and dining communities -- for UMass Boston (the first housing and first P3 on that campus), and the University of Chicago (the first housing P3 on that campus). The two firms have worked seamlessly together on the design solutions featured in our RFP response, and bring both local and national perspectives that we believe adds tremendous value for USM.

Our team's contractor, the Portland office of Vermont-based **PC Construction** ("PCC"), has a similarly extensive track record of constructing private and institutional housing and related facilities throughout New England, including

design-build collaborations with SMRT and EMA, and multiple projects for UM System institutions. PCC brings excellent local and regional subcontractor relationships, experience with community engagement and outreach, and expertise in sustainable design and construction.

Another critical member of our team is **Capstone Management Partners** ("CMP"), Capstone's well-qualified management subsidiary, led by former university student affairs and housing professionals with experience on multiple state university campuses. CMP specializes in the operation, facility maintenance and asset management of on-campus P3 housing and university-affiliated communities.

### Understanding the Opportunities and Challenges Inherent in this Initiative

Our team will bring enthusiasm and tenacity to assure a timely, efficient delivery of this Project, which we know holds great promise for USM and its students. We will balance our enthusiasm, however with an awareness of the challenges inherent in developing *affordable* new housing in the 'hot' Portland market. These challenges include (1) relatively constrained site conditions and existing, nearby facilities that must remain operational through construction; (2) significant impact fees, property taxes, demolition and relocation costs which make delivering affordable rental rates more difficult, and (3) high construction costs, driven in part by a very busy regional construction market, a 'stretched' base of qualified local subcontractors and tradespeople for a project of this size, and tariff-induced cost volatility.

An important additional challenge unique to the student housing component is the need to deliver a higher number of single-occupancy apartments and/or bedrooms for the upper-division undergraduate and graduate population this community will serve. Upper-division undergraduates typically prefer single occupancy bedrooms, while graduate and professional students favor 1 BR or Studio Apartments. This number of single-occupancy *units* -- many of which have a kitchen, living area and thus require more square footage for each resident -- is harder to deliver at affordable rental rates (compared with lower-division undergrad housing serving students more willing to share a unit with roommates).

To overcome these challenges and achieve its goals for a sustainable yet affordable project, USM would be well-served to select a development partner and design-build-operational team with deep experience, resourcefulness, skill and savvy. Ideally, the selected partner and team would have strong local knowledge and relationships to facilitate the establishment of a highly-collaborative partnership with USM, and offer a qualified, creative and motivated team of architects, engineers and subcontractors *committed to bringing quality and efficiency to every aspect of this project*.



## Unique Capabilities and Attributes of the Capstone Team

The Capstone Team is well-prepared, by background and expertise, to meet the challenges associated with this initiative, and to apply our local, regional and national experience and lessons-learned to add quality and value to the Project, driven by development, construction and operational efficiency. Our team's goal is the same as USM's: ***The highest quality housing (and student success center) possible, at the most affordable cost and rental rates, achieved through development and operational efficiency, energy efficiency, and sustainability.***

## Transforming the Portland Campus with a Smart Approach to Design and Student Living

Capstone proposes to plan, entitle, finance, design, construct, develop, and collaboratively operate a roughly 577 bed housing community with 379 residential units, custom-designed for USM's upper-division undergraduate, graduate and professional school students. For resident convenience, value and affordability, *all residential units will be fully-furnished, with rental rates inclusive of all utilities, including high-speed internet service.*

For land use efficiency and cost-effective construction, our Proposal contemplates a three-story student success center that is functionally and visually connected to the five-to-eight story residential community. These new facilities will be located on, adjacent to and/or fronting on Bedford and Durham Streets, and the new core campus quadrangle. The new residential community will feature attractive and transparent ground floor common areas along the more public frontages, and upper floors offering impressive views of the Portland campus, the City and Casco Bay. The ground level program will feature community commons with resident amenities, resident life and management offices; and in the 'back of house' locations, building service and delivery areas. Additional attributes include:

- Each of these new facilities will feature architecturally contextual and attractive exterior and interior design, timeless and contextually appropriate materials, and buildings systems designed for energy efficiency, sustainability and life-cycle cost efficiency. The buildings will each include prominent and usable green courtyards, with appropriate furnishings, accessible pedestrian walks, bike racks and attractive landscaping. Pick up and drop off zones for residents and guests will be provided, as well as a bus stop to facilitate convenient mass transit service.
- We recognize the importance of designing and delivering these two new projects with an integrated look and feel, to create an impressive, iconic gateway to the increasingly dynamic USM Portland campus.
- Building off of statewide initiatives to benefit from Maine's wood products industry, our team is planning to use laminated timber in key public areas, supporting the goals of USM, the UM System and the state of Maine, which our team shares, to use local materials.

## Unit Plan and Unit Mix: Balancing Undergraduate and Grad Student Needs and Preferences

Developing a successful residential community that integrates undergraduate and graduate and professional school students will require careful and thoughtful planning and programming, to create enough separation for the communities to have their own sense of space and identity. Subject to the opportunity for further dialogue with USM's housing and academic teams, we anticipate a development and leasing/assignment program which features the following.

### **Graduate Students Residential Units**

Residential units designed for mature graduate students (many of whom favor single-occupancy units), in designated wings or floors that optimizes their independence from their undergraduate neighbors (*respecting the different ages, levels of maturity and lifestyles of these two groups which are traditionally not mixed in a single residential community*). Our initial thought is to dedicate the upper floors of the taller Durham Street Building for the graduate and professional school students, providing them greater independence, premier views, and ideally, distinct elevator access and community amenities.

### **Upper-Division Undergraduates Units**

The corollary residential units for the upper-division undergraduate students will be in other designated wings or floors, primarily in the Bedford Street Building and, depending on the ratio of graduate to undergraduate residents, on the lower floors or in a distinct wing of the Durham Street Building. Again, to the extent possible, access and common area amenities will be distinctly provided to this undergraduate residential cohort. Our team's proposed unit mix includes the following unit types:

- **Single Suites** - A single-occupancy private room with en-suite bathroom.
- **Studio Apartments.** Designed for student-residents who prefer and can afford the maximum privacy of a single-occupancy apartment.
- **2 BR / 2 BA Apartments.** Single-occupancy Bedrooms, for two (2) students who prefer or don't mind a roommate to reduce their rental rate, who do not mind multiple roommates to enhance affordability, (or who prefer more social living arrangements).
- **Efficiency Co-Living Apartments.** These units are not currently included in our proposal as they were not requested in the RFP, but this is a unit type we are willing to explore with USM which may be well-suited for single, price-sensitive students who prefer not to forego their privacy for traditional apartment living with roommates. These co-living units 'live' practically like four individual Efficiency Apartments or 'Micro Units,' each with a private bathroom, sitting area and small refrigerator, yet with access for each resident to a shared kitchen/dining/living room and in-unit washer/dryer. This co-living concept is increasingly popular across the U.S., especially with older undergrad and grad students seeking affordability and privacy.

## Strong Value Proposition / Attractive Unit Offerings and Price Points

Capstone and CMP believe this unit mix offers a strong value proposition to upper-division undergrad and grad students, as it results in:

- Mostly single occupancy units or bedrooms, with en-suite private or semi-private bathrooms,
- Furniture furnished in all units; kitchen appliances with W/D furnished in each apartment,
- An inclusive rental rate for all units, with utilities, internet and TV streaming included,
- Common areas/student support facilities and academic, social and recreational amenities programmed for (and by) residents and staff,
- Daily maintenance and custodial service by CMP's professional, on-site management staff,
- Academic, student development and social programming, if and as appropriate, by USM,
- An attractive and functional community quadrangle and residential courtyard, featuring grills, lawn games, and other community-building recreational and social amenities
- Sustainable design elements, including or incorporating:
  - A highly-efficient building envelope, airtight and well-insulated, with the goal of meeting Passive House design standards to the extent consistent with rental rate affordability,
  - Significantly reduced energy usage resulting from the incorporation of Passive House and LEED design principles,
  - Potentially, if economically and practically feasible, solar PV arrays on the roofs of the residential and student center buildings to achieve significant energy efficiency goals, and minimize use of fossil fuel-based energy,
  - On-site bicycle parking, and potentially bicycle, scooter and car rental stations.
- A strong physical and visual connection and adjacency between the new residential community and the iconic, dynamic student success center, each with green spaces for gathering, socializing and the establishment of a strong sense of place in the heart of this urban campus,
- Amenities designed to foster and create community among groups of student residents with similar interests and/or at similar stages in life.

Our team looks forward to USM's feedback and input to our proposed units, unit mix, and conceptual Site development plans, which we offer as a point of beginning for discussion, dialogue and collaborative refinement. With these proposed units and unit mix we have tried to strike the appropriate balance between the competing

goals of *resident independence, privacy, and affordability*. We also look forward to discussing, when and as appropriate, our proposal and plans with officials from the city of Portland, and engaging with community and neighborhood stakeholders as we listen to and endeavor to refine the Project to thoughtfully address community perspectives. Our team brings credible, respectful relationships with local Authorities with Jurisdiction, which will help streamline the approval process.

### Commitments to Sustainability, Energy Efficiency

The entire Capstone Team, with dozens of LEED certified projects in our combined portfolios, is committed to the goals and principles of sustainable design and stewardship of resources, both to minimize the carbon footprint of the Project and to maximize its long-term operational efficiency (in support of our shared affordability goal, and because it is the right thing to do). We are actively evaluating the incorporation of Passive House design principles and solar/PV collection systems to improve the efficiency of mechanical and electrical systems and develop a highly-insulated building envelope. We are also striving to minimize reliance on fossil fuel-based heating sources, by utilizing electric-based systems we believe are feasible and consistent with our building design and sustainability goals. We know from decades of development and operational experience that operating cost savings, such as those realized from reduced energy consumption, have a much more positive impact on affordability than 'capitalized' or 'first cost' savings.

### Disciplined Adherence to Schedule and Budget Commitments

In formulating our preliminary development and construction budgets and operating pro forma models (included herein with additional details available upon request, for further transparency, our team has grown confident that we can deliver the Project at a level of quality and cost efficiency that others will likely be unable to realistically or reliably achieve. We also believe that with thoughtful planning and design, following LEED and Passive House design principles, we can operate and maintain the new community *in a way that supports lower, more affordable rental rates -- benefiting all parties*.

If selected as USM's development partner, we will immediately begin collaborative discussions with University officials to refine our proposed plans, schedules and budgets for each component of the Project, and openly share and report our progress in adhering to those throughout the design and construction phases. We will utilize our proven, disciplined '*developer-led design-build*' and 'development management' processes and contractual format to assure an on-time and within-budget delivery, at the levels of quality and sustainability we jointly establish with USM.

<sup>12</sup> Capstone Development Partners

## Opportunities to Improve Rental Rate Affordability

It is unfortunate that constructing, developing and operating new, well-designed and sustainable student housing of the quality institutions like USM want is so expensive in today's market. In order to achieve financeable, economically viable projects, rental rates, regrettably, get pushed higher and higher each year. To fight these trends, Capstone and our teams place great emphasis on achieving efficiency, near term and over the life-cycle of each project. We also seek with each of our university partners unique ways to improve affordability.

It will be challenging to accomplish all of the features required by the RFP and offered in this RFP response and proposal, while also making fixed, 'above-the-line' ground rent payments to USM and covering extraordinary expenses like the funding of \$2 million for the relocation of existing facilities on the Site. We will continually strive to do both, and will be forthright and 'open book' with USM in terms of the impact of each expense on rental rate affordability, economic viability and debt coverage/ROI thresholds. But we will not stop there. We also suggest collaborative explorations with USM of additional ways to improve the affordability of the student housing, particularly for the most price sensitive students. Among the many ideas we hope to explore: (1) property tax savings, through either an exemption or a negotiated payment-in-lieu-of taxes ("PILOT"), (2) the use of surplus operating proceeds to fund housing scholarships, and (3) alternative energy systems to produce energy savings.

## Offering Multiple Financing Options for the Student Housing

Capstone has a track record of crafting and successfully utilizing the full range of proven and innovative financing structures and transaction options on each of our P3 projects. We evaluate and vet with our collegiate partners all viable options and nuances before customizing the transaction structure and fully engaging our finance team to execute the solution that meets all or most of the institution's goals. The options we propose in Tab 8, range from: Private, taxable equity-based funding with reasonable options for debt leverage, to tax-exempt bond financing. The debt in each case would be non-recourse to USM and secured only by the rental income generated from the housing operations. We will also look at other creative options and gradations along the 'project finance' spectrum, focusing on those that (a) require no guaranty by the University, and (b) have the least impact on USM's credit capacity/rating, and balance sheet.

## Looking Ahead

The Capstone Team is pleased and honored to be considered for selection as USM's partner for this important housing and student success center initiative. *We want to be USM's partner for this Project.* If selected,, we pledge to bring to this undertaking our full resources, experience, creativity and collaborative approach to achieve the goals we share with USM, to (1) balance and optimize quality, sustainability, and affordability in the design and construction of this new community, and (2) build a successful long-term partnership of which all involved can be proud!





## Project Team Background and Information



New Residence and Dining Hall at the University of Massachusetts Boston - A Capstone \ Elkus Manfredi Project

Capstone offers the University of Southern Maine (“USM”) a development team with industry-leading experience, talent and creativity in all aspects of P3 student housing development, design, finance, construction and operations. Several members of this team have worked together (some extensively), on similar P3 projects, which will allow us to ‘hit the ground running,’ with little or no learning curve, to accomplish the goals we share with USM for the new student housing and student center on the USM Portland campus. Importantly, our team brings a valuable and deep level of local knowledge and experience, as well as a national track record to development, financing and design of signature student housing community, often combined with student life components as contemplated at USM.

As previously submitted in our Statement of Qualifications, Capstone’s team includes the local/national team of Portland-based **SMRT**, in which its role will be Architect of Record and the firm will also provide civil, structural and MEP engineering services for the Project. **Elkus Manfredi**, a Boston-based architecture firm, will serve as Design Architect and Student Center specialist. Both of these firms offer talented, experienced specialists in student housing and student life master planning and design, and boast a record of successful collaborations with both developers and universities. The Portland office of Vermont-based **PC Construction** will be our design-builder, and **Capstone Management Partners** will be our team’s operations/maintenance and asset management services partner.

Capstone will serve as the developer and leader of our developer-led design-build team, and as USM’s point-of-contact. If equity-based financing emerges as the preferred transaction structure, we envision working with industry leader **Harrison Street**, the principal institutional equity investor with which we have worked. If tax-exempt financing is preferred, we propose **Citigroup** as the bond underwriter and either **Provident Resources Group** or **Collegiate Housing Foundation** as the 501c(3) non-profit owner.



## Citi Group

Citigroup Inc. is a leading financial services company with a 200+ year history of providing a broad range of financial products and services to consumers, corporations, governments and institutions. Citigroup Global Markets Inc. ("Citi" or "Citigroup") is an indirect, wholly owned subsidiary of Citigroup Inc. Working through its Municipal Securities Division, Citi provides financing and financial support to governments so they can build sustainable infrastructure, such as housing, transportation, schools, and other vital public works.

### **Public-Private Partnership (P3) Experience**

In addition to our work on traditional municipal bond underwritings, Citi has been integrally involved with U.S. state and local governments as well as governmental entities in financing and advising on P3 transactions for the past 30 years. Our experience exceeds 100 transactions in the U.S., running the gamut of asset classes, including student housing, transportation, conventional and renewable energy, solid waste disposal, water and wastewater collection and treatment, hotels, real estate, and air and sea ports. Citi presents considerable experience structuring P3s around unique federal, state and local tax and other requirements. This uniquely relevant P3 experience positions Citi well to act as underwriter. As a leader in P3s, Citi has considerable recent expertise in all aspects of the P3 space, including working for both public sector sponsors and private sector developers, and serving in both sell-side and buy-side capacities.

### **Municipal Securities Division**

Citi's Municipal Securities Division ("MSD") represents one of the largest commitments to municipal securities of any firm with \$50 billion of allocated capital and 467 professionals dedicated to serving the municipal securities market. Citi's MSD platform is comprised of the following subdivisions: Public Finance Department (investment banking), Municipal Syndicate (underwriting), Capital Markets (sales and trading), Capital Solutions Group (financial products and lending), Debt Capital Markets (investor marketing), and Citi Community Capital (lending and affordable housing).

### **Underwriting Ranking**

**#1 ranked underwriter of negotiated municipal issuance in 17 of the last 25 years**

### **Distribution Capabilities**

**#1 ranked municipal capital markets platform by Greenwich Associates for the past 8 years**

### **Capital Commitment**

**Capacity to underwrite a single transaction of up to \$1 billion without internal approvals**

### **Market Maker**

**20%-25% of the BBB+ and lower rated volume traded in the tax exempt market**

Citi's rankings and success in municipal finance are a function of our comprehensive approach. MSD delivers the top ranked banking organization through the Public Finance Department, complemented by the top ranked Municipal Capital Markets platform. This approach provides our municipal clients with access to world-class products and financing solutions. We address client needs in all major sectors and geographies. The breadth and depth of our resources allow us to consistently provide superior market insight and execution and to develop innovative solutions with our municipal clients.

### **Public Finance Department ("PFD").**

Citi's Public Finance Department has been the leading underwriter for over two decades, as the #1 underwriter of negotiated municipal bonds in 17 of the past 25 years. The unprecedented leadership is a result of Citi's ability to provide best-in-class coverage to our municipal clients. Our matrix organizational structure integrates industry and specialty groups with our regional banking offices. Issuers benefit from a group of 161 public finance and capital solutions group bankers who specialize in a variety of disciplines. We currently maintain 16 public finance offices nationwide. This approach allows Citi to provide service and local expertise with the capital, underwriting and marketing strength, and market intelligence of one of Wall Street's largest firms.

## Provident Resources Group

Provident Resources Group Inc. (Provident), based in Baton Rouge, LA, was founded in 1996 and is an established national 501(c)(3) organization committed to the development, ownership and operation of state-of-the-art facilities across the country that serve to advance education, lessen the burdens of government, promote healthcare, meet the needs of the elderly and relieve the poor through the provision of safe, decent and affordable housing.

Over the past decade, Provident has served its missions in over 17 states. In serving its multiple missions, Provident has accessed approximately \$3 Billion in capital from the private and public markets and assembled an asset base of approximately \$1.35 billion. Provident is led by a talented senior management team of professionals that includes experienced lawyers and CPAs seasoned in the area of tax-exempt financing for public institutions and nonprofit organizations who are focused on serving the missions of Provident in communities across the United States through socially responsible community development. Furthermore, Provident is guided by a diversified national board of directors experienced in higher education, finance, investment banking, venture capital funding, law and government administration.

Within its Education Resources Division, Provident has collaborated with a number of colleges and universities across the country to address a variety of infrastructure and program needs, including housing, dining halls, recreation and wellness centers, office and retail space and parking. Through such efforts, Provident has participated in the development, financing and operation of over 10,000 beds of student housing. *Provident is the 501(c)3 non-profit owner of 5 of Capstone's on-campus student housing developments. Most recent of which is the new 1,077-bed residence and dining hall at the University of Massachusetts Boston, completed in 2018.*

### Key Personnel

**Steve E. Hicks, President and Chief Executive Officer** - Steve Hicks is the Founder of Provident. Mr. Hicks practiced law for over 25 years prior to founding Provident, specializing in the area of public finance with additional concentration in the area of legislative law. Mr. Hicks participated in many public finance issues over the past 25 years in a variety of roles including bond counsel, underwriter's counsel, and counsel to the bond issuer.

**Debra W. Lockwood, Executive Vice President, Chief Financial Officer** - In addition to Ms. Lockwood's EVP and CFO role, she also serves as President of Provident Senior Living Resources LLC. Since 2002, Ms. Lockwood has been a member of the Provident senior management team, responsible for financial oversight and the development and implementation of strategic and operational initiatives.

## Collegiate Housing Foundation

Collegiate Housing Foundation is a non-profit 501(c)(3) tax exempt organization established in 1996 for the sole purpose of assisting colleges and universities in acquiring or developing student housing facilities. Founded in and still based in Fairhope, Alabama, the Foundation pioneered the financing of student housing facilities by a third party non-profit thereby giving it extensive experience and a national profile in the student housing space. To date, it has undertaken to own, finance, construct and operate 60 student housing facilities of almost 40,000 beds in 24 different states for 46 different schools for total project costs exceeding \$3.1 billion. While its primary focus is and has always been student housing, its mission has expanded to include owning and financing other kinds of campus facilities and to incorporate limited retail space into those facilities.

Collegiate Housing Foundation is the 501(c)3 non-profit owner of 12 of Capstone's on-campus student housing developments.

### *Key Personnel and Executive Staff*

**William B. Givhan - President and Chief Executive Officer**

**Brian Blakeney - Chief Financial Officer**

**Janet Brown - Vice President for Administration**

## Bradley Arant

Capstone would likely engage Bradley Arant for our legal team. Founded in 1870 in Elyton, AL, Bradley is a national law firm with a reputation for skilled legal work, exceptional client service, and impeccable integrity. The firm's 10 offices are located in Alabama, Florida, Mississippi, North Carolina, Tennessee, Texas, and the District of Columbia, giving them an extensive geographic base to represent clients on a regional, national, and international basis.

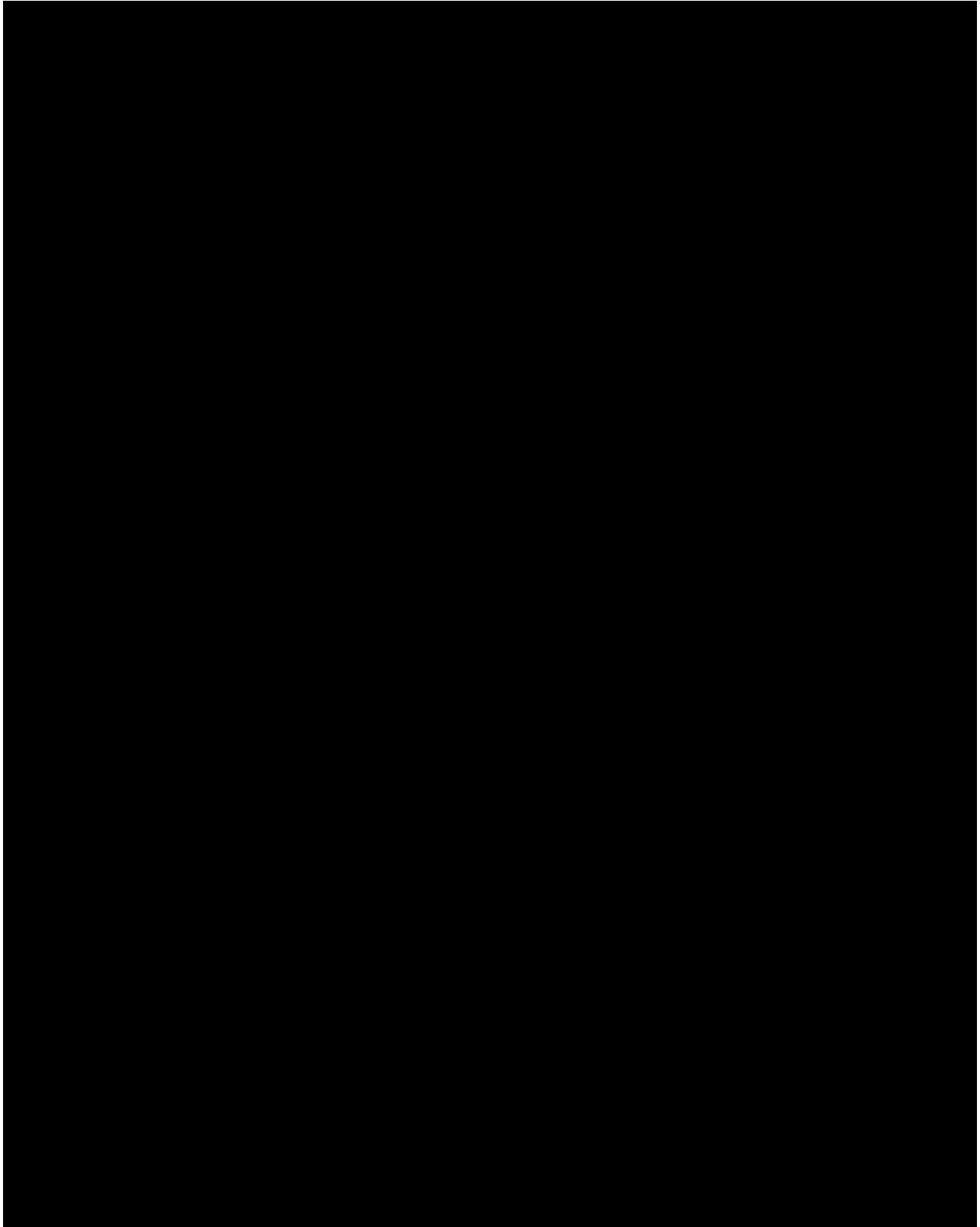
**Key personnel at this firm are Dawn Sharff and James Webb.**





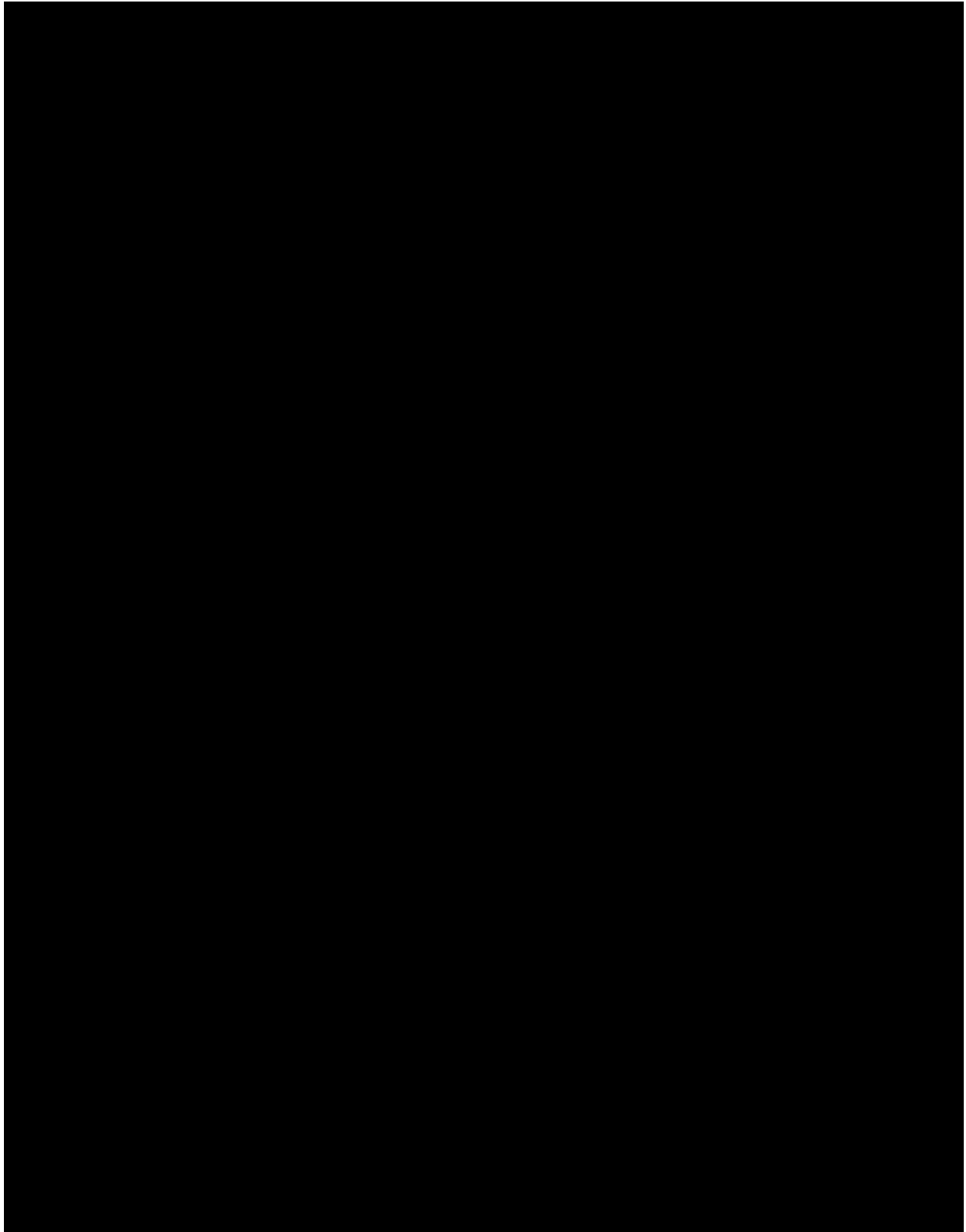
CONFIDENTIAL

University of Southern Maine  
Appendix D-3 - Student Housing Project Assumptions Matrix



CONFIDENTIAL

University of Southern Maine  
Appendix D-3 - Student Housing Project Assumptions Matrix







## Sustainability

The planning and design work of the Capstone team is founded on the conviction that the quality of our environment regularly and significantly impacts the quality of our lives, as well as the activities that comprise our daily routines. Sustainable design addresses all of the components that come together to make up any type of building or campus — the ecology of the buildings, the character of spaces formed, the materials used, the activities housed, and the resources used. We believe the practice of excellent design incorporates environmentally responsible design values. We propose that the USM Student Success Center and Residential Community projects should seek to achieve goals in which the following values are embedded:

1. **The buildings will be resource-efficient.** Buildings generate nearly 40% of annual global Greenhouse Gas emissions (*Source: Global Alliance for Buildings and Construction 2018 Global Status Report*). These emissions are not only from operational energy use, but also include embodied carbon in construction materials. The two buildings will be designed with the priority of creating an energy efficient envelope combined with systems that minimize operational energy needs. A sustainable product lifecycle will be key for systems design and materials selection, with consideration given to embodied carbon when selecting materials and minimizing waste -- a key goal during construction.
2. **The buildings will actively support health and wellness for students, faculty, employees, guests, visitors, and neighbors.** Because we spend 90% of our time indoors, toxic materials, poor air and lighting quality in buildings can have a significant adverse impact on our health and well-being. The USM project design will incorporate healthy materials and design features that foster the overall health and wellness of the occupants.
3. **The buildings must be flexible and adaptable.** Significant carbon emissions are wasted when buildings are torn down. Usually this is not because they are worn out, but rather because they have become obsolete. Designing versatile buildings that can be reinvented in ways unimagined by the original designers and developers will contribute to a resilient campus.
4. **The buildings must be durable and maintainable.** In order to achieve the long lifespan desired, the building structure must be robust. Different building components have different life spans, with structures that might last 100 years or more, mechanical systems that can last 20-30 years, and yet IT systems or components could be obsolete in as little as 5-7 years. We recognize these timetables and will design the buildings to ensure that systems can be replaced as needs warrant. We also emphasize that all systems will be maintained and operated as required to achieve top performance and energy efficiency, with meticulous planning by Capstone's asset management division to ensure reserve funding is sufficient to carry out the long-term capital repair and replacement plans.





Our team understands that ***sustainability is not the exclusive responsibility of any one team member or consultant.*** As a collaborative team, we define sustainability as a core value shared by all, and this inspires work across all disciplines. ***The key to success is an integrative, iterative, multi-disciplinary approach.*** Adopting a socially responsible, highly collaborative, integrative design and construction approach – including the public and private partners in this P3 -- will enable this project to achieve high levels of sustainable, energy-efficient design.

***Our team is well versed in multiple sustainability rating systems, and will implement them to the benefit of USM.*** We acknowledge and understand that rental rate affordability is a key USM and Capstone team goal for this project, and accordingly we have established our minimum sustainability certification target for the project to be LEED Silver. To the extent economically feasible in balancing the affordability and sustainability goals we share, we will incorporate principles from PassivHaus, WELL, and LEED in a good faith effort to achieve a project that uses 70% less energy when compared to the national average for similar buildings. In fact, Capstone and our team has already identified two options for add-alternate upgrades to windows to enhance our envelope, and we are cautiously optimistic that we will be able to incorporate upgraded windows into the base project once we can complete an energy model during the design phase and confirm off-setting utility expense savings in our Operating Budget.

### Sustainable Design Experience

***In total, the members of the Capstone team have completed 90 LEED certified projects, and are well-versed in LEED requirements.*** Furthermore, each member of this team brings targeted sustainability credentials to the USM project.

- ***Capstone Development Partners*** holds a corporate commitment to develop each of its projects to LEED Silver standards, even if the project does not go through an official LEED certification process. In fact, Capstone has made it a consistent goal to exceed the sustainability target established by our university partners.
- ***SMRT*** is committed to optimizing building performance and sustainability by applying building science knowledge to inform design decisions impacting environment, resource uses, building materials and enclosure. In-house LEED APs and Certified Energy Managers embrace LEED standards and the WELL Building Standard, emphasizing the belief that healthier buildings translate to healthier people.
- Finally, ***nearly half of Elkus Manfredi's technical staff are accredited LEED professionals, including 85 LEED APs, 4 WELL APs, 6 Fitwell Ambassadors, and 2 Certified PassiveHaus Consultants (CPHCs).*** The firm is at the forefront of sustainable design, with ***8 of its 60 LEED projects at the Platinum-certified level.*** Elkus Manfredi has also signed on to the AIA's 2030 Commitment and has a rigorous process of early performance modeling to optimize design.

***Specific highly sustainable buildings that the team has recently completed are provided on the following pages.***

### *Residence and Dining Hall at UMass Boston | LEED Gold*

The Capstone team, including Elkus Manfredi, developed a new 1,077-bed residence and dining hall on the University of Massachusetts Boston campus, completed in August 2018. The team targeted a LEED Silver certification for the new Dining and Residence Hall project, however through hard work and dedication of all involved in the project, the team was able to exceed the initial target while staying on schedule and on budget, achieving **LEED Gold** certification from the U.S. Green Building Council (USGBC) in early 2019.

By implementing practical and measurable strategies and solutions, the UMass Boston Residence and Dining Hall achieved high performance in sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality. Some of the sustainable strategies and project attributes that helped the project achieve this level of certification include:

- Site location is on land that is considered a brownfield redevelopment.
- A water savings of 34%, achieved by using low-flow showers, faucets, etc.
- An energy cost savings of 26.8%, achieved through the implementation of a high-performance building envelope, energy recovery units, hot water efficiency, and 100% LED lighting.
- Cool roofing and hardscape materials used to reduce the heat island effect.
- 82.43% of construction waste was diverted from landfills.
- CO2 sensors in high occupancy spaces
- Use of low or No VOC paints, coatings, adhesives and sealants.
- All flooring systems meet low emitting standards like Green Label Plus
- Wood products do not contain added urea-formaldehyde.

#### **Development site features:**

- Location in an area of high density and connectivity to the community.
- Access to public transportation and hybrid vehicle sharing program.
- 56% of open space on the site is vegetated.
- Native and drought-resistant plants used for landscaping, thus eliminating the need for irrigation.

#### **Materials and Resources:**

- 30.6% of construction materials contained recycled content.
- 29.6% of construction materials were manufactured regionally.
- 72% of wood products were sustainably harvested and FSC certified.

#### **Indoor Environmental Quality**

- Spaces have individual control for lighting and heating and cooling.



Through hard work and dedication of all involved in the UMass Boston project, the team was able to exceed the initial LEED Silver target while staying on schedule and on budget, achieving LEED Gold certification.

### **Emmanuel College New Julie Residence Hall | LEED Gold**

Elkus Manfredi designed a new 688-bed residence for Emmanuel College located in the heart of the Fenway in Boston. Also completed in August 2018, the design team initially targeted a LEED Silver certification for the project. Through early involvement of the entire design team and strategizing with Emmanuel College on efficiency and sustainability goals, the project quickly shifted toward higher LEED targets while staying on schedule and on budget, ultimately achieving LEED Gold certification from the U.S. Green Building Council (USGBC) in 2019.

Some of the sustainable strategies and project attributes that helped the project achieve this level of certification include:

- A water savings of 46.29% which is achieved by using low-flow showers, kitchen and lavatory faucets, toilets, and urinals.
- An energy cost savings of 32.7%, achieved through the implementation of a high-performance building envelope, high efficiency condensing units and chillers, DOAS systems with energy recovery, demand control ventilation and LED lighting as well as other efficient equipment specifications.
- 93.7% of construction waste was diverted from the landfill
- Low VOC paints, coatings, and flooring.



### **Kennebec Valley Community College Sustainable Agriculture Lab Building | Net-Zero Energy**

The first new building on KVCC's Harold Alfond campus, designed by SMRT, the Sustainable Agriculture Building integrates experiential learning, sustainability, the farm-to-table movement, and philanthropy as a part of its mission. A model for future campus development, the building includes food processing and testing labs, general classrooms, and a lecture hall. Adhering to a precise construction budget, the design team achieved near **net-zero performance** by designing a tight building envelope, using energy modeling, and coupling a 10,000-square-foot photovoltaic array to a ground-coupled geothermal system.



### **Ft. Buchanan Directorate of Public Works | Net-Zero Energy**

Working with limited bridging documents and a constrained timeframe, the SMRT team designed and engineered three major buildings at this replacement DPW complex. The design-build project included an administration building, shops and warehouse facility, and an entomology building – all of which are Department of Defense Anti-Terrorism Force Protection (ATFP) compliant. Multiple sustainability initiatives inform the design: a tight building envelope, high-efficiency interior and exterior LED lighting, a 250 kw photovoltaic array to harvest abundant sunlight, and underground rainwater storage for non-potable usage. The project received LEED Gold certification and reached **net-zero energy performance**.



### ***Unity College Residence and Dining Halls | Zero Fossil Fuels***

Through its ongoing engagement with Unity College, SMRT has shaped a contemporary-built campus environment that reflects the sustainability ethic of “America’s Environmental College” and supports its growing enrollment. The design team helped Unity step away from fossil fuels by incorporating photovoltaic arrays, a wood pellet boiler, and air-to-air heat exchangers. Sourcing materials with low-embodied energy added another level of sustainability to the project. Dining Hall artwork and interior finishes celebrate Unity’s farm-to-table approach.



### ***Rutgers University – Academic Building, Honors College, and Sojourner Truth Apartments | LEED Silver***

Elkus Manfredi provided planning and design services for three new projects significantly expanding Rutgers’ 250-year-old campus. The projects are the result of a public-private partnership between the University and a not-for-profit development corporation with the goal of designing a boundless living/learning environment for students within the context of the surrounding campus. The Academic Building is constructed of recycled materials and using low-emitting VOC materials, the building is incredibly energy and water efficient. Due to elevated usage of the building, particularly the high-density classroom spaces, the sustainability engineers installed specialized mechanical systems to properly vent the building, ensuring that the classroom spaces were not over-ventilated when not in use or under-ventilated when high occupancy classes were in session. The residential buildings were designed with floor-to-ceiling windows for maximum exposure to natural light, and within the units, operable windows provide natural ventilation and reduce the need for artificial heating and cooling. Lighting utilizes LED and compact florescent fixtures and water use is reduced due to highly efficient shower heads, toilets, and sensed faucets.



### ***Harvard University – Continuum | LEED Gold***

Composed of two residential buildings on a retail podium with one level of below-grade parking, the off-campus housing at Continuum contributes to the public realm with three new public open spaces. Connecting the residential buildings is a 20,000-square-foot green roof with extensive planting beds for resident gardens. The project designed by Elkus Manfredi includes a high-performance building envelope with high energy savings created by reduced glazing to façade area, natural ventilation in all units, energy recovery in common areas, and optimized lighting controls. During construction the project saw a 95% diversion rate of materials.





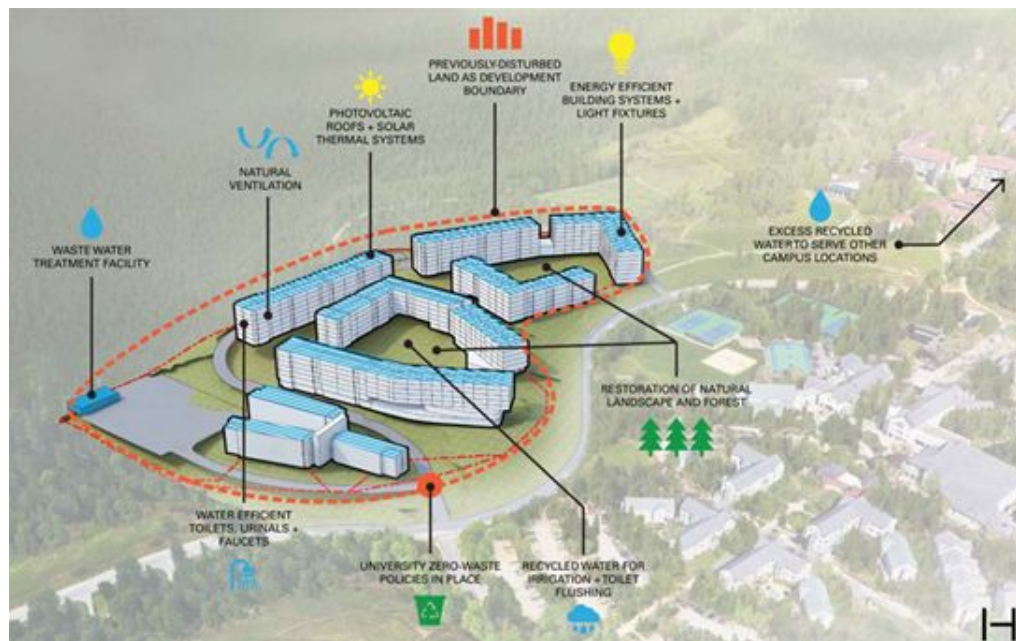
### University of California, Santa Cruz – Student Housing West | Triple Net Zero Strategy

In 2017, Capstone was selected to develop a multi-phase student housing project in a public private partnership with the University of California Santa Cruz. The project, named Student Housing West (“SHW”) is one integrated project serving three unique communities and located on two sites, the 17-acre Hagar Site and the 13-acre Heller Site. Upon its completion over the course of the next 2-4 years, SHW will consist of 3,072 beds of housing for upper division undergraduates, graduates and students with families.

#### Sustainable Goals and Features – Using Nature as the Guide

The Student Housing West project represents a new chapter in the development of the UC Santa Cruz Campus. The Capstone team sees the sustainability aspirations of the project as the single most-compelling and unifying principle in creating this sense of identity and community. How sustainability is translated into planning and design, construction and operations follows what the land suggests and provides for - and like the campus' first visionaries, the Capstone team looks to the land for inspiration and guidance.

The project will meet the minimum requirements of LEED Silver and aspire to go beyond. With the project currently in design and pre-development, accomplishments of the project to date include validation through the LEED v4 Multifamily Mid-Rise rating system, using a campus/group approach to certification. Based on the project's use of biomimicry as a guiding principle in the site design, anticipated triple net-zero performance and healthy interior environmental strategies, the project achieves a high rating within Gold certification. Additional credits have been identified for further consideration and development with the University team, *with an end goal of Platinum certification.*



Sustainability Diagram  
for Student Housing West



### **A Pathway to Triple-Net-Zero – Efficiency, Infrastructure and People**

Owing to the imperative of sustainability in defining both the identity and affordability of the project, Capstone set the bar high. Our proposal is founded upon the goal of achieving a Triple-Net-Zero level of performance across the development (Zero-Net-Carbon, Zero-Net non-potable water and Zero-Net-Waste).

Achieving net-zero energy, water and waste follows a simple formula: efficient buildings and site, innovative infrastructure and demand management. The Capstone team approached this formula with the understanding that efficiency is always the place to begin. Use less first. Use less energy, use less water and consume less materials. Modern green building design and construction techniques have made tremendous strides toward using less, however achieving net-zero requires more. Innovative infrastructure, like renewable energy, solar heat recovery and non-potable water recycling allow developments to push beyond the level of performance achievable through efficiency alone. Demand management systems, including smart metering, catalytic communication technology (dashboards, website, social media) further help inform and influence tenant choices and behavior, further reducing resource consumption to achieve the UC system's metric of Zero-Net Waste.

Our architectural design and planning process accommodates pre-sorting of materials through multiple vertical chutes through buildings and provides an on-site composting area. Throughout design and construction, the development team will collaborate with the UC Santa Cruz Student Environmental Center to promote the educational aspects required to achieve Zero Waste. In partnering with Campus Resource management and CHES, the Operations team will ensure continued practice and engagement of residents.

Given the Capstone team's experience grappling with and achieving net-zero project goals, this formula of building and site efficiency, innovative infrastructure and demand management has proven the right framework to achieve triple net-zero goals for energy, water and materials management, on this project.



Student Housing West at  
UC Santa Cruz

## Achieving Reduced Energy Loads

The Capstone team has extensive experience working with our University partners during the project delivery process to look beyond the initial project costs and examine the long-term ownership costs associated with new building projects. We will assist USM in examining and appropriately balancing first-costs (design and construction expenses), with improved long-term building performance (utilities, operations, and maintenance). During the design process, we work with our team and campus partners to review mechanical systems and building envelop and finish materials to identify performance standards and life cycle expectations. We are committed to making informed decisions at the project level that ensure the highest possible value is delivered in balance with efficient operating costs and appropriate capital renewal expectations over the life of the project.

Through a life cycle cost analysis, we will evaluate the economic performance of our new P3 facilities over their planned useful life. This strategy balances initial monetary investment with the long-term expenses associated with owning and operating the facility. This approach assumes there are that multiple building design options that can successfully achieve the programmatic needs and performance expectations for the project. Among these options, there are differing initial, operating, and maintenance costs as well as varying life cycles for core building systems. For example, as we work with USM to assess the different mechanical system options, we will provide estimates for the total cost of each option, including initial construction, annual operation and maintenance, and replacement costs. By comparing the life cycle costs of various design configurations, we can thoroughly explore the potential trade-offs, identify the most cost-effective options, and determine the “pay back” of incremental increases in initial cost.

### **Maximum Impact – Minimum Resources**

Throughout the course of the project, the design team will routinely evaluate building system options for optimal performance, including steam-to-hot water conversions and system and equipment comparisons based on first costs and life cycle costs to guide USM in making informed decisions. The team utilizes Trane Trace and Sefaira software to model, design, and predict building energy use and overall performance.

***Systems will focus on maximizing energy performance while maintaining robust, time tested equipment. To the extent feasible given corollary affordability considerations and goals, we will consider options that go beyond fossil fuels, having designed biomass fuel systems utilizing pellets and bole wood chips, solar PV, solar thermal, geothermal, combined heat and power, and other innovative technologies.***

**Representative examples of reducing energy loads are provided on the following page.**

### ***University of Maine Energy Infrastructure***

AT UMaine's Orono campus, SMRT conducted an energy feasibility analysis and the subsequent design for the connection of a new 600 kW back pressure turbine system to the campus electrical grid. The turbine harvests available steam energy and stores it for use as demand fluctuates from summer lows to heating season highs. This specialized configuration resulted in a payback of installation cost in less than four years.

### ***Union College - Science and Engineering Laboratories***

To maximize energy savings potential, two energy recovery heat exchangers were incorporated into the renovation of the mechanical room that houses all air-moving equipment for the college's engineering labs.

### ***Marine Research and Education Center, Gulf of Maine Research Institute***

This new 44,000-square-foot research lab incorporates significant energy reduction measures. A laboratory heat recovery system recycles approximately 80% of the energy associated with laboratory exhaust/fume hood systems. Water is heated using a low-temperature differential system that is approximately 97% efficient.

### ***Androscoggin Valley Hospital Biomass Plant***

Faced with rising fuel oil costs, AVH looked to hardwood chips as an economical energy source that would boost the local economy. SMRT evaluated the existing heating and cooling plants, conducting an energy balance to determine the appropriate biomass boiler plant size and related energy components that are cost viable. AVH's goal is to completely offset their fuel oil consumption with the new plant.

## Experience with University of Maine System General Building Standards

As lead designer, SMRT enjoys an excellent, on-going relationship with the University of Maine System. Having worked with the University of Maine System for nearly **3 decades on more than 100 projects**, SMRT is experienced in delivering the general building standards outlined by UMS. Recent experience with UMS includes, but is not limited to:

### *University of Southern Maine*

- Costello Fieldhouse
- Master Hall Nursing Center
- Maine Brooks Student Center
- Russell Hall Exterior Improvements
- Science Building Renovation
- Robie-Andrews Hall Water Infiltration Mitigation
- Baseball Stadium Upgrades

### *University of Maine*

- Memorial Gym and Field House
- Alford Wind & Wave Ocean Engineering Laboratory
- Forest Bioproducts Research Institute
- Energy Study and Backpressure Study

### *University of Maine Augusta*

- Jewett Auditorium Reno

### *University of Southern Maine Lewiston-Auburn*

- Campus Reno

Tab 5: Graphic Documents & Renderings





## Graphic Documents and Rendering

### Student Success Center and Residence Hall

Siting of the Student Success Center and Residence Hall generally follows concepts established in the USM facilities master plan. The new Residence Hall anchors the project at the corner of Durham and Bedford streets. The Student Success Center is set back from Bedford Street at the top of the site incline and works in concert with Masterton Hall to the west and the new Residence Hall to the east to establish the edges of a new campus Quad. The Residence Hall massing is comprised of two interlocking buildings that create an interior courtyard for the semi-private use of the residents. The taller eight story portion of the Residence Hall is held back from Bedford Street with the smaller five story portion lining Durham and Bedford Streets. The height and scale of the Residence Hall on Bedford Street is in keeping with the Wishcamper Center on the opposite side of the road, framing this important street and creating a gateway arrival from the east.

#### Student Success Center

The Student Success Center faces the new quad with a formal covered portico that runs the entire length of the building, facing south. The portico stitches together pre-established campus circulation patterns from the west through Masterton Hall and terminates in the courtyard of the new Residence Hall to the east. Additional circulation patterns at the east and west edges of the new residential quad will provide an appealing approach to the Student Success Center. In addition to providing protection from the weather the portico shields the large glass wall of the southern façade from solar heat gain. Framed with a mass timber and cross laminated timber structural system, the portico and large interior spaces are visually warm and inviting. Driven by ambitious sustainability goals, the aesthetic of the building - board formed concrete, large steel-framed walls of glass, corrugated metal and hewn wood siding - is rooted in the nature of Maine and the maritime history of Portland. **High-efficiency mechanical systems, coupled with a super-insulated building skin and potentially a solar energy harvesting roof, will drastically lower fossil fuel consumption and carbon footprint to make a didactic statement about the University's commitment to sustainability, enhanced student experience, reduced utility costs/operating expenses in support of rental rate affordability, and embodiment of the CMPSC guiding principles.**

#### Residence Hall

The Residence Hall is shaped to define important spaces for the overall campus. The wings of the building that line Durham and Bedford Streets for appropriately scaled street walls, establishing a firm edge of the campus as it meets the existing street grid of Portland. The interior wing, parallel to Durham Street, forms an important eastern edge of the central Quad allowing

the grade to climb gently up the hill, easing the corner from Bedford for pedestrian circulation and exaggerating the perspective up the hill to make the quad seem bigger than it actually is. The opposing parallel wings of the Residence Hall form an intimate courtyard, dedicated primarily for resident use. The Bedford Street façade gathers the public spaces of the Residence Hall to create a highly transparent base of the building, illuminating the street and displaying the energy and activity of the student meeting spaces within. The front door anchors the important corner at Bedford Street and the new Quad, directly connecting to an existing crosswalk from the Wishcamper Center.

Like the Student Success Center, the Residence Hall utilizes highly efficient MEP systems, a highly-insulated building skin (derived from PassivHaus principles balanced with affordability goals), local and regional materials and other sustainable design strategies to lower resource consumption and provide a long life cycle for the building.

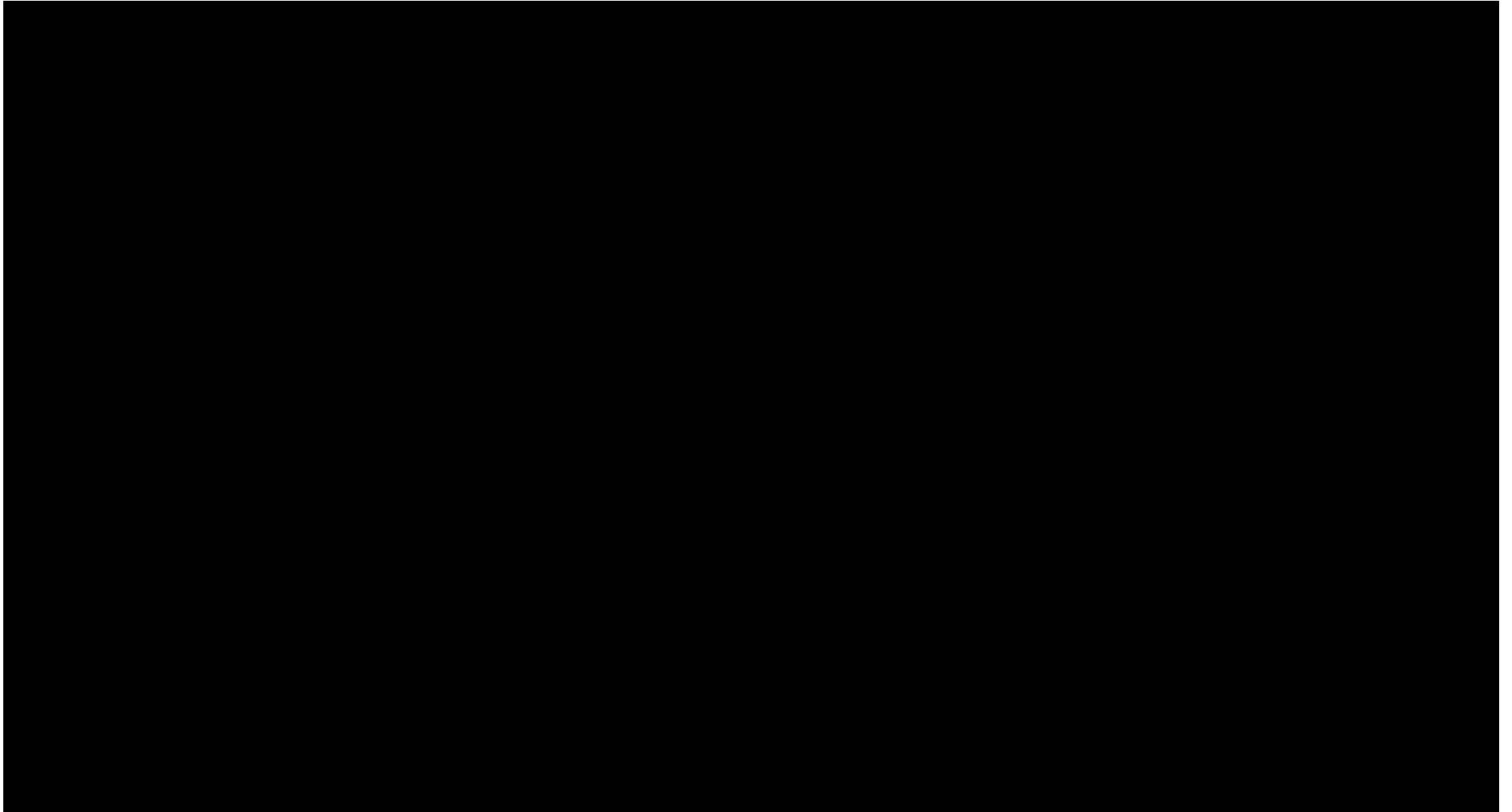


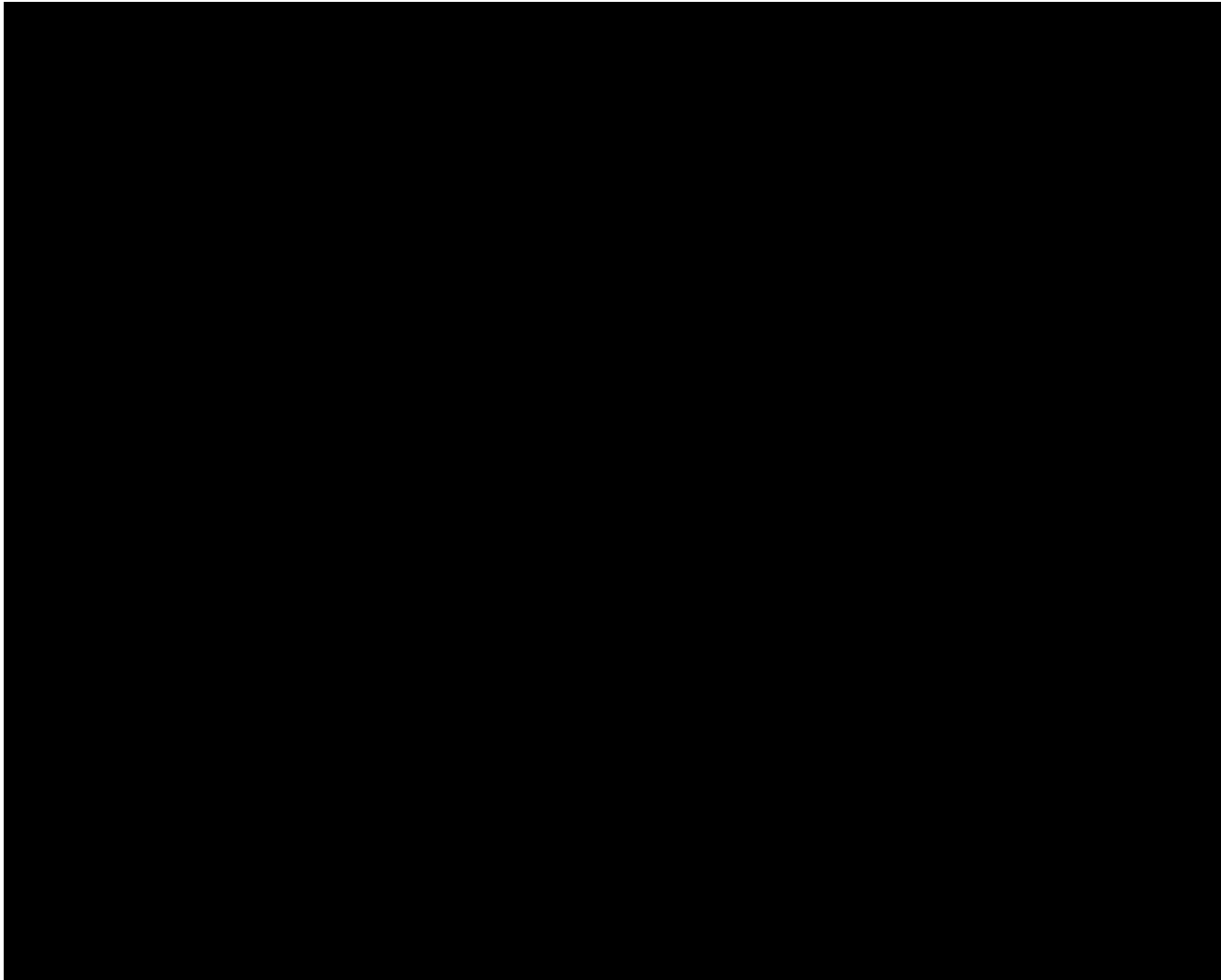
Aerial view of the proposed student success center and residence hall.

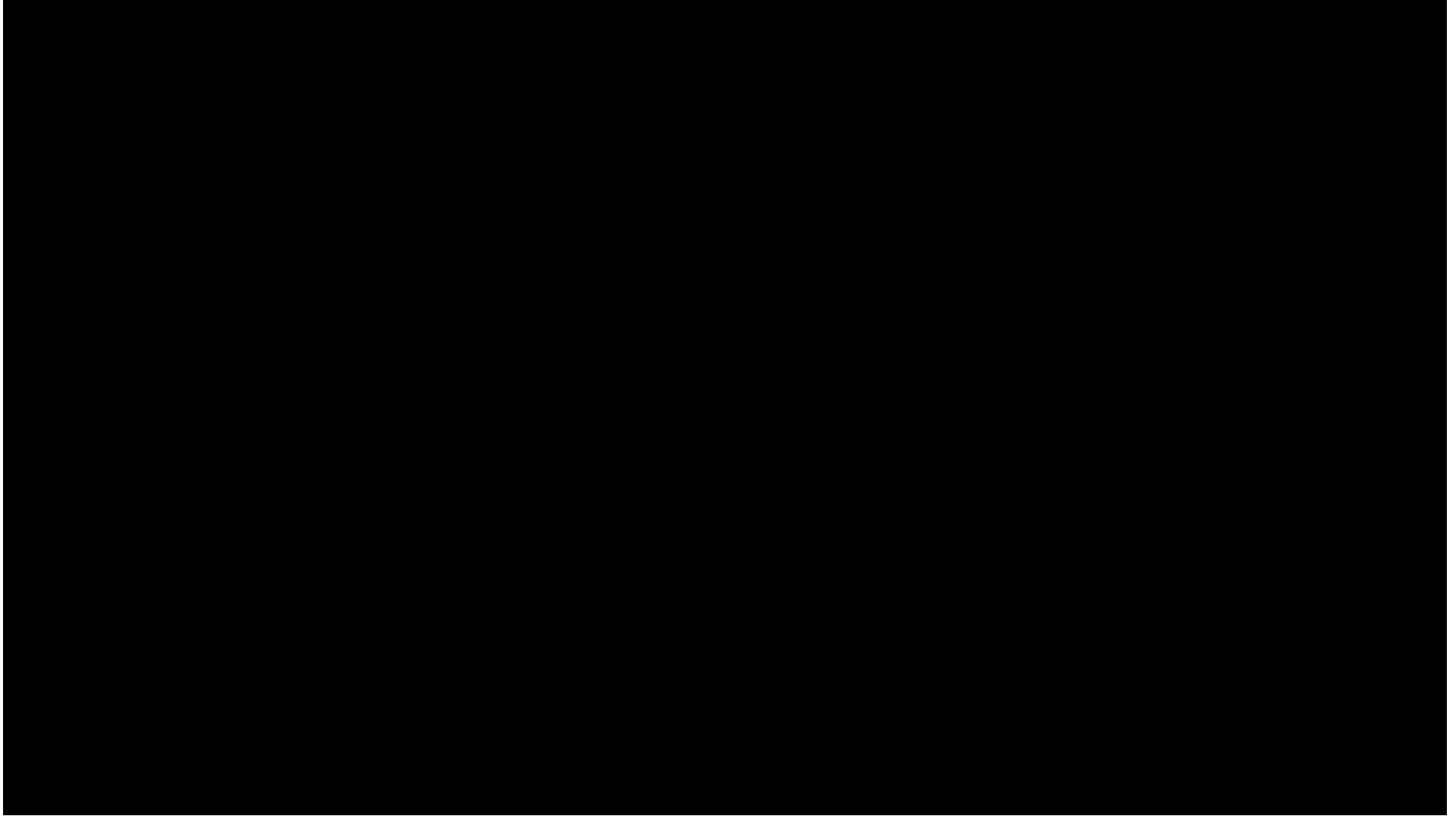
### Connectivity: Student Center & Student Housing Components

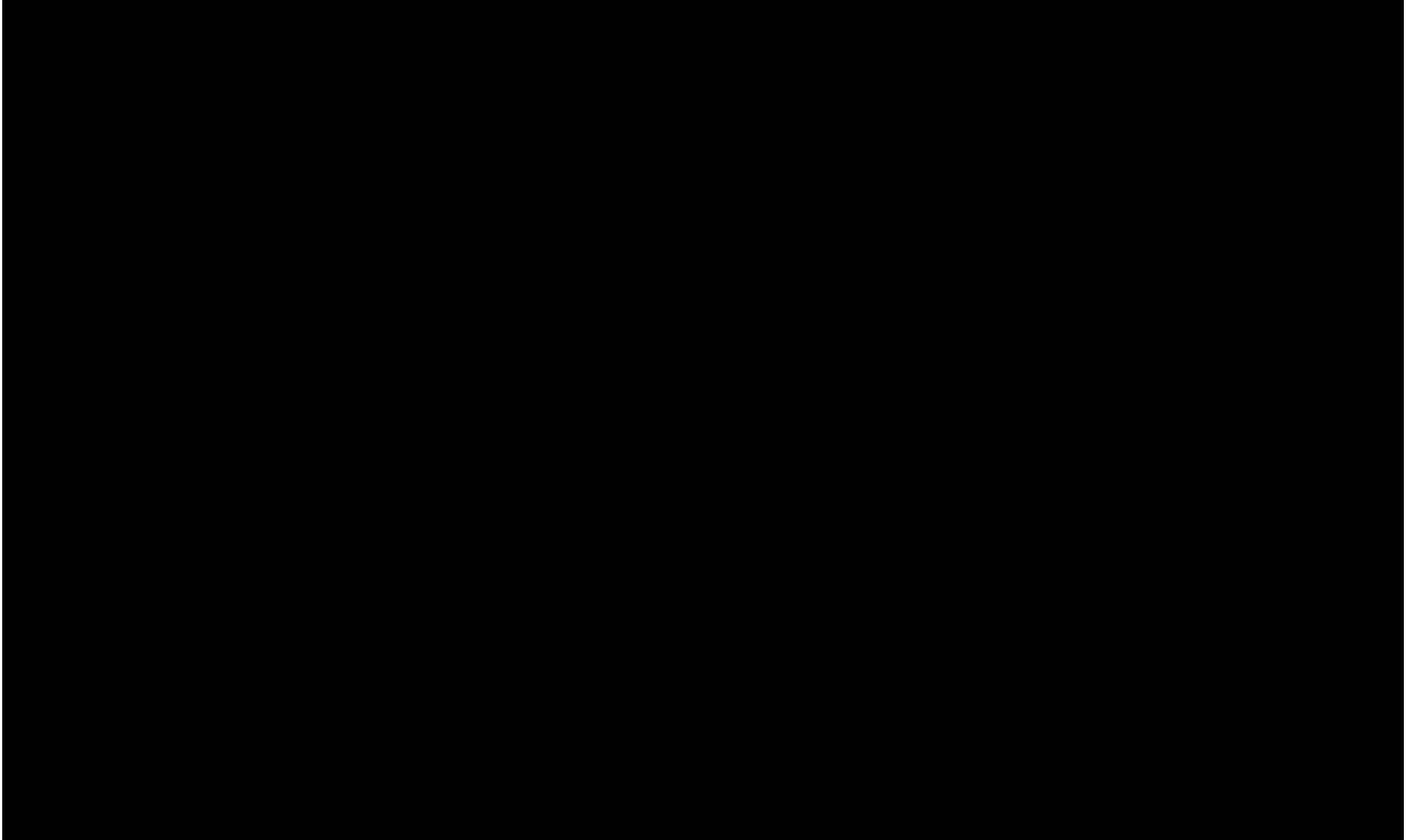
The Student Success Center and Residence Hall components are linked by an enclosed pedestrian bridge, which provides a weather protected connection from the second level of the Student Success Center to the fourth level of the Residence Hall. A communicating stair in the northwest corner of the Residence Hall adjacent to the bridge provides for convenient yet secure vertical access to all levels of the Residence Hall and encourages students to take the stair to get to their room or suite. Arriving across the bridge in level two of the Student Success Center places residents at a key location in the building overlooking the level one café and entry lounge while providing enhanced access for students moving through the building to the north entrance. From there, campus pathways conveniently link students to the Sullivan recreation and fitness complex along with buildings to the west of campus. As a cautionary note for further consideration, despite the convenience of this connectivity, it does create security/access control challenges in keeping non-residents from entering the Residence Hall from the Student Success Center. This pedestrian bridge is also quite expensive, and should be evaluated further after selection in conjunction with USM's goal of affordability.

Structural Methodology

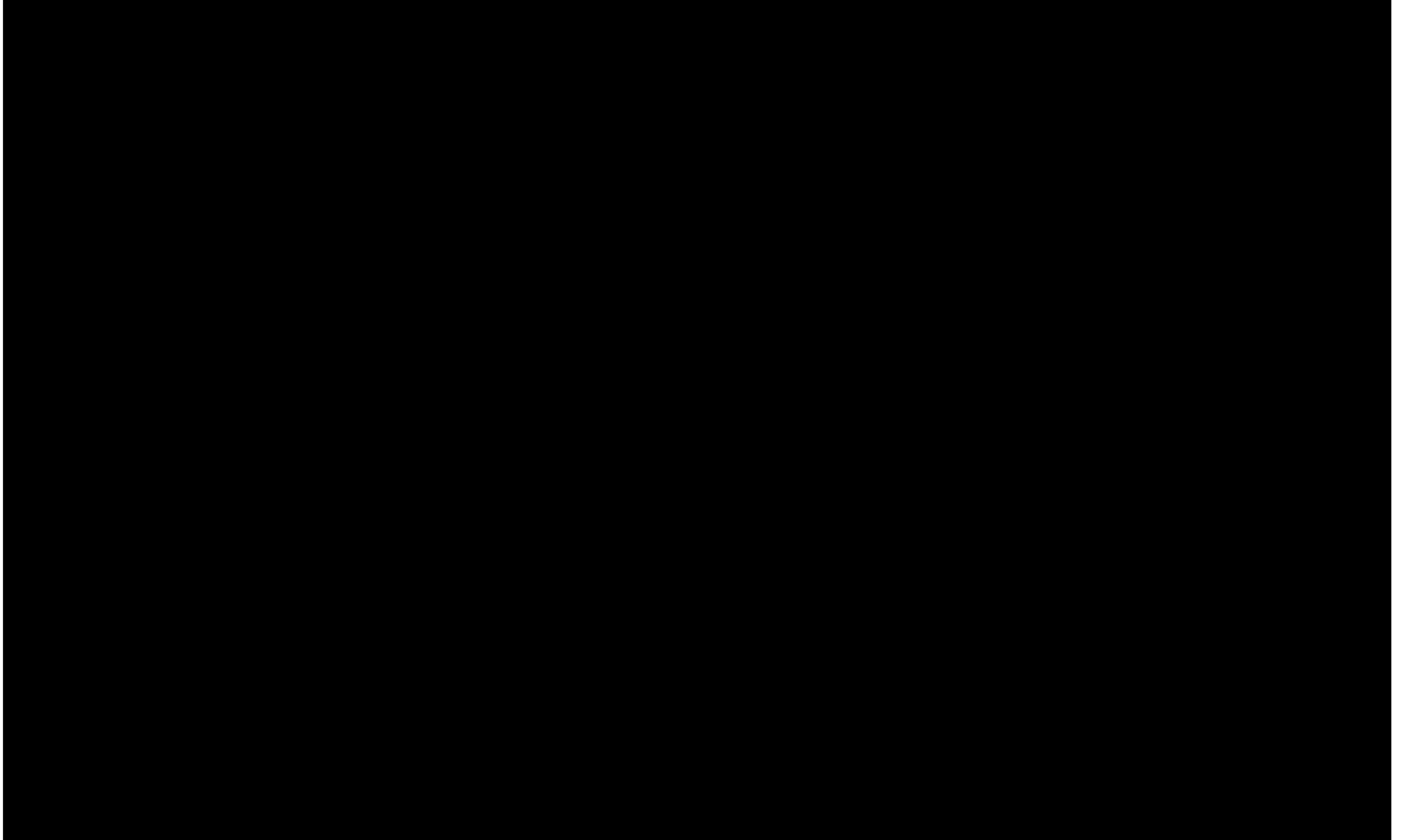


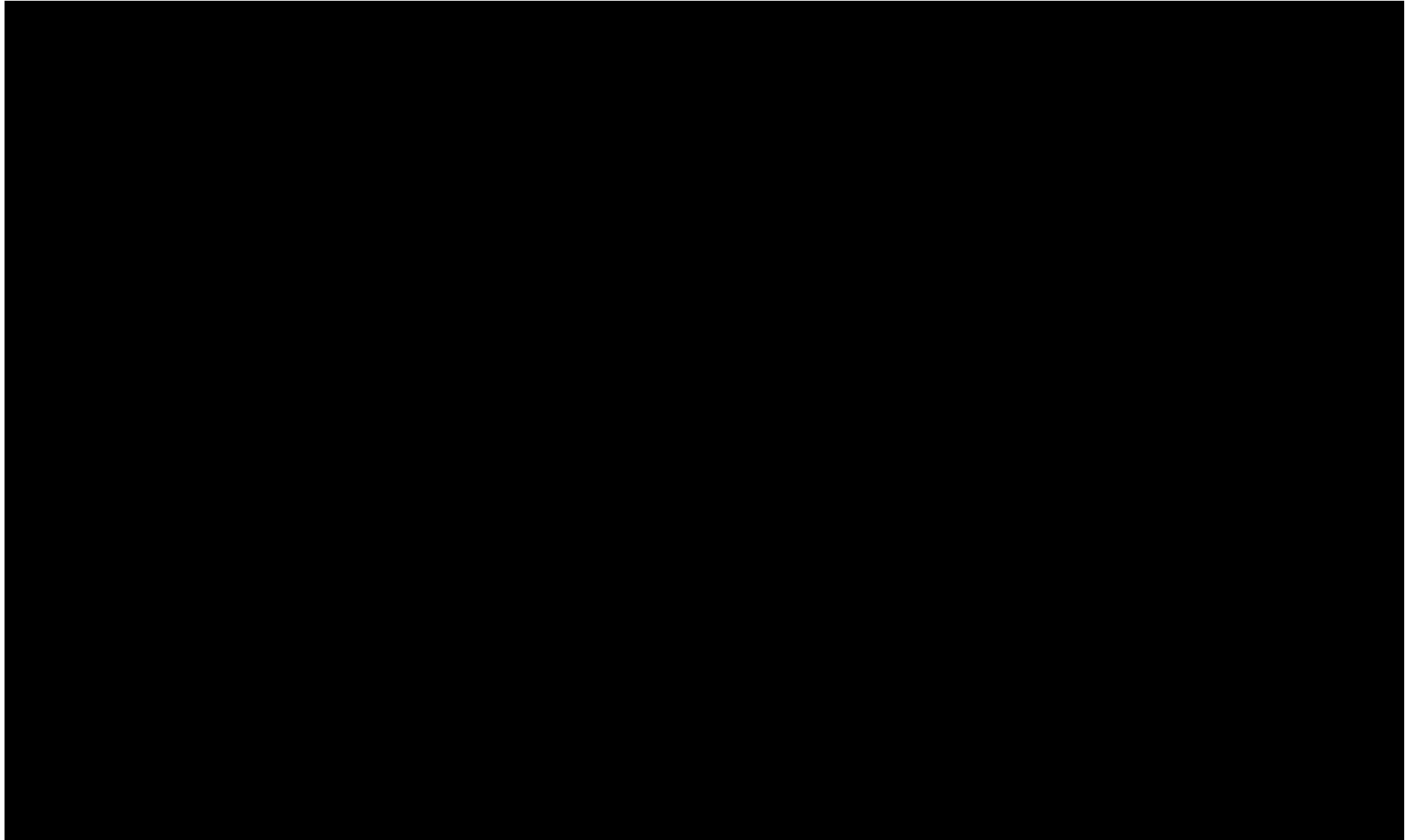












### Emergency Power

A new level 1, type 1, class 60 emergency power supply system (EPSS) will be provided as required per the NFPA, for the Residence Hall. The system will be designed to provide emergency power to egress lighting and the following equipment as required by code: fire alarm, electric fire pumps, jockey pumps, emergency command center equipment, a minimum of one elevator, code required mechanical equipment for smoke removal, stairway video monitoring and other code required loads not listed above. The EPSS will also serve select mechanical, telecommunication and security equipment in each building as required to maintain building temperature, occupant comfort and security.

A new level 1, type 10 class 48 (minimum) EPSS will be provided for the Student Center. The system will be designed to provide emergency power to egress lighting and fire alarm. The EPSS will also serve select mechanical, telecommunication and security equipment in each building as required to maintain building temperature, occupant comfort and security.

Feeders serving the emergency systems will be 2 hour rated, either by construction of the feeder or by installation within a 2 hour rated enclosure.

The size and location (shared between the two buildings) of the generator(s) shall be determined as the design progresses.

### Lighting

Lighting levels will be designed in accordance with Illuminating Engineering Society (IES) standards. Lighting will be high efficiency recessed LED fixtures. Lighting in resident rooms, corridors, restrooms, laundry and common areas will be recessed lensed troffers. Lighting in public lounges and main lobby will be direct/indirect recessed fixtures. Lighting in all utility rooms will be LED strips with wire guards. Lighting in stairways to be wall mounted fixtures with both uplight and downlight components. Stairwell lights shall remain on 24 hours a day and will have dual illumination levels for occupied vs unoccupied conditions.

Occupancy sensors will be utilized in corridors, common spaces, public toilets and utility rooms where appropriate. All switching within spaces shall be local toggle switches.

Emergency lighting shall be provided via the on-site generator as required by applicable codes. Standby lighting will be provided as directed by the owner to maintain occupant comfort during periods where the normal distribution is disrupted.

Exterior lighting shall consist of building mounted LED light fixtures. All exterior lighting shall be full cut-off to reduce light pollution. Exterior lighting shall be controlled by photocells integral with the fixtures and shall remain on from dusk to dawn. Some existing light poles on Loop Road and in the Student Activities Building parking lot will be removed and replaced with new LED fixtures.

### Telephone & Data

Telecommunications wiring for the Residence Hall and Student Center will be compliant with USM telecommunications standards. The new buildings will each have a 12 strand single mode or multimode (to be determined by the IT Director) fiber service connected to the two nearest building that have spare fiber capacity, as determined by the IT director. Copper connection to the new buildings for analog phone lines will consist of a 50 pair UTP trunk ed from the nearest building with spare copper capacity, as determined by the IT director. Building fiber service will terminate with ST connectors in a wall-mounted box located in the first floor data closet and the copper service will terminate on wall-mounted, lightning protected 110 blocks mounted in the same room as the fiber. Data closets will all be provided with a 4' x 8' plywood backboard and a ground bar mounted on telephone backboard connected to the building grounding system.

For each resident there will be one category 6 outlet located at each of the proposed desk locations. In addition to the hardwired data outlets in each room there will be a wireless access point in each room and six wireless network connections in the corridor ceiling on each floor. For each Resident Assistant room, Resident Director room, and public lounges a data outlet and an analog phone line will be provided. An analog phone line will also be provided for the emergency call box at the front entrance and for the elevator. All voice and data wiring shall be category 6 and shall terminate on category 6 patch panels mounted in a 19" rack in the data closets on each floor that meet or exceed EIA/TIA 586-B specifications. All jacks shall be white colored, keystone type with thermoplastic face plates. Acceptable manufacturer's voice/data jacks, category 6 cabling and patch panels are Hubbell, Leviton or other manufacturer if approved by the IT director.

The emergency call box shall be installed at the main entrance and shall have a blue indicating light above it. New emergency call box to be similar to those currently utilized on the campus.

### Cable TV

A cable TV outlet will be provided in each classroom, resident rooms, Resident Director suite, Resident Assistant room and public lounges. For each cable TV outlet an RG-6 coaxial cables will be run to and terminate

in the first floor data closet. Cable TV service will be provided from the nearest building that has cable TV service. All work associated with cable TV installation shall be coordinated with the USM's cable service provider and the Residence Life office.

### Card Access

The card access system will consist of card readers at each building entrance, at data closets, at each entrance to resident suites, and the entrance to Resident Assistant and Director rooms. The card access system shall utilize current student identification cards to open doors authorized for student access. The system shall be programmable to allow limits of accessibility to be set on a student-by-student basis. Head-end equipment for the card access system will be located in the second floor data closet. This head-end equipment shall have the capability to be connected to a future campus-wide card access network.

### Fire Alarm System

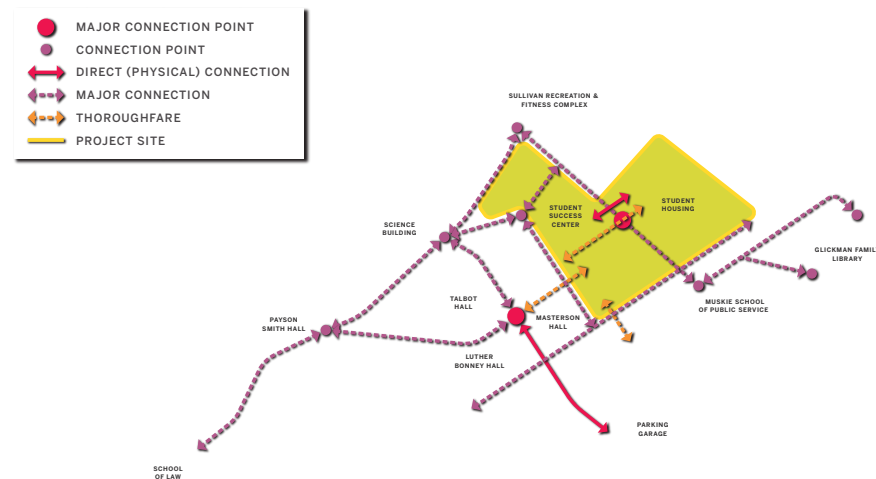
A complete stand-alone, analog, addressable, voice evacuation fire alarm system will be designed for the new Residence Hall and Student Success Center. A master fire alarm control panel will be located in the main entry to both buildings. Fire alarm initiation and notification devices will be located throughout the building per current NFPA and ADA requirements. In each sleeping room and just outside of each sleeping room an addressable smoke detector shall be installed and tied into the building fire alarm system. Multiple carbon monoxide (CO) detectors will be provided on each floor. Within the resident suites, Resident Director and Resident Assistant rooms audible/visual notification devices will be provided in each sleeping room and lounge, with a visual only notification device provided in each toilet and shower room. Integration with the sprinkler system will be coordinated through the Fire Alarm control panel. Single station smoke alarm devices will be provided where required by code in occupant sleeping rooms and suites. Special requirements for fire alarm system will be coordinated with the Portland Fire Department and the Authority Having Jurisdiction (AHJ), including the fire alarm radio communicator. Preference will be given to systems that are already utilized on campus. Testing for a bi-directional amplifier system shall be included with an alternate price to add a bi-directional amplifier system if needed.

A two-way communication system will be installed in all areas of refuge. The two-way communication system will report back to a central monitoring location.

### Approach to Campus Connectivity in Alignment with USM Facilities Master Plan

Our design proposal closely adheres to the University's recent Master Plan, with the Residence Hall holding the Durham and Bedford corner, a new Quad to replace the existing parking lot, and the Student Success Center acting as the crown of the gentle incline and an important hinge between Bedford Street and eventual construction along Falmouth Street.

Existing pedestrian, vehicular and mass transit patterns indicated in the master plan inform the placement of building entries and boundaries to frame new campus vistas and exterior rooms. The alignment of the Student Success Center and the Residence Hall creates intuitive circulation paths for the new residents of the Portland campus while facilitating legible wayfinding throughout the precinct for commuting students and visitors. The proposed plan takes a comfortable and logical approach to the new campus circulation patterns while ensuring that all slopes provide accessible routes throughout



#### Applicable Building Codes

- 2015 International Building Code (IBC)
- 2009 International Energy Conservation Code (IECC)
- 2014 The National Electric Code (2014) ("NEC")

#### The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standards:

- 62.1 - 2013 (Ventilation for Acceptable Indoor Air Quality)
- 62.2 - 2013 (Ventilation and Acceptable Indoor Air Quality in Low-Rise Residential Buildings)
- E-1465-2008, Standard Practice for Radon Control Options for the Design and Construction of New Low-Rise Residential Buildings.

Maine has adopted these national model codes and standards with amendments. **The amendments are listed in Rule Chapters 1-6 below.**

- Chapter 1 Administration
- Chapter 2 Third Party Inspectors
- Chapter 3 IBC International Building Code
- Chapter 6 IECC International Energy Conservation Code

#### Maine Adopted NFPA Standards

- NFPA 1: Fire Prevention Code, **2006** Edition
- NFPA 10: Standard for Portable Fire Extinguishers, **2007** Edition
- NFPA 13: Standard for the Installation of Sprinkler Systems, **2016** Edition
- NFPA 14: Standard for the Installation of Standpipe, Private Hydrants and Hose Systems, **2013** Edition
- NFPA 17: Standard for Dry Chemical Extinguishing Systems, **2009** Edition
- NFPA 17A: Standard for Wet Chemical Extinguishing Systems, **2009** Edition
- NFPA 20: Standard for the Installation of Stationary Fire Pumps for Fire Protection, **2013** Edition
- NFPA 25: Standards for the Inspection, Testing and Maintenance of Water-Based Fire Protection Systems, **2014** Edition
- NFPA 30: Standards for Flammable and Combustible Liquids, **2008** Edition
- NFPA 59: Utility LP-Gas Plant Code, **2008** Edition
- NFPA 72: National Fire Alarm Code, **2007** Edition
- NFPA 80: Standard for Fire Doors and Other Opening Protectives, **2010** Edition

- NFPA 96: Standard for the Ventilation Control and Fire Protection of Commercial Cooking Operations, **2008** Edition
- NFPA 101: Life Safety Code, **2009** Edition
- NFPA 110: Standard for Emergency and Standby Power Systems, **2005** Edition
- NFPA 211: Standard for Chimneys, Fireplaces, Vents, and Solid Fuel-Burning Appliances, **2006** Edition
- NFPA 214: Standard on Water Cooling Towers, **2011** Edition
- NFPA 220: Standard on Types of Building Construction, **2006** Edition
- NFPA 720: Standard for the Installation of Carbon Monoxide (CO) Detection and Warning Equipment (portions of), **2009** Edition
- NFPA 2001: Standard on Clean Agent Fire Extinguishing Systems, **2008** Edition

#### Accessibility Code

- **2010** ADA Standards for Accessible Design



## PLANS

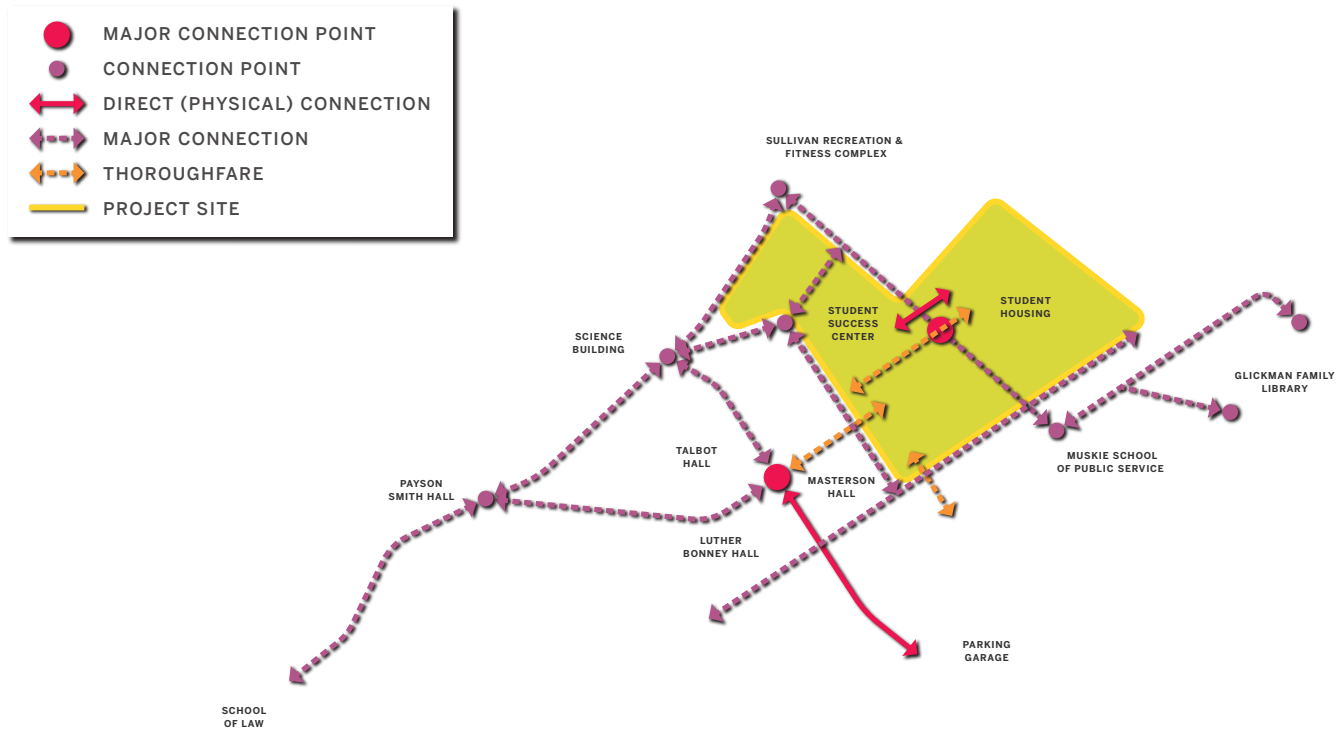




Site Plan

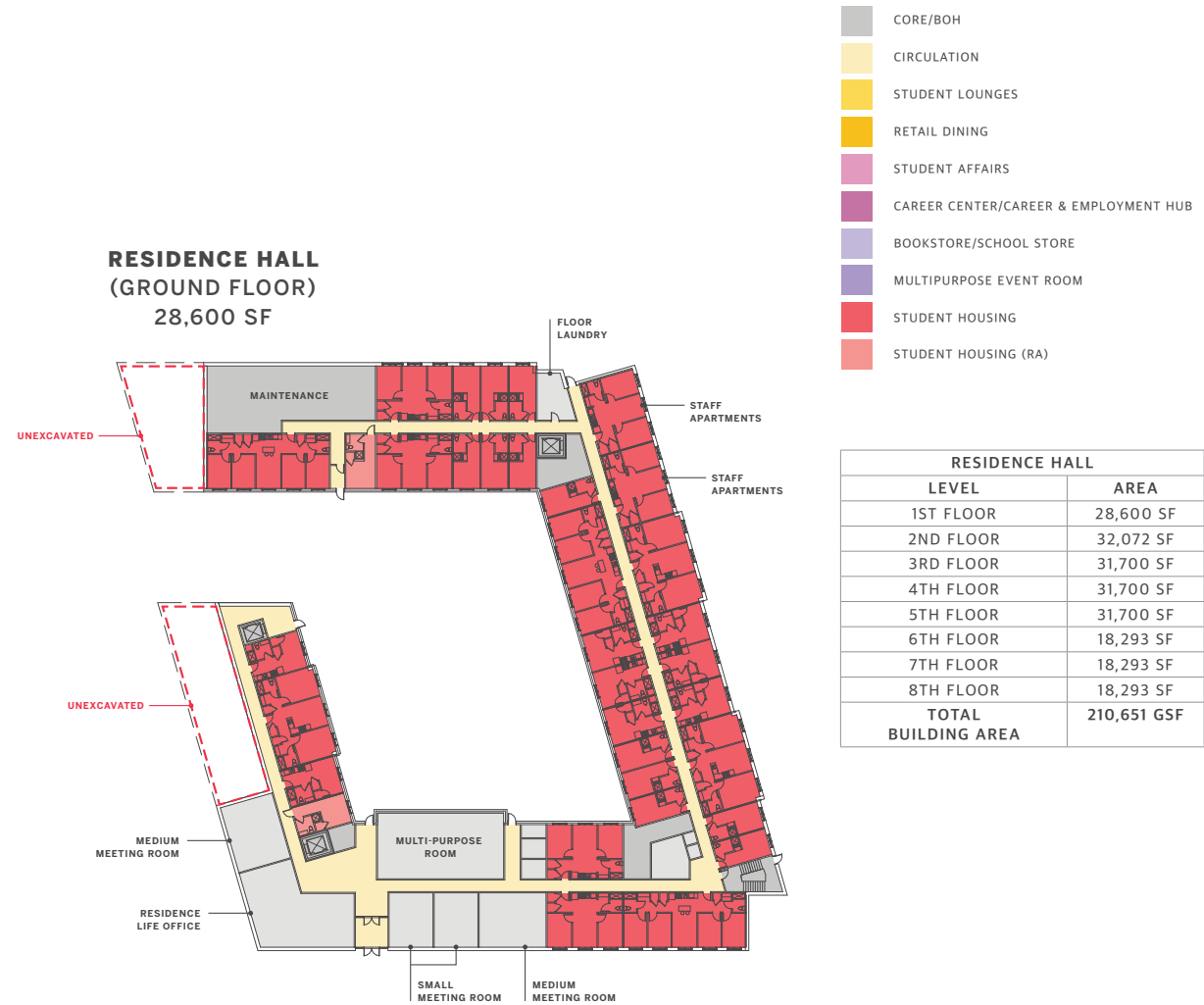


Circulation Diagram

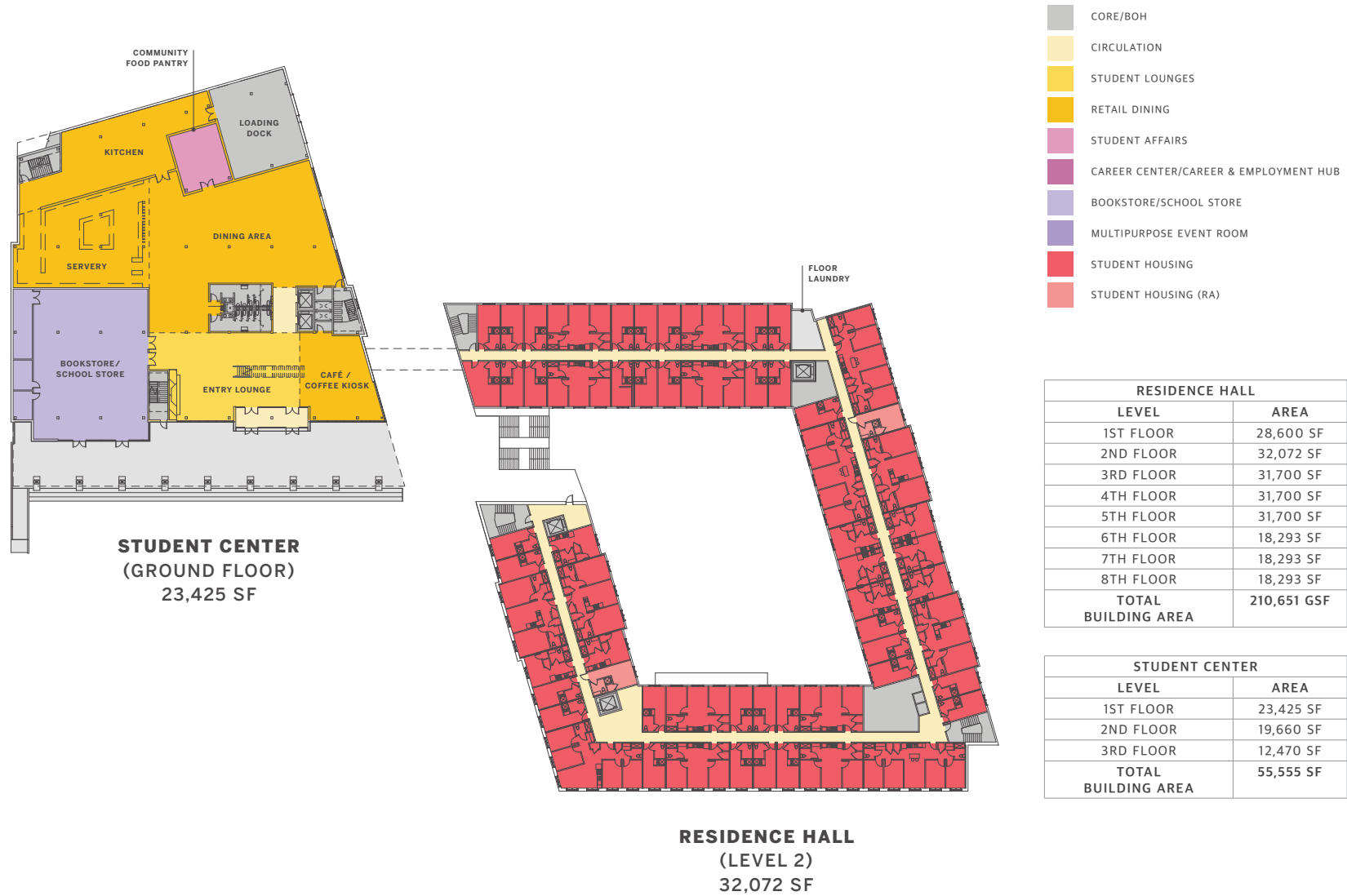




Floor Plans (Elevation 25'-8")

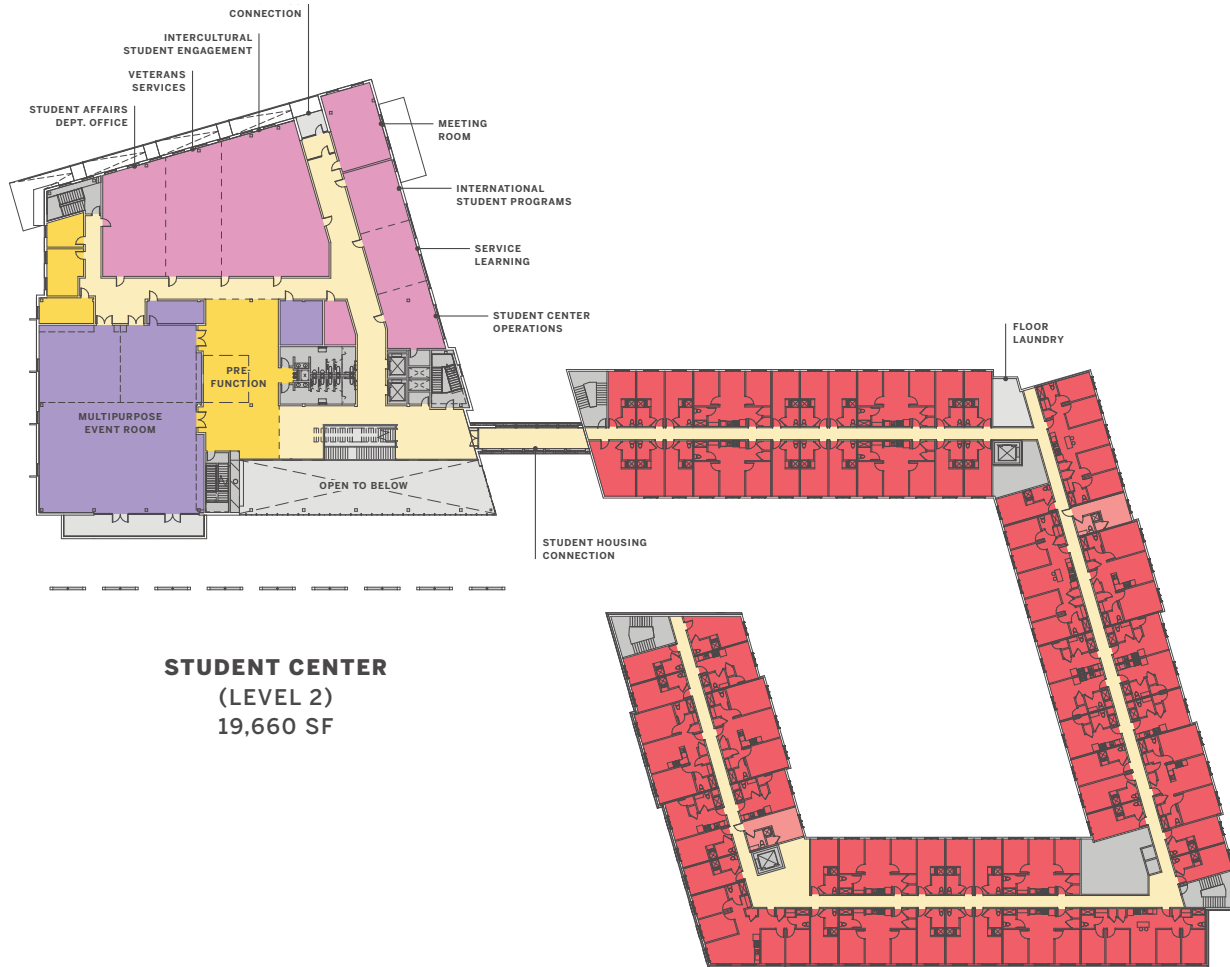


Floor Plans (Elevation 37'-0")





Floor Plans (Elevation 55'-0")

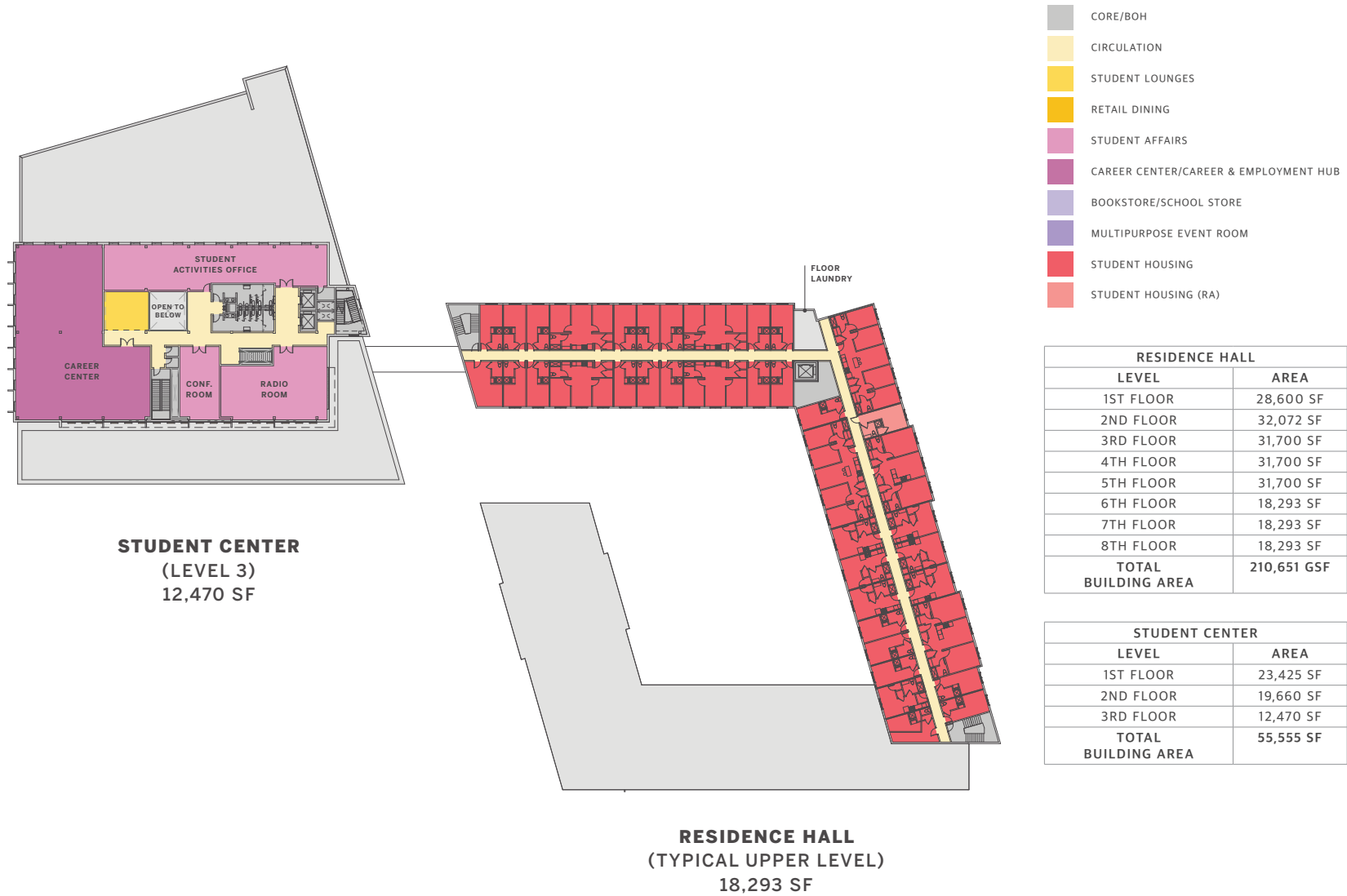


RESIDENCE HALL	
LEVEL	AREA
1ST FLOOR	28,600 SF
2ND FLOOR	32,072 SF
3RD FLOOR	31,700 SF
4TH FLOOR	31,700 SF
5TH FLOOR	31,700 SF
6TH FLOOR	18,293 SF
7TH FLOOR	18,293 SF
8TH FLOOR	18,293 SF
<b>TOTAL BUILDING AREA</b>	<b>210,651 GSF</b>

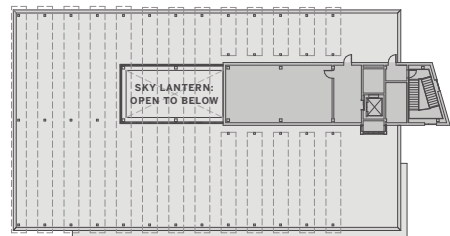
STUDENT CENTER	
LEVEL	AREA
1ST FLOOR	23,425 SF
2ND FLOOR	19,660 SF
3RD FLOOR	12,470 SF
<b>TOTAL BUILDING AREA</b>	<b>55,555 SF</b>

**RESIDENCE HALL  
(TYPICAL LEVEL)  
31,700 SF**

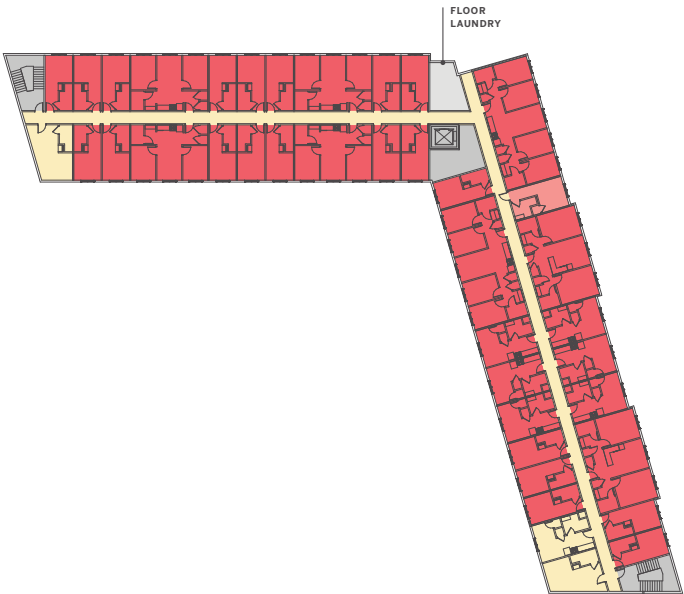
Floor Plans (Elevation 73'-0")



Floor Plans (Elevation 87'-0")



STUDENT CENTER  
(ROOF)

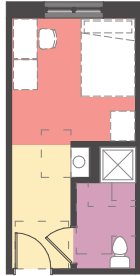


RESIDENCE HALL  
(TYPICAL UPPER LEVEL)  
18,293 SF

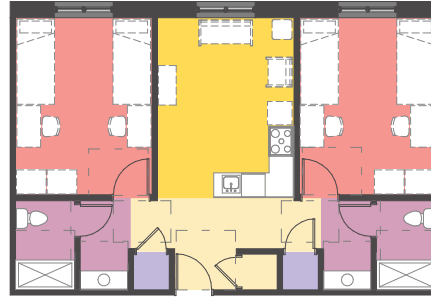
- CORE/BOH
- CIRCULATION
- STUDENT LOUNGES
- RETAIL DINING
- STUDENT AFFAIRS
- CAREER CENTER/CAREER & EMPLOYMENT HUB
- BOOKSTORE/SCHOOL STORE
- MULTIPURPOSE EVENT ROOM
- STUDENT HOUSING
- STUDENT HOUSING (RA)

RESIDENCE HALL	
LEVEL	AREA
1ST FLOOR	28,600 SF
2ND FLOOR	32,072 SF
3RD FLOOR	31,700 SF
4TH FLOOR	31,700 SF
5TH FLOOR	31,700 SF
6TH FLOOR	18,293 SF
7TH FLOOR	18,293 SF
8TH FLOOR	18,293 SF
TOTAL BUILDING AREA	210,651 GSF

## Unit Types



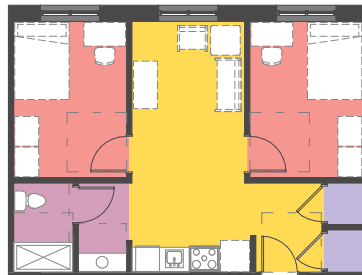
**UNIT TYPE A**  
1 BED / 212 NSF



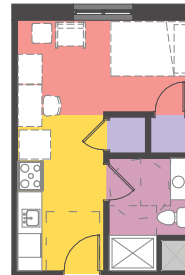
**UNIT TYPE B**  
4 BEDS / 690 NSF



**UNIT TYPE C**  
4 BEDS / 948 NSF



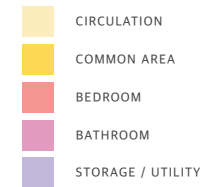
**UNIT TYPE D**  
2 BEDS / 593 NSF



**UNIT TYPE E**  
1 BED / 284 NSF

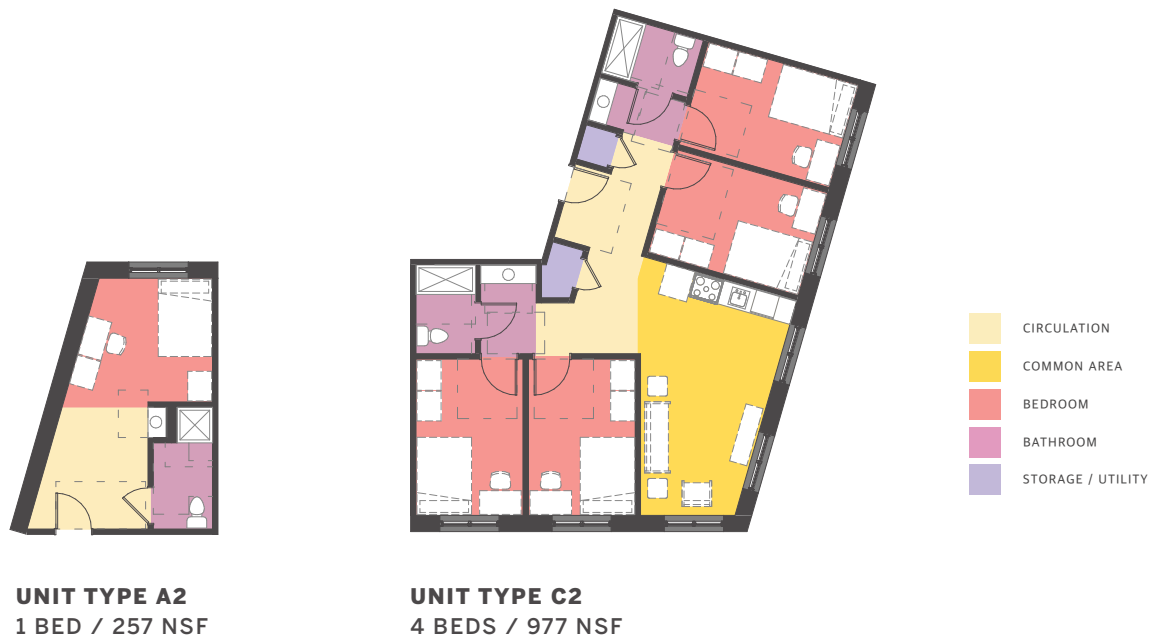


**UNIT TYPE RA**  
1 BED / 223 NSF



UNIT TYPE	BEDS/UNIT	TOTAL BEDS	TOTAL UNITS
TYPE A	1	206	206
TYPE B	4	72	25
TYPE C	4	100	25
TYPE D	2	96	48
TYPE E	1	62	62
RA	1	14	13
<b>TOTAL</b>	<b>--</b>	<b>577</b>	<b>379</b>

Unit Types (Specialty)

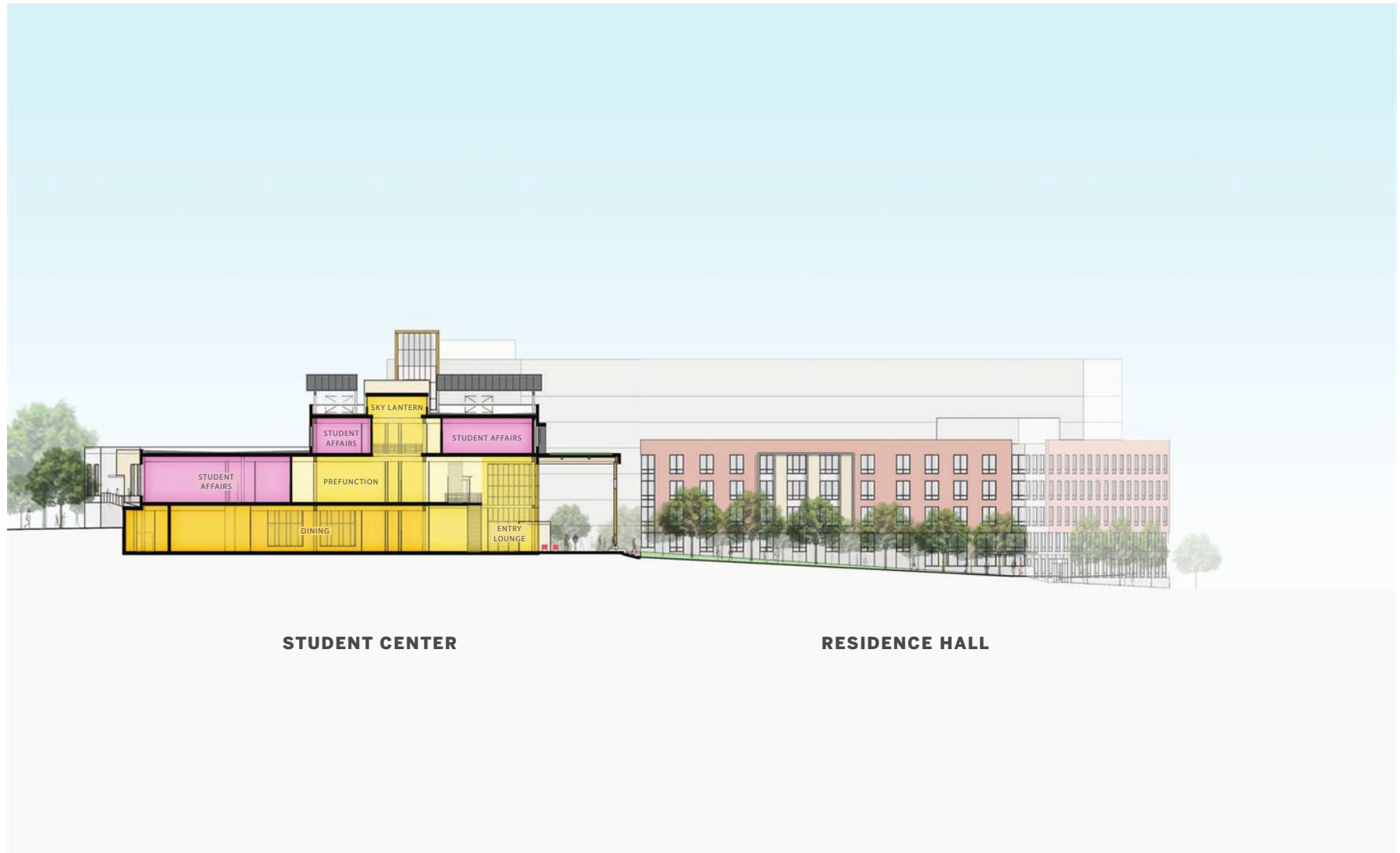




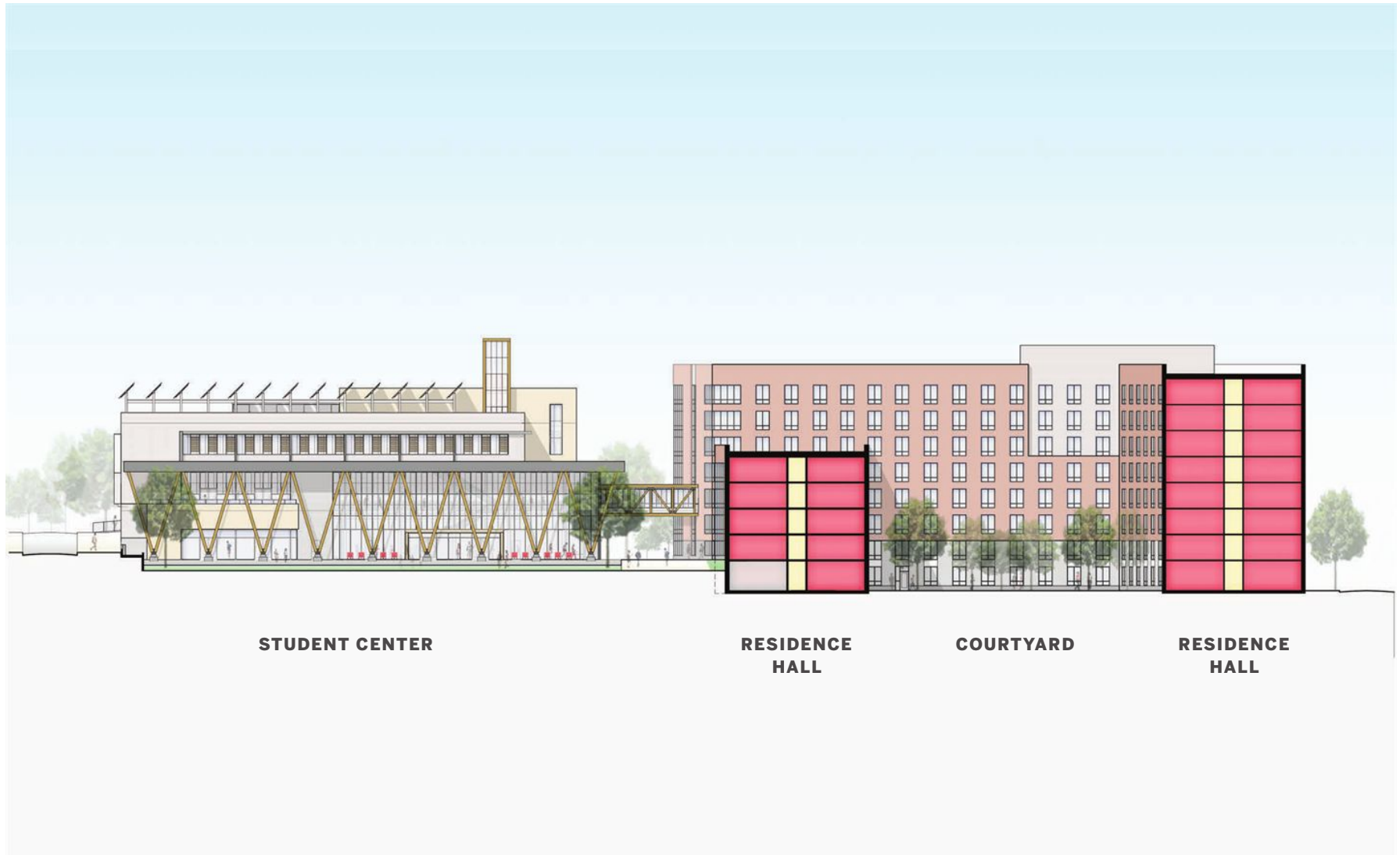
## ELEVATIONS



North-South Site Section



East-West Site Section



## RENDERED VIEWS





Aerial View





View from Bedford Street





View from Quad





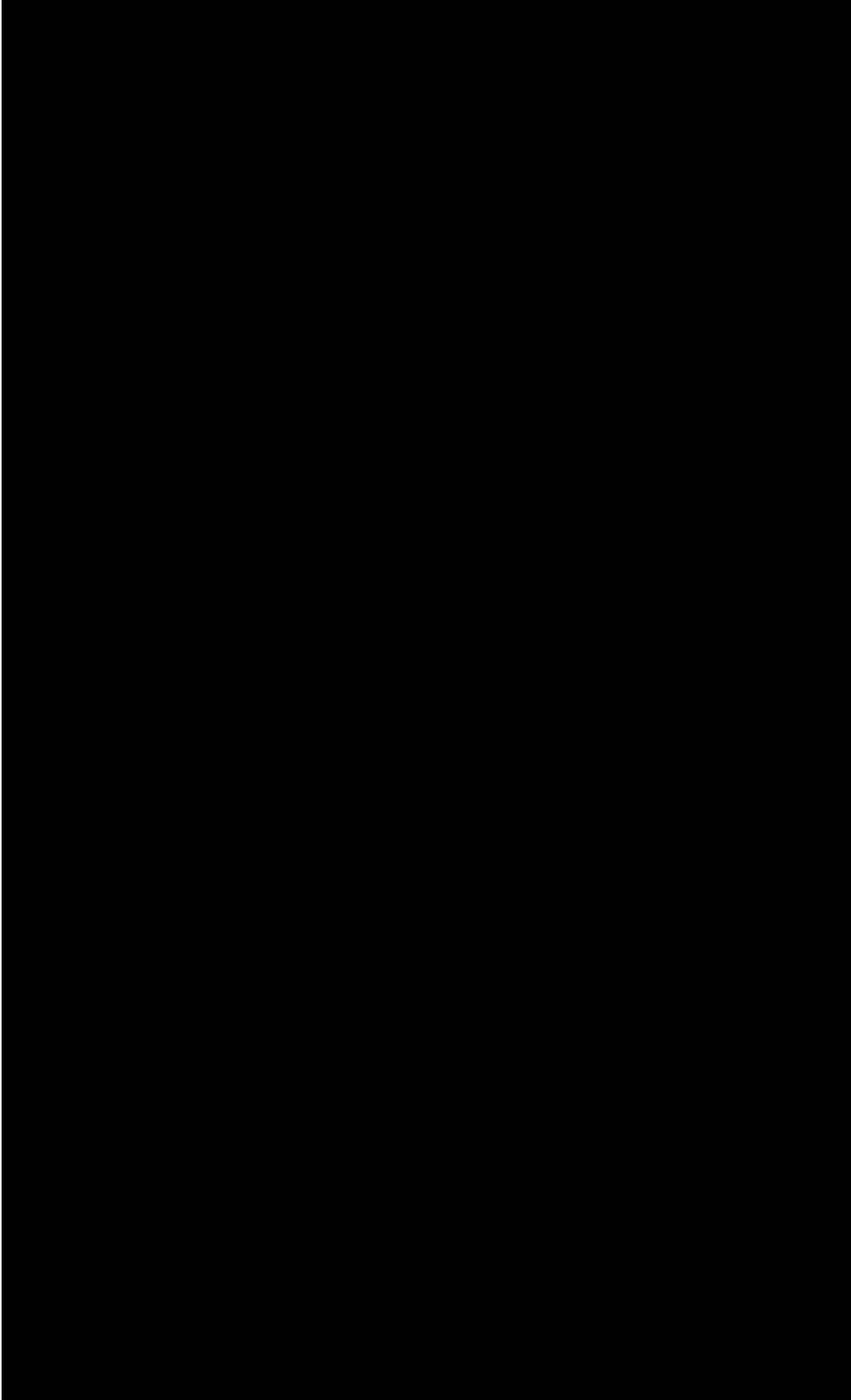
Residence Hall from Bedford Street





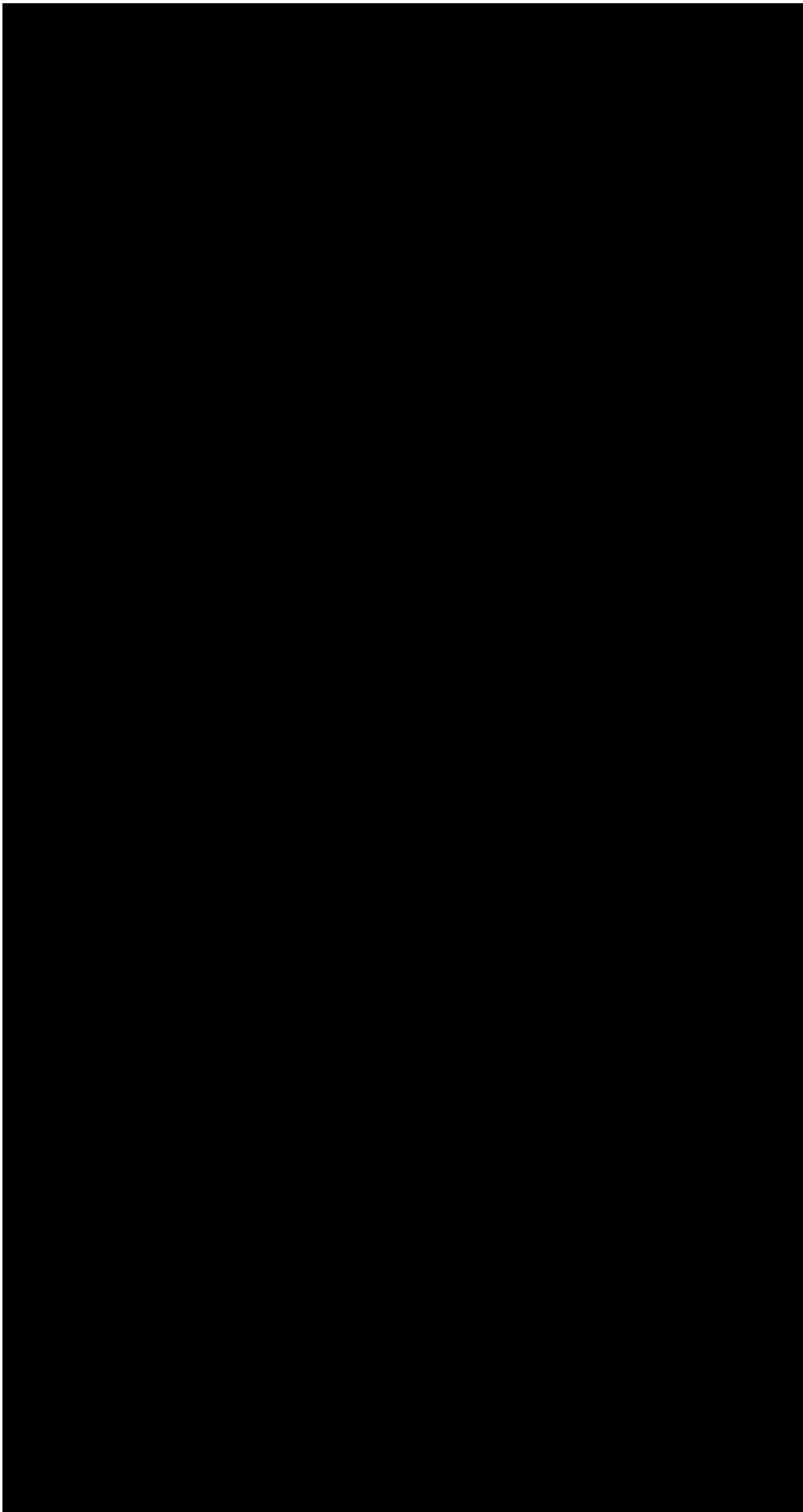


CONFIDENTIAL





CONFIDENTIAL





## Implementation Schedule

Capstone has spent two decades refining and perfecting our **highly-collaborative**, iterative development management process for on-campus housing delivered using the public-private partnership ('P3') model. This process is a key to Capstone's ability to keep the planning design and construction phases of each P3 project on schedule, and allows us to monitor, with real-time pricing updates from our contractor, how we are tracking against our development and construction budgets. It also provides an effective forum for collaborative review, input and vetting of plans and options by the university and development teams.

If we are fortunate to be selected as USM's development partner, Capstone will solicit the participation of University stakeholders in a synergistic process of programming, designing and pre-construction planning. We will present and discuss our conceptual plans, developed in response to the RFP, with all members of the university and development teams present for comments and constructive critique. Capstone will lead and coordinate the planning and design phase, which will involve regularly scheduled meetings between our development team and the University project team, from developer selection through project completion. During each of these comprehensive **University-Development Team, or "UDT" Meetings**, which are typically scheduled every two weeks through the design and construction phases, we will cover a detailed agenda of priority topics, tasks and decisions which need to be made – with University input -- to keep the design and construction progress on schedule. Agendas for these meetings are circulated in advance for review, input and preparation, and are used to produce meeting minutes and action and decision lists, which are promptly circulated to all participants.

These UDT meetings often include **Focus Sessions on Key Topics**, designed to allow USM and development team experts to drill down on key design or construction topics and issues. We will focus on not just the exciting and glamorous issues, but also basic elements of the project, which are key to the successful operation of the residential community and its seamless integration into the campus housing program. Session topics will range from building access and security components (access control and cameras), to IT (video and data) systems and connectivity, flooring materials, HVAC system options, sustainability goals and options, and common area programming and furnishings.

On the afternoon before each UDT Meeting we typically convene a **"DAC" Meeting** that includes only the Developer, Architect and Contractor/Design-BUILDER (with specialty consultants). These meetings allow our team to discuss and vet issues on the UDT Meeting Agenda, assuring that we are prepared for the UDT Meeting and ready to efficiently present information, updates, address key issues and challenges, and request input and direction from the University's project team. Wanting to be very sensitive to the University's time commitments, we have found it to be productive to conduct DAC meetings in advance of the UDT



meetings to ensure our team has thoughtfully considered and reached consensus on the materials and issues to be discussed with the University. This allows us to make a well-prepared, unified, and efficient presentation to the University project team and key stakeholders.

Capstone has used and refined this approach and project management process for nearly 25 years in our P3 work with nearly 70 universities, and we maintain an open and transparent environment that invites our university partners to be as involved in each step of the design and construction process as they desire. And, unlike some of our competitors, who shield their design-build teams from the University project team, ***we bring each key member of the design and construction team to the table for direct interaction with university specialists and stakeholders, fostering collaboration and a true team approach in an effort to 'get decisions right'.*** This typically results in consensus on key issues and satisfaction by all in a job well done, with credit generously shared all around.

### Schedule Milestones

<b>Developer Selection</b>	<b>Fall 2019</b>
<b>Execution of Preliminary Development Agreement</b>	<b>Fall 2019</b>
<b>Planning/Programming/Design Meetings with USM</b>	<b>Fall 2019</b>
<b>Entitlement/Permitting Process</b>	<b>Fall 2019 – Spring 2020</b>
<b>Governing Agreements Negotiation</b>	<b>Winter 2019/Spring 2020</b>
<b>Conceptual Design / Program Plan Review and Completion</b>	<b>Winter 2019</b>
<b>Schematic Design Documents Review and Completion</b>	<b>Winter 2019 / Spring 2020</b>
<b>Design Development Documents Review and Completion</b>	<b>Winter 2019 / Spring 2020</b>
<b>50% Construction Documents Review and Completion</b>	<b>Spring 2020</b>
<b>Finalize and Execute Governing Agreements</b>	<b>NLT Spring / Summer 2020</b>
<b>95% CD “Permit Set” Review and Completion</b>	<b>Summer 2020</b>
<b>Building Permit and other Critical Path Entitlements Issued</b>	<b>Summer 2020</b>
<b>Close financing and start Construction</b>	<b>Summer 2020</b>
<b>Site Work, Utilities &amp; Foundation Construction</b>	<b>Summer/Fall 2020</b>
<b>Project Substantial Completion</b>	<b>July 1 2022</b>
<b>Resident Occupancy of Student Housing</b>	<b>2 weeks prior to Fall classes 2022</b>

### Anticipated Risks

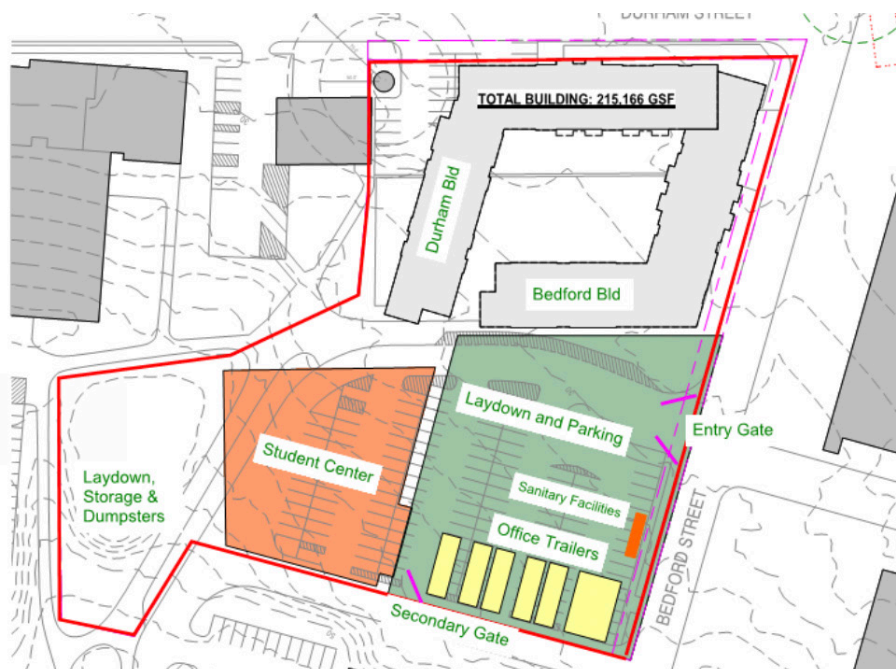
Capstone and its team take very seriously the responsibility to deliver this student housing and student success center project. On-time (and on-budget) delivery is of paramount importance in our business. The risks for meeting the project delivery schedule include design and pre-construction efficiency, timely approvals of plans through University and City stakeholders, as applicable, coordinated financial closing to initiate construction, and effective construction management through substantial completion. Capstone's proven development and construction

management process has been honed over our 25 years in the P3 housing and related facility development business, and we are confident that if our University partner will work diligently and collaboratively with us, that we will be able to deliver the project on schedule, subject only to extraordinary circumstances outside of our control (*such as Force Majeure addressed in a section below*).

We have provided a detailed construction schedule with this submittal that anticipates 24 months of construction duration from the inception of demolition to project completion. This schedule has been established with the help of our contractor, PC Construction ("PCC"), and local subcontractors, and responds to the very busy Portland and surrounding region construction market that is experiencing a 'stretched' base of qualified local subcontractors and tradespeople for a project of this size. If we are fortunate to be selected as USM's partner for this development, as we move through the design and development process, our team will work toward a shorter, more efficient schedule, through greater input from sub-contractors. We will not, however, shorten the schedule without careful evaluation and due diligence that gives us the confidence that we can deliver the project on time for a successful move-in for USM students, and a smooth and seamless transition into operations.

### Construction Logistics Strategy

Once the preconstruction process is complete, PCC will mobilize into the construction phase. A field office complex will be set up to accommodate the full team; we feel strongly that projects need to be managed from the field – not from the office. Our logistics plan will be developed or refined with input from USM and will include fencing requirements; laydown and parking areas and offsite parking as needed. We also will develop and implement comprehensive safety and security plans and protocols. All workers entering



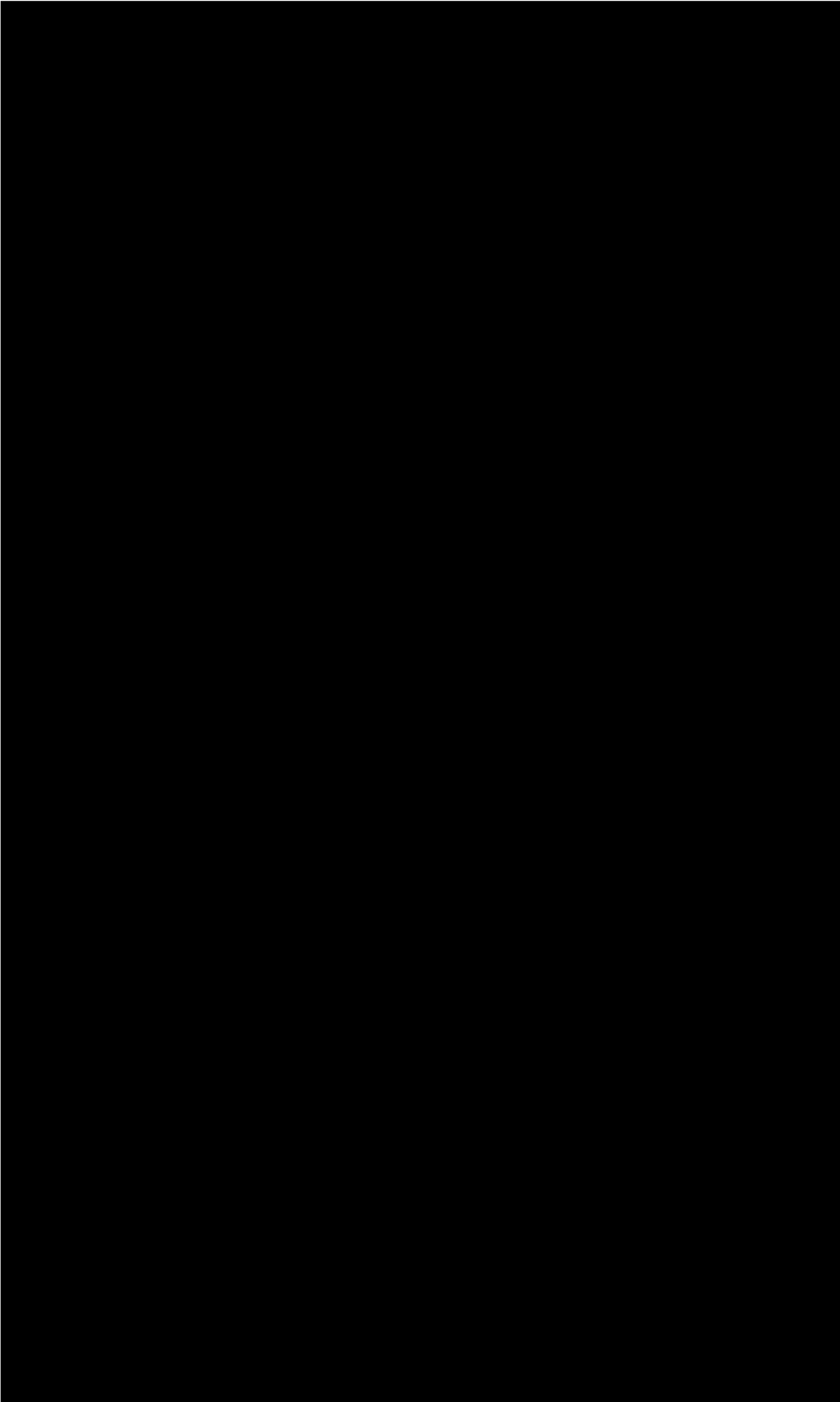


the site will go through a safety and protocols orientation process, so they fully understand the expectations and rules of working on campus. PCC will coordinate material deliveries to minimize impacts of truck traffic to student traffic.

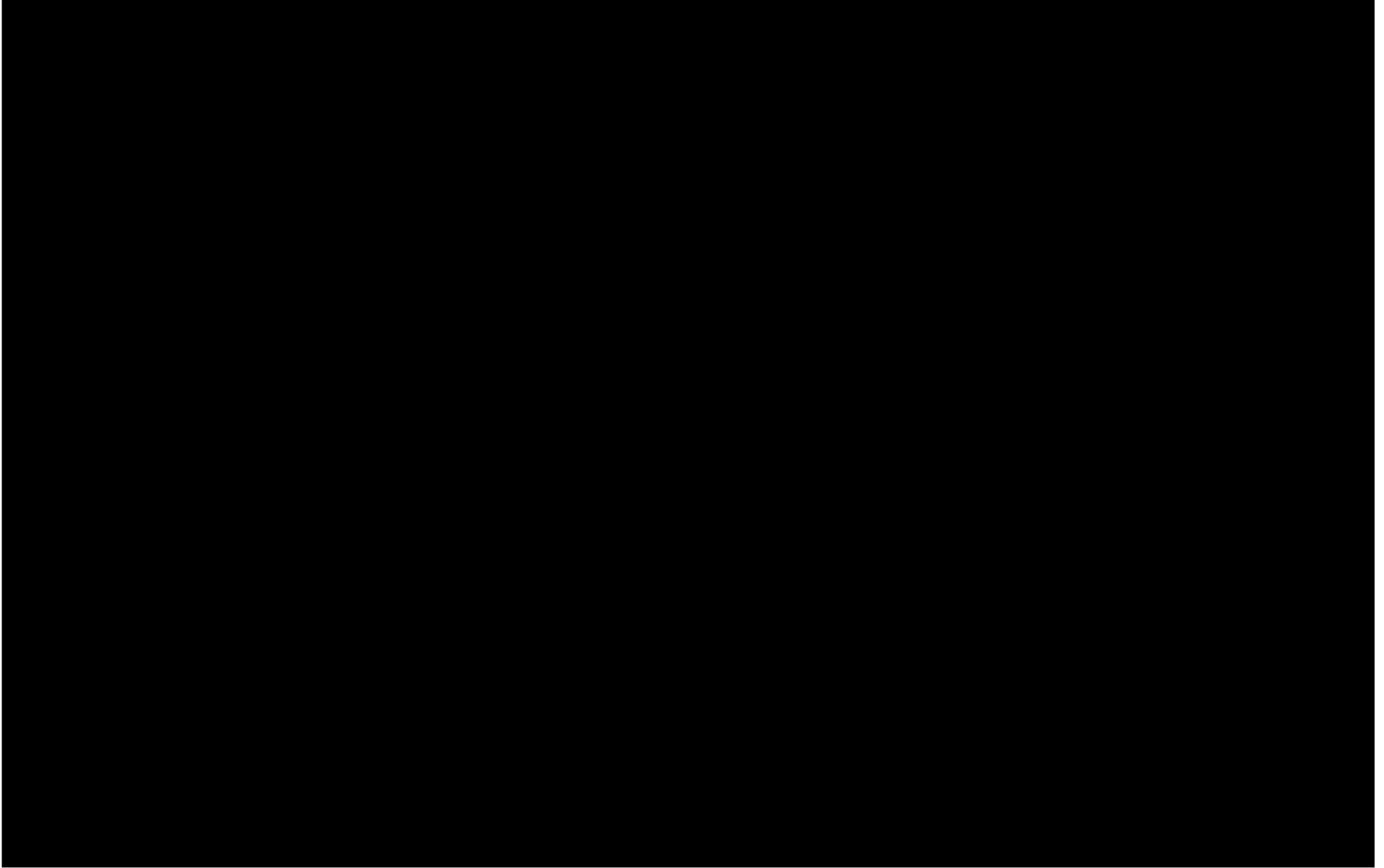
PCC will effectively integrate its construction team into the project working collaboratively to establish clear project goals, priorities and responsibilities, supported by a foundation of open communication. We also will develop and manage a construction phase plan coordinated with USM and the Capstone team (including the design and engineering teams), to optimize the efficiency of construction – including the schedule, documentation submittal process and communication protocols – to maximize organization and efficiency, and minimize the impact to ongoing, adjacent operations. Once under construction, Capstone and PCC will manage the work and the processes using the following tools.

#### ***Summary of Construction Phase Services:***

- Foster a collaborative, inclusive and open-book team atmosphere between USM, Capstone and the PCC design-build team.
- Provide construction supervision and oversight to ensure project progresses in accordance with the established budget and schedule
- Implement a comprehensive, project-specific safety program that incorporates USM's required safety protocols
- Manage subcontractor bidding and procurement
- Manage and update detailed construction sequencing and phasing plan
- Manage procurement and delivery of materials
- Manage the schedule to meet critical milestones
- Administer and manage the BIM process and model
- Coordinate construction activities to minimize impacts on neighboring campus activities
- Monitor quality assurance and quality control programs
- Provide cost control management
- In concert with Capstone and USM, review and recommend approval or disapproval of any proposed changes to the original scope of work
- Review and approve subcontractor payment applications
- Manage job-related communications, documentation and meetings
- Coordinate all required inspections from authorities having jurisdiction (AHJs).
- Deliver operations and maintenance manuals and as-built drawings



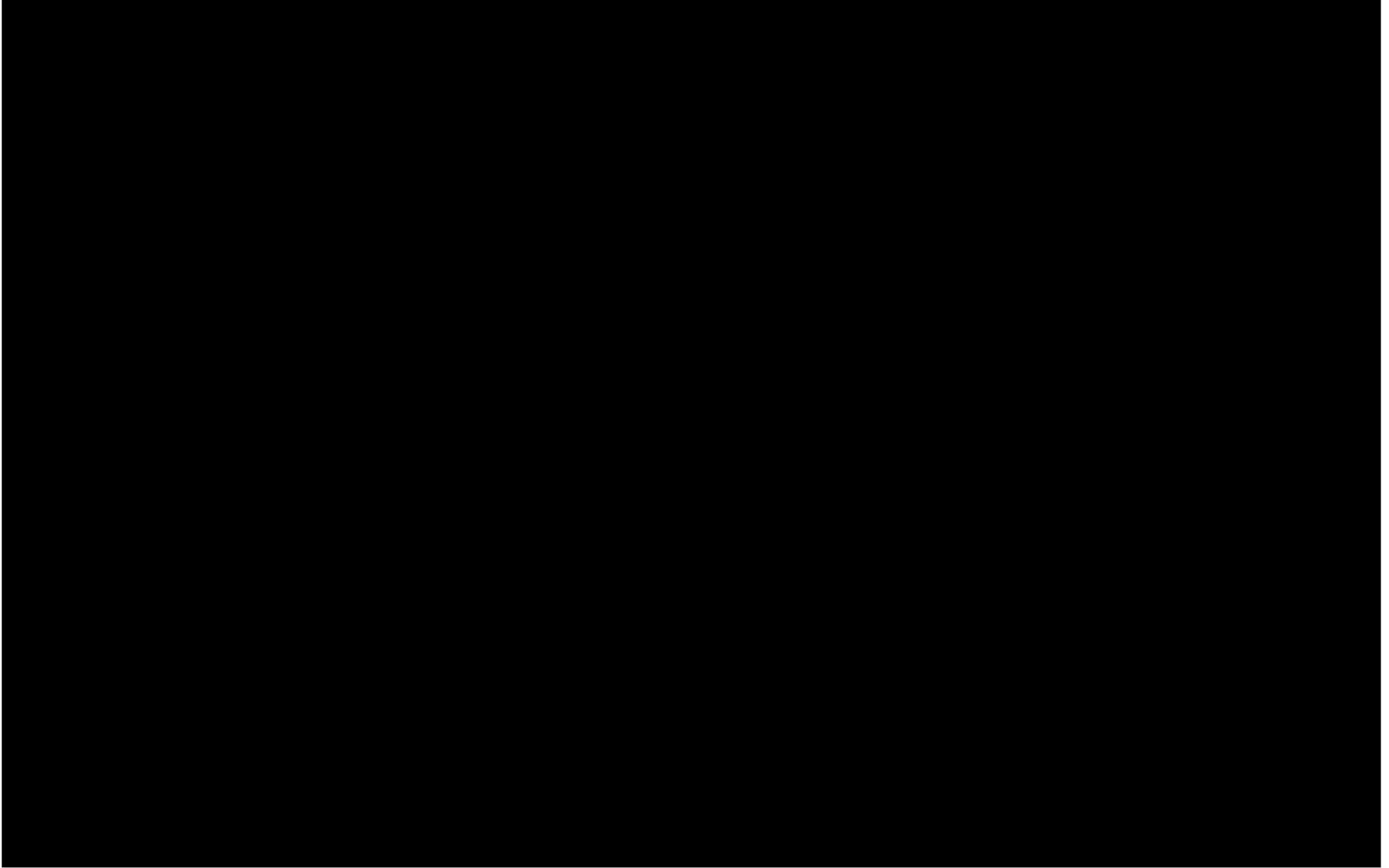






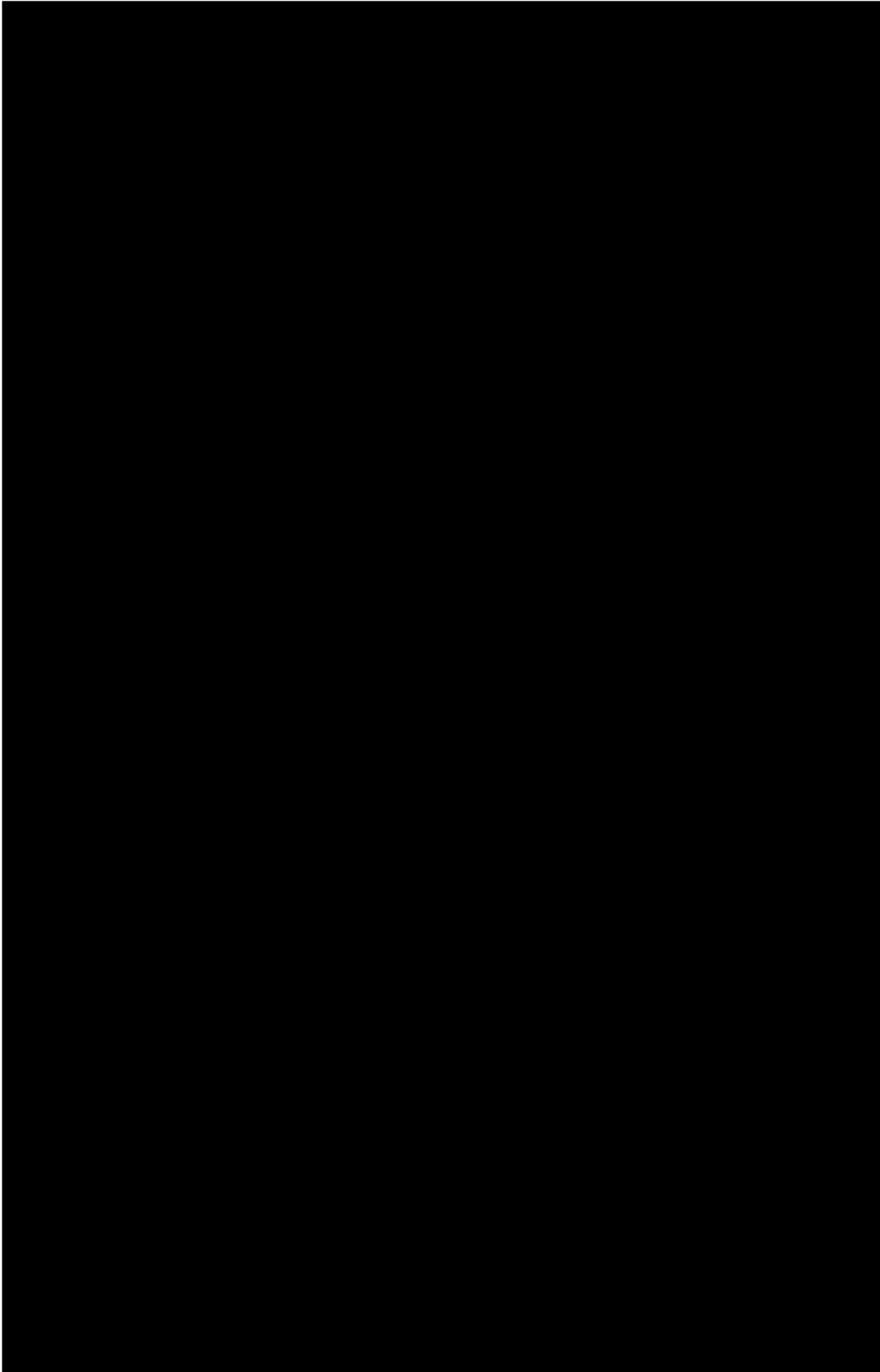




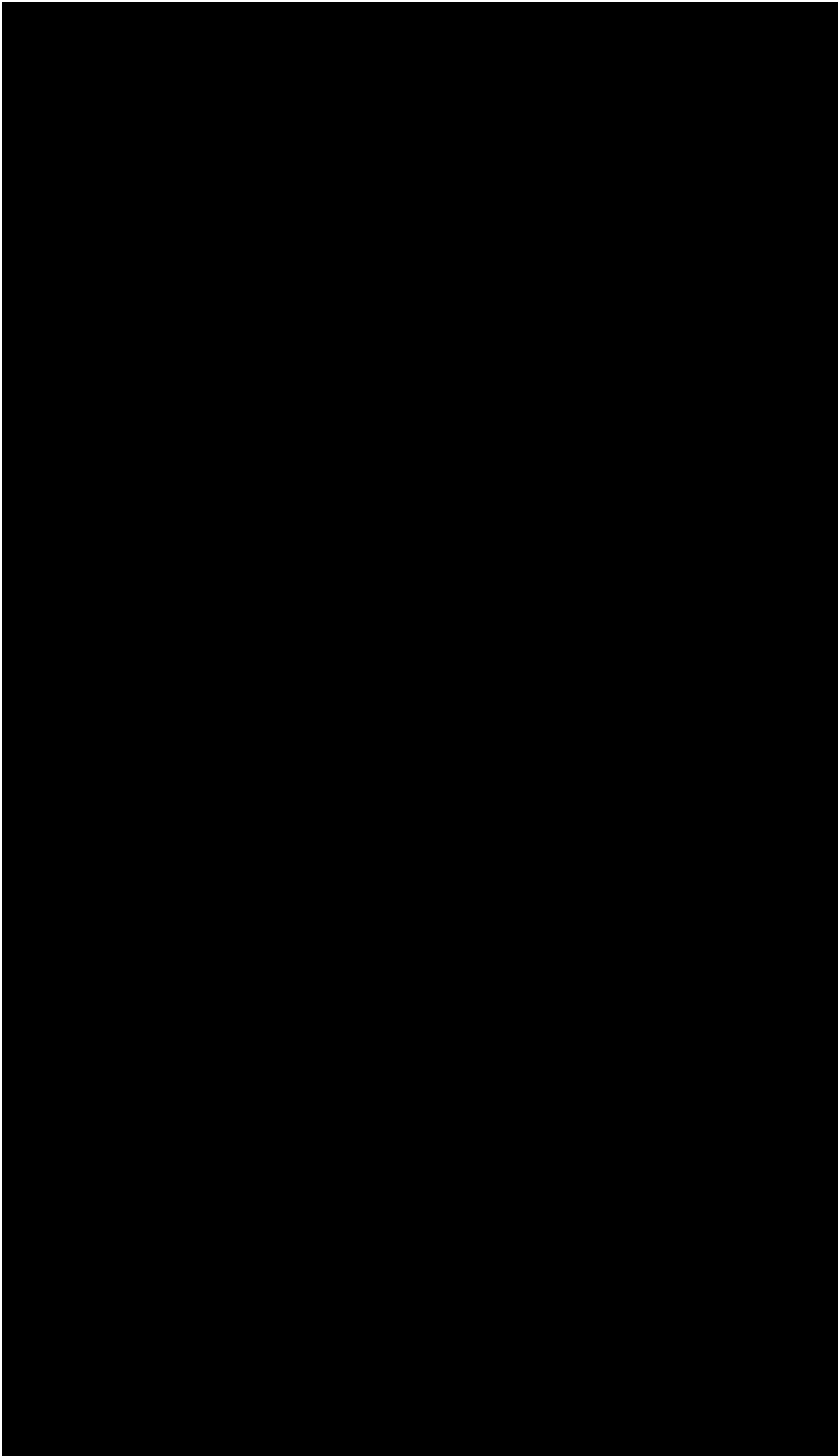




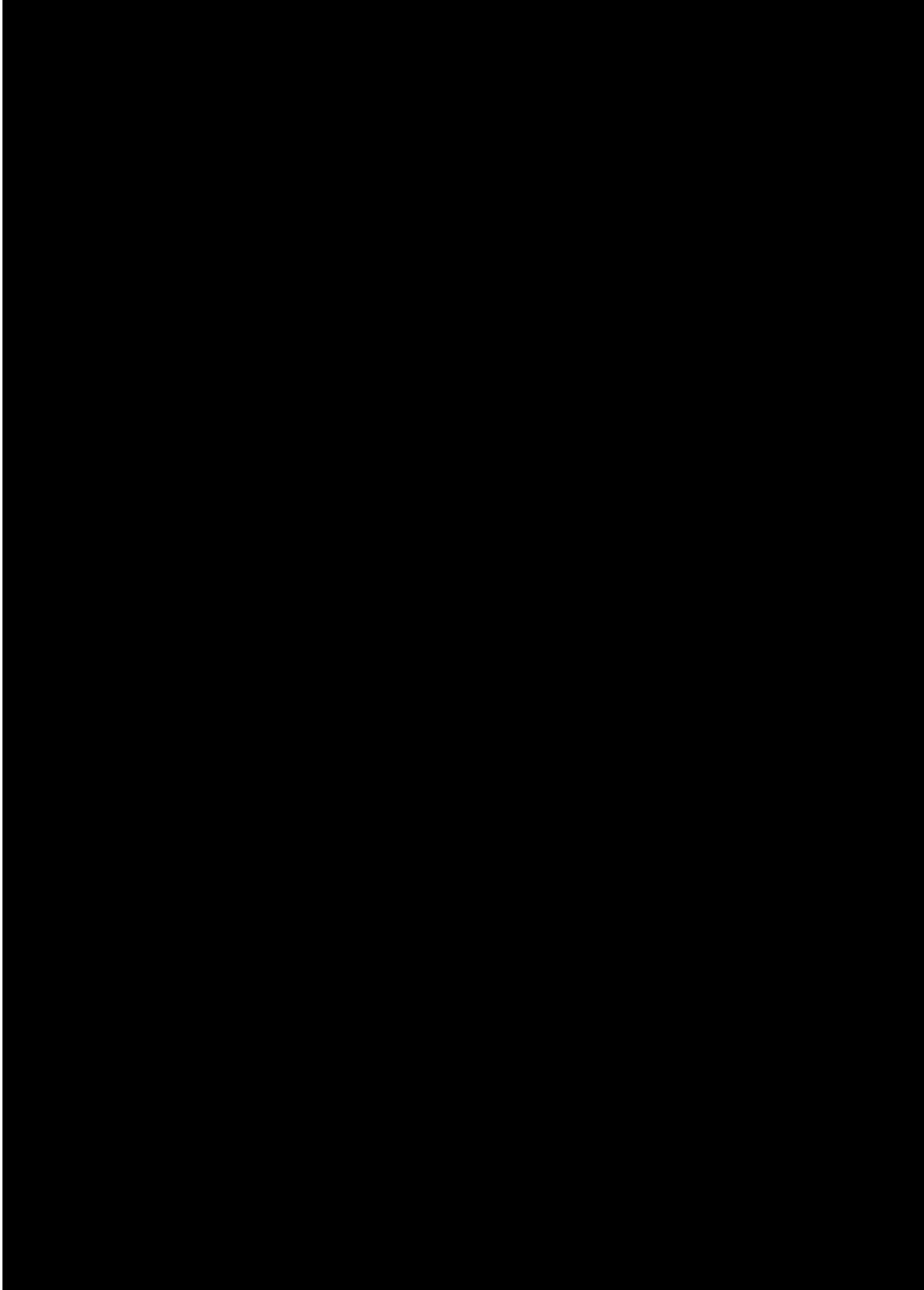








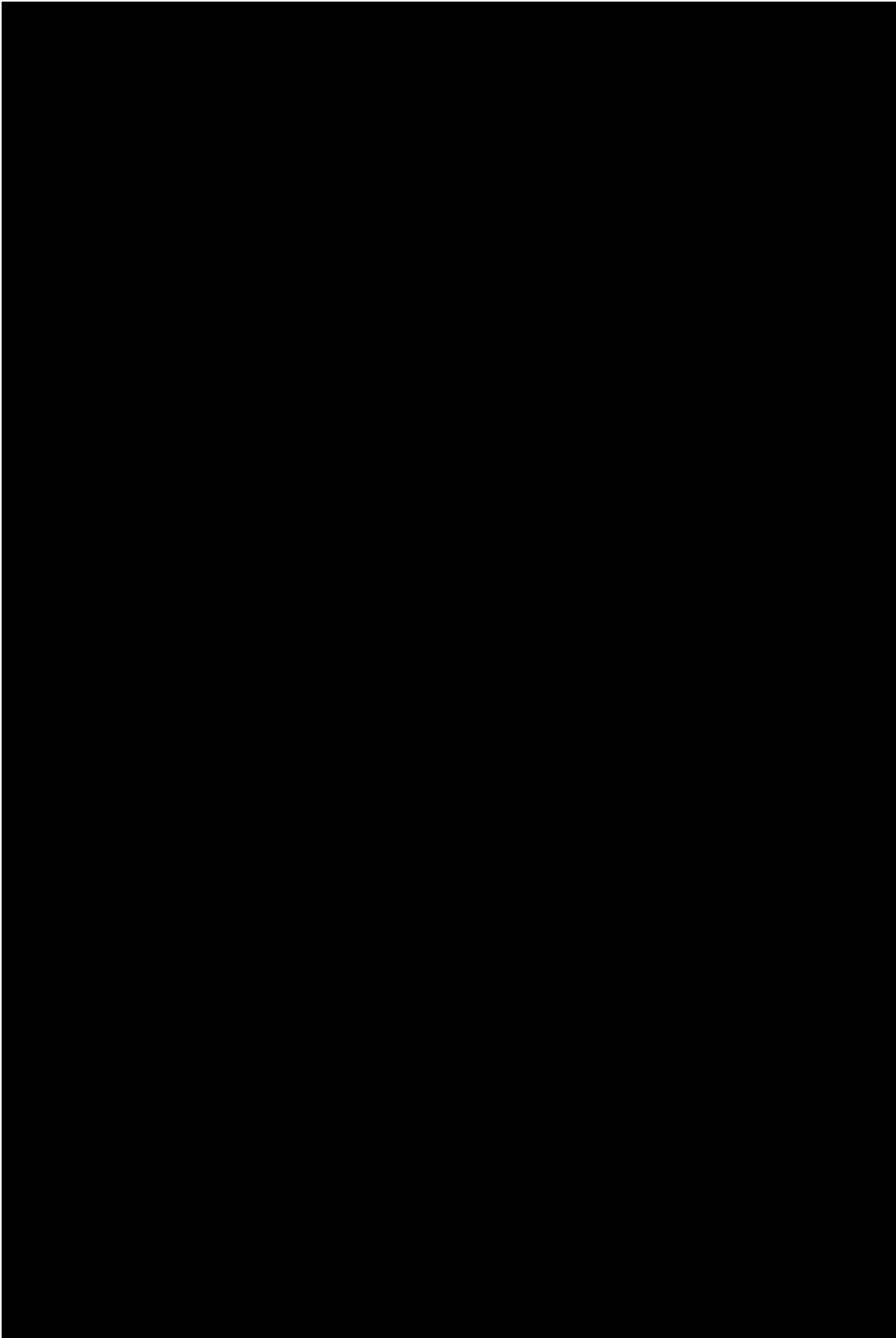
CONFIDENTIAL



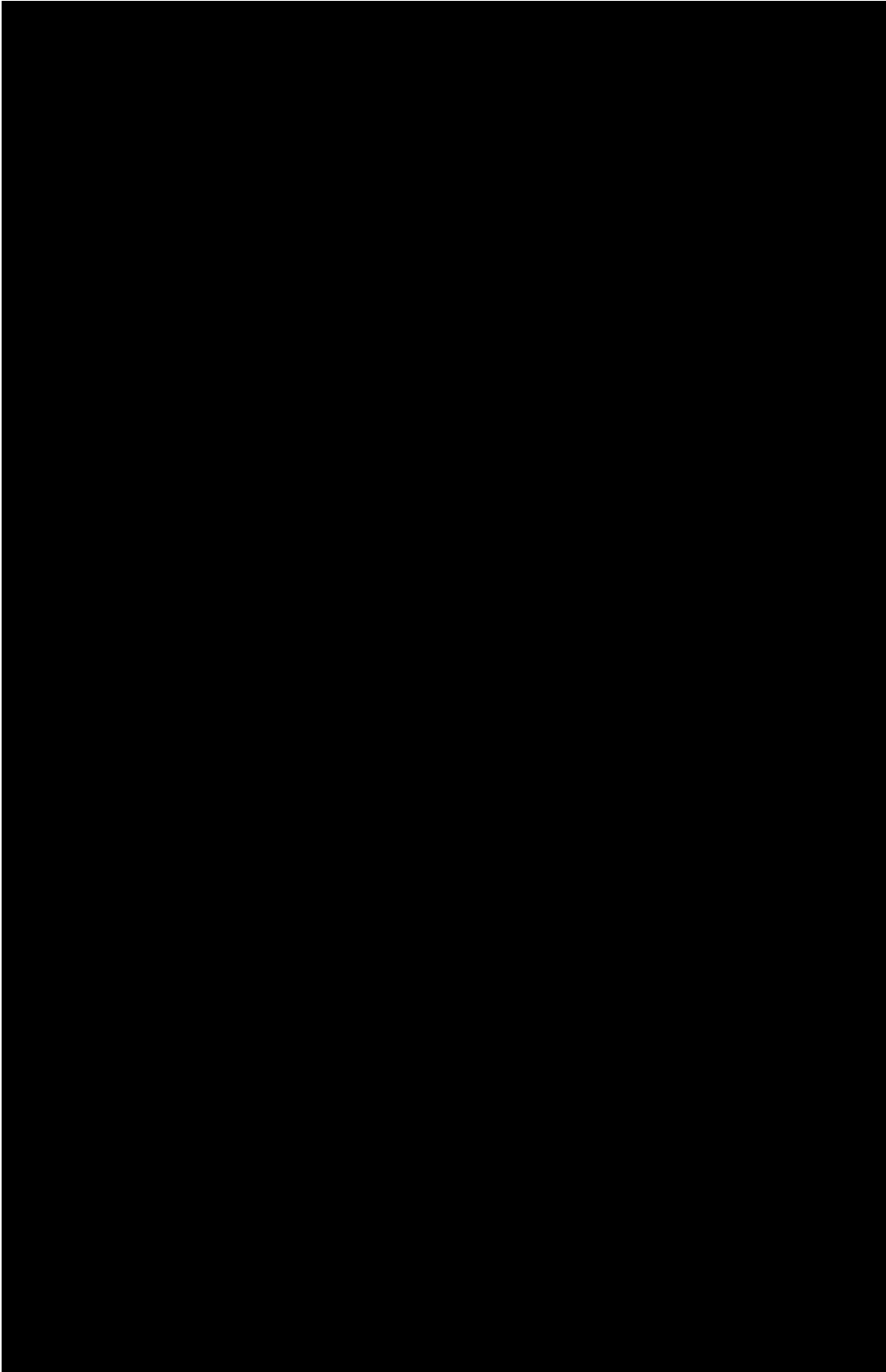
CONFIDENTIAL



CONFIDENTIAL

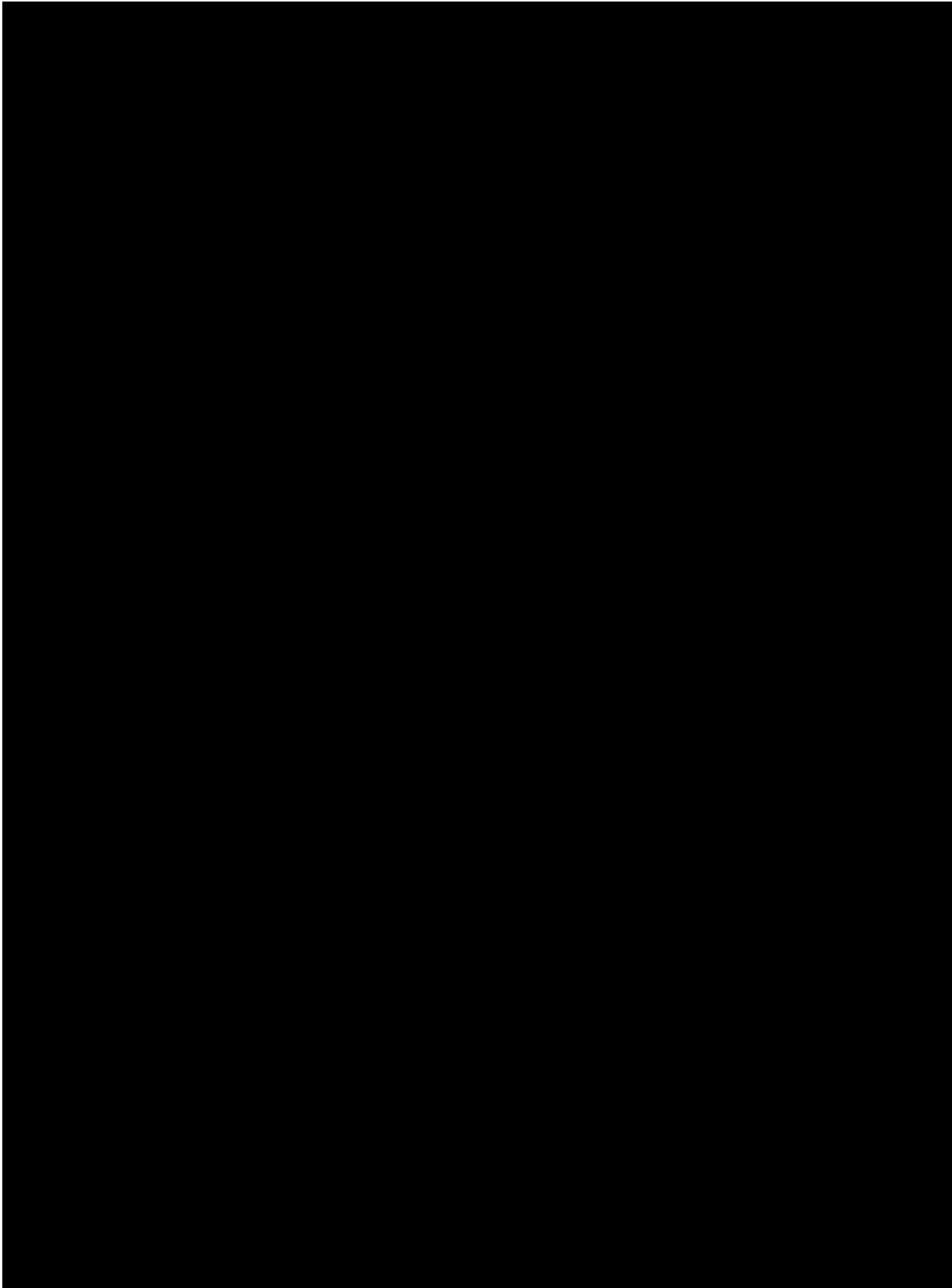


CONFIDENTIAL

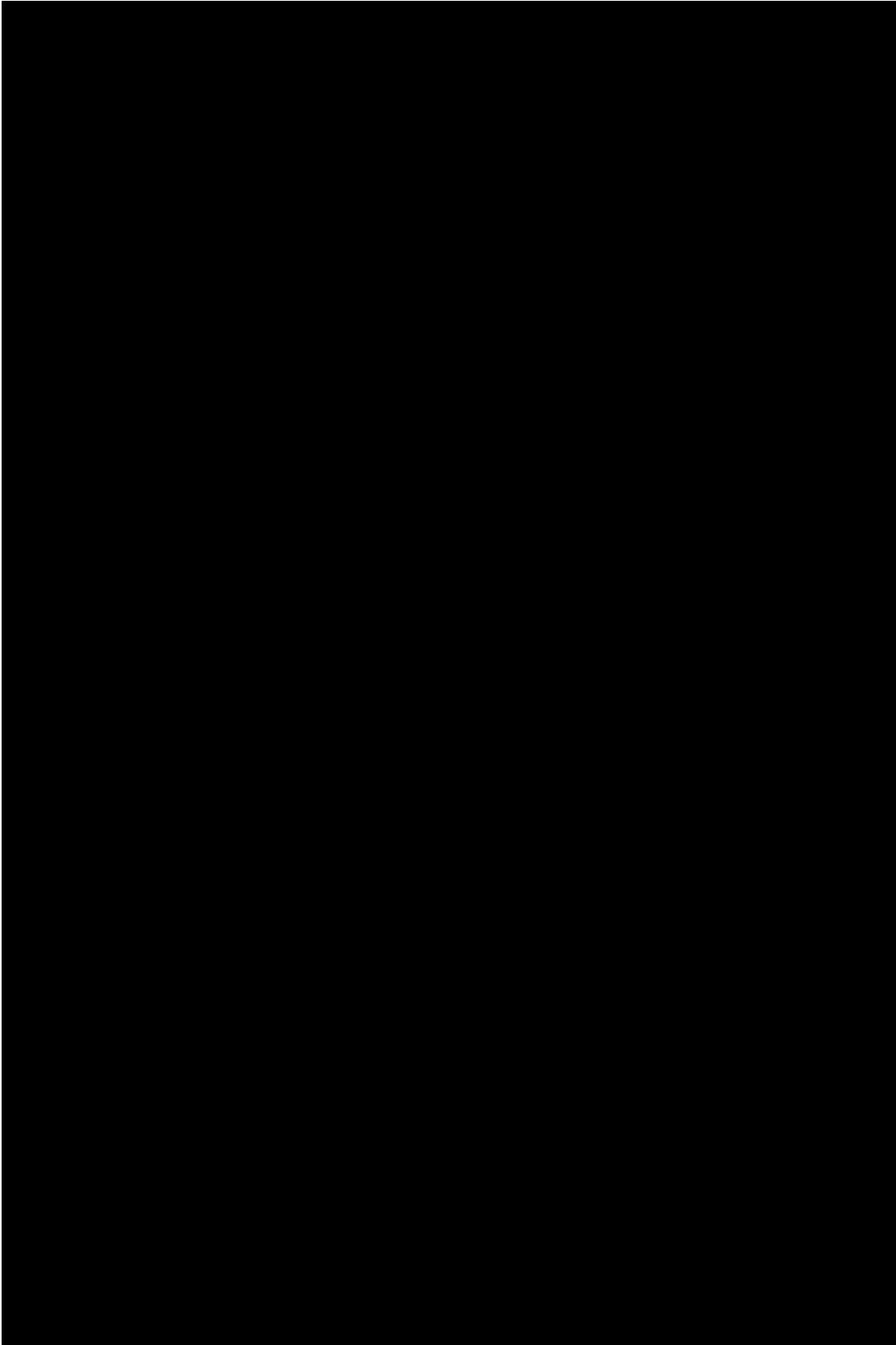




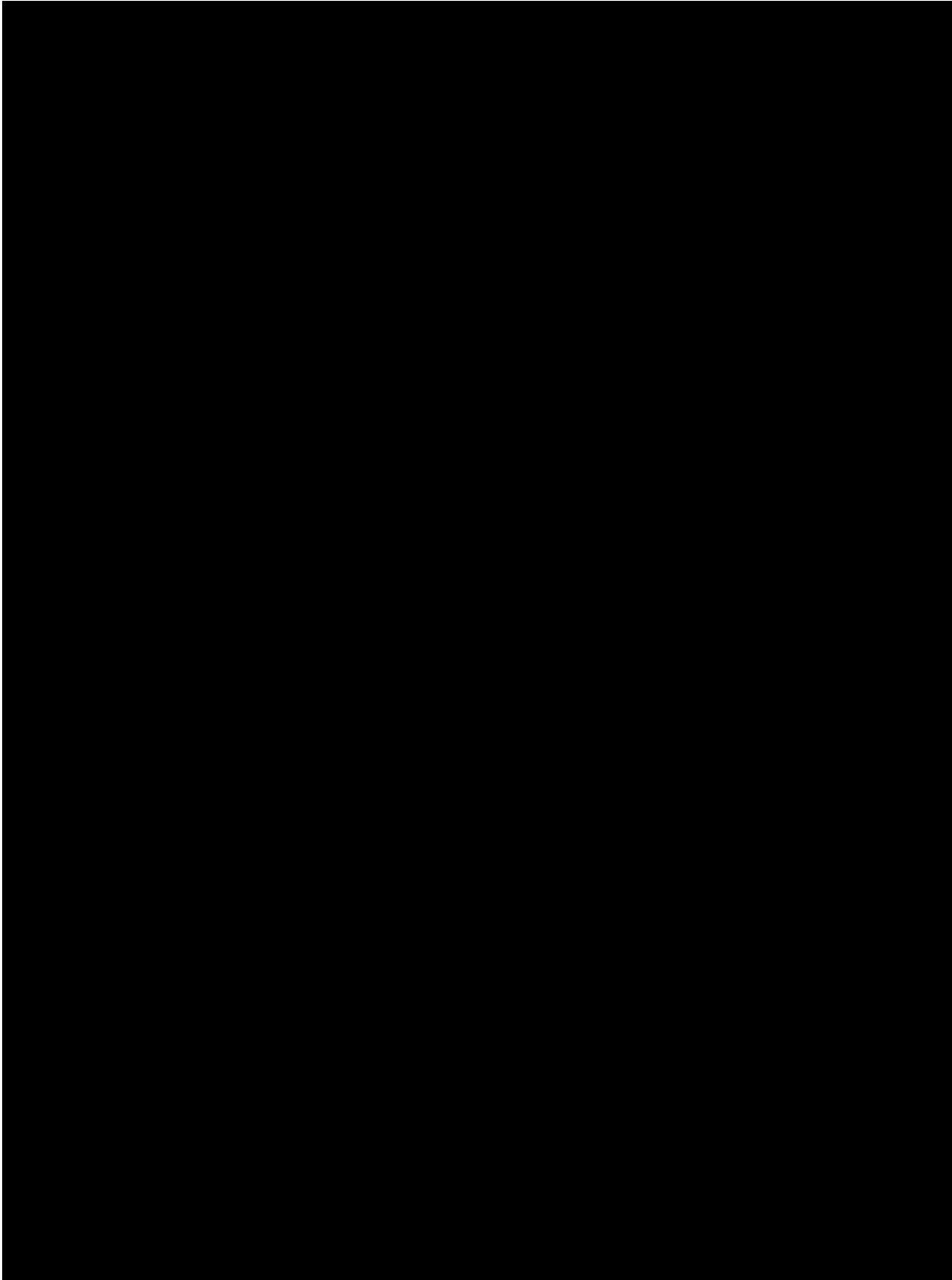
CONFIDENTIAL



CONFIDENTIAL

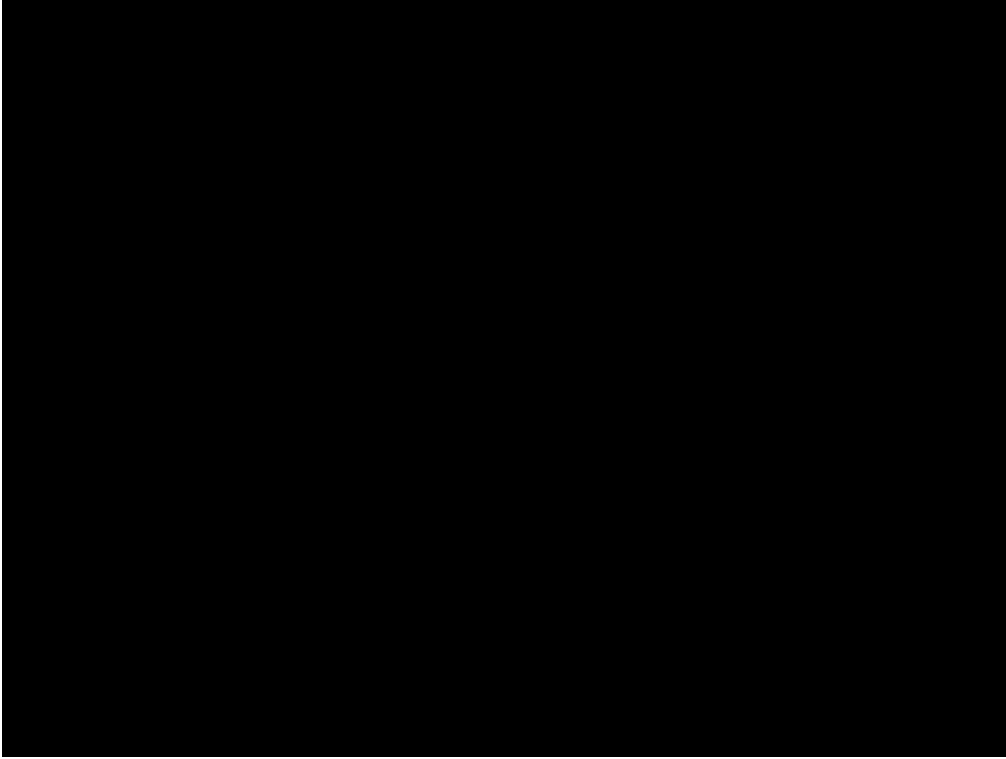


CONFIDENTIAL



Capstone Development Partners

CONFIDENTIAL







## Operations and Maintenance Approach

**Capstone anticipates managing all leasing, marketing, maintenance, custodial and asset management responsibilities for the student housing community at University of Southern Maine (USM).** In addition, Capstone is prepared to provide maintenance and custodial services for the new student center and believe there is efficiency to be gained by consolidating facility management services for these two facilities; *these potential efficiencies are discussed in more detail, along with operating budget assumptions for each facility, within Tab 10 of this proposal.* These services will be delivered through our management group, Capstone Management Partners (“Capstone Management” or “CMP”), which is owned by Capstone Development Partners.

### Capstone Management Partners

CMP provides marketing, leasing, maintenance and operations exclusively for on-campus and university-affiliated student facilities across the nation. CMP-managed properties deliver management services with unmatched excellence in customer service and attention to delivering value. Capstone Management is the natural evolution of Capstone Development Partners (“CDP”) and its need for a reliable and cost-effective management company dedicated to collaborating with CDP to build and support strong, sustainable partnerships with universities. CMP is operated through a strategic partnership with Cardinal Group Management, an innovative and nationally recognized firm that provides accounting resources, training and operational support to Capstone. ***Through this partnership and the hiring of veteran university and student housing professionals to lead this company, Capstone Management is one of the most dynamic and well-qualified on-campus management companies in the country.***



**Century Hall**  
ASU Polytechnic | 320 Beds



**M @ College**  
San Diego State University | 327 Beds



**Warmington (3 Assets)**  
San Diego State University | 260 Beds



**75 Arkansas Street**  
California College of the Arts | 200 Beds

### The CMP Team

The combined leadership experience of the management team expected to lead the operational planning, start-up and long-term operations of these facilities is substantial. *This team will be led by Dr. Matthew Brown who serves as President of CMP.* He will be directly engaged in the operational planning during the preconstruction, construction and start-up phases of the proposed project ("Project"). Additionally, *CMP's Vice President of Operations, Jana Faro, leads the development of the marketing and leasing plan, operating budgets and execution of start-up activities for the Project.* Robert Brown, *Capstone's Vice President of Asset Management will also be involved in the establishment of a capital renewal plan for the facilities.* **Early engagement by our senior leadership allows CDP and Capstone Management to be more effective and efficient in planning for the opening and operation of USM's new housing facility.**

The on-site management team will be directly supported by a **Portfolio Manager** and a dedicated portfolio team. CMP's portfolio team for USM will include a *Portfolio Operations Manager, Assistant Portfolio Manager and Property Accountant.* By segmenting the roles and responsibilities typically borne by a single Regional Manager, CMP is able to provide additional resources and capacity to all of our campus partners and residents. ***This approach ensures greater continuity of service, professional oversight in all areas of focus, and project knowledge redundancy that provides substantially more resources and expertise*** than the traditional Regional Manager model utilized by CMP's competitors.

### Integrated Management Model

CMP will work closely with USM and CDP to identify the most efficient and mutually beneficial approach to the operation, leasing and maintenance of the proposed new facilities. CMP will deliver competitive and detailed operating budgets that support the overall needs of the project and institution. *CMP's goals are to enhance USM's housing and campus life programs, support the success of your students and maintain affordable housing rates.* CMP is well-qualified to work closely with USM in the planning, programming and management of the proposed housing and student center through a collaborative and assessment-focused approach to leasing, facility maintenance and operations.

Based on the experience of the Capstone Companies with approximately 70 university partners, a successful campus life and operations plan is generally best served via an **Integrated Management (IM)** model that combines the strength of the university's student support programming with the efficiency and focus of the private sector providing leasing, financial reporting and facility maintenance in an integrated operating structure. While CMP anticipates providing specific services for this Project, we will meet with the university stakeholders to review and ensure all operational responsibilities and procedures for the new facilities are addressed and that appropriate services and support from the university are integrated into the Project. CMP utilizes a custom **Performance and Accountability Chart (PAC)** to identify each critical component of the operation. This approach explores in great detail what services will be provided, what coordination will be necessary with the University and how performance is to be measured.



**Dr. Matthew Brown | President**

- 25+ years of on-campus student housing and facility management experience
- Previously senior housing officer at Oklahoma State Univ. and AVP for Facilities & Contract Services at Arizona State Univ.



**Jana Faro | VP Operations**

- 15+ years of on-campus experience
- Previously the Assoc. Director of Housing Operations at Portland State and Director of Housing Facilities & Technology at Arizona State Univ.



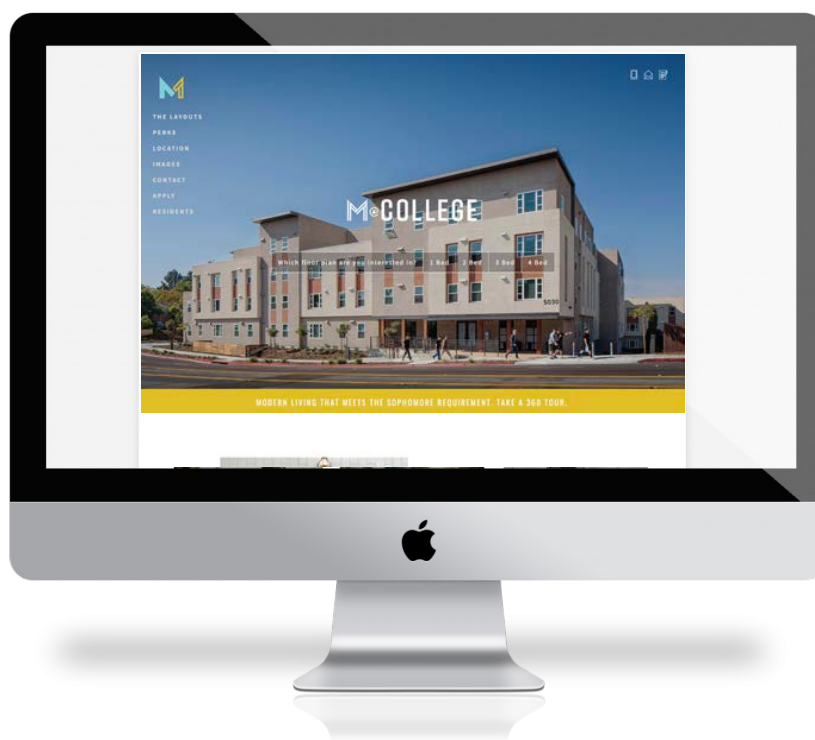
**Robert Brown | VP Asset Mgmt.**

- 15+ years of both private and public sector experience having managed the planning, development and operational oversight of multiple P3 student housing projects.

## Marketing and Leasing

CMP has extensive experience with the development and execution of effective marketing and branding campaigns for student housing. We are proud to partner with *Agency Fifty3*, a nationally recognized student housing marketing firm, whose services support our efforts in branding and marketing new student housing communities. Through this partnership, CMP delivers cutting-edge digital and print marketing materials that are cost-effective and dynamic. We utilize contemporary technologies to deliver project websites, social media campaigns, digital advertising and for-print collateral materials. CMP has significant experience developing and executing successful leasing plans that maximize leasing velocity and resident retention. We bring substantial corporate resources, training and strategies that ensure we develop and implement a highly efficient and effective leasing process. Through market segmentation, social media and dynamic communications, we identify a branding and outreach strategy that targets graduate students who are most likely to consider living at the community.

Agency Fifty3 designed the branding and marketing collateral for Capstone's property at San Diego State, M@College. The sleek and user-friendly design of the project and leasing website gives prospective residents the ability to scroll through the website and view unit layouts, photo galleries and request more information.



## Facilities Maintenance

CMP will develop a preventative maintenance plan detailing how all routine and preventative maintenance work will be completed for both facilities. Additionally, our standard operating procedures will provide the on-site team the tools to properly assess and plan for routine/preventative maintenance as well as capital repair and replacement needs. CMP will annually update the preventative maintenance plan while maintaining thorough records of service plans, schedules, permits, licensing and certifications, as well as replacement schedules for building systems and associated equipment. In addition, CMP will develop a customized scope and frequency document, as well as maintenance manuals, that further detail and document how routine maintenance and custodial activities will be conducted.

These documents will be grounded in the experience and expertise of Capstone. CMP's standard is to provide maintenance and custodial services that are consistent with APPA Standard Level 2. These standards are accomplished through properly trained staff, tracking systems and checklists for each facility to ensure university and industry standards are consistently met or exceeded. CMP performs regular inspections, cross-trains employees where appropriate, and outsources special services as needed.

CMP utilizes Standard Operating Procedures that ensure quality control for maintenance and custodial services. We will develop and deliver customized written policies and procedures that focus on the following core areas for the new community.

### **Facilities Maintenance**

**The facilities will be maintained at APPA Level II – Comprehensive Stewardship.** These standards will be accomplished through tracking systems and checklists for each building to ensure university and industry standards are consistently met or exceeded. CMP will perform regular inspections, cross-train employees where appropriate and outsource special services as needed. The Maintenance Team Lead and/or Maintenance Technicians will be on-call 24/7 for all emergency issues.

### **Preventative Maintenance (“PM”)**

Emphasis will be placed upon developing an effective asset inventory and PM program that includes a system of logs and automated reports to help maintain warranties and guarantee equipment remains in the best condition possible, meets or exceeds life cycle expectations and prevents deferred maintenance.

### **Custodial**

CMP understands that each residential community is unique, so the custodial plan will be tailored by our site staff and adjusted as needed. **The cleaning standard will be APPA Level II – Ordinary Tidiness**, and a custodian will be on-call 24/7 for emergency incidents. *Our written custodial standards will meet or exceed the USM Custodial Procedures provided in Appendix G of the RFP.*

## Reporting

CMP will produce a number of reports for the University and Ownership that ensure everyone is well informed on the status and performance of the Project. Our standard reporting package includes the following (as applicable):

### *Weekly Leasing Reporting*

The weekly leasing report is a tool we use to provide our clients with a summary of occupancy and leasing activities. This report will typically include:

- Current and projected future occupancy for the community
- Preleasing activity including pending and executed license agreements
- Marketing events and resident activities including the number of leads for new leases
- Competitor review: data on competing properties in the market

### *Monthly Manager Report*

The monthly report focuses both on building and financial performance, summarizing operating activities and expenses and highlighting any variance between performance goals and expectations. It also provides a comparison of current to prior year actuals, and a forecast of operations through year-end. CMP provides a detailed explanation for any variances outside of the agreed upon tolerances. This reporting tool is critical to making informed financial decisions. This report includes a full financial report package for the prior month containing the balance sheet, income statement, trial balance, bank reconciliation report, trust account reconciliation (if applicable), payables, receivables and other supporting information, as desired by the University.

### *CMP's Annual Budget Process*

Each year, CMP will present a proposed annual budget to Ownership for approval with input provided by the University. This budget will be developed by the General Manager in partnership with the Portfolio Team and Vice President of Operations. CMP views budgeting as a collaborative process and welcomes University input to ensure accuracy. This process serves as an additional quality control measure and ensures the final budget document is thoroughly vetted and accurately represents the expectations for the next year's operations.

### *CMP's Annual Report*

This report provides a summary of all activities from the previous year, including:

- Executive summary
- Summary of the previous year's financial performance
- Status of the physical condition of the facilities
- Capital projects planned and completed
- Marketing efforts and occupancy data
- Staff summary, including changes and training completed
- Analysis of local housing market and rate change recommendations



## Capital Renewal

The Capstone team understands the importance of implementing a long-term capital renewal plan for the benefit of the new USM facilities, and we look forward to working as a team with you to implement and report on the execution of the capital renewal plan to ensure the long-term operational success of the new project. *Effective capital renewal planning assures long-term quality facilities and preserves the marketability of the buildings.* CDP and CMP have both the experience and capabilities to effectively maintain the new facilities over the term of the ground lease.

CDP utilizes a robust planning software model that encompasses all major building systems and virtually all system components in the community to be managed. During predevelopment we assemble a line-item breakdown of system components (site, building envelope, roofing, hardware and equipment, interior surfaces, mechanical systems, plumbing and electrical) based upon a review of the construction plans, specifications and associated budgets.

To schedule major capital repairs and replacements “Renewal Work,” we utilize industry-accepted component lifecycle data from resources such as BOMA, ANSI, ASHRAE, ASTM, etc. in addition to considering project specific attributes such as location, type, use, and size to develop a detailed schedule for planned renewal work based on a lifecycle cost analysis of all potential renewal liabilities.

To ensure sufficient funding is available to support Renewal Work during operations, a share of operating revenues will be escrowed annually and booked and utilized in accordance with the requirements provided in the governing documents. These reserve funds are in addition to Capstone's annual operating expense budget for general repairs and maintenance.

As a part of our annual budget development and review, CMP will assess the condition of each of the items scheduled for repair/replacement and prepare and present to the Advisory Committee its recommendations for Renewal Work during the following year. The Advisory Committee will include a combination of representatives from USM and the Capstone team. Any approved funds that are not expended in the applicable budget year will remain in the reserve account to be available for future Renewal Work.

While the initial capital renewal plan serves as the roadmap for scheduling and completing Renewal Work during the ground lease term, this plan will be carefully reviewed and updated annually to reflect evolving renewal needs. Renewal needs are identified through regular building inspections and our completion of proactive preventative maintenance tasks. Overall, we feel that this comprehensive capital renewal planning process offers differentiated value to our university partners, and provides both USM and the Capstone team confidence that the residential assets we design and deliver will be maintained to a high standard of quality, supporting the ongoing goals of marketability and student occupancy, as well as maximizing the useful life of the community.



## Carbon Reporting

CMP is committed to a collaborative partnership with USM that includes fulfilling our mutual obligation to build a more sustainable world. CMP works with the staff and students in our communities to support local action through sustainable move outs, recycling programs and resource conservation initiatives. We are dedicated to utilizing green cleaning methods and products that support a healthy and safe living environment for students. We will provide a sustainable approach to the management and operations of projects that meets or exceeds your expectations. We believe that comprehensive preventative maintenance planning not only reduces down time and replacement expenses for equipment, it also reduces energy consumption utility costs over the life of the facility. For these reasons, CMP is committed to properly maintaining equipment to reduce waste and minimize potential environmental impact.

With this in mind, CMP will also provide detailed monthly reporting on energy and water consumption as well as refuse and recycling hauling. Our monthly utility report for electric, gas and water/sewer will include the following details:

- meter location;
- the utility it services, account number;
- meter reading;
- units consumed;
- and total cost for the utility billing period.

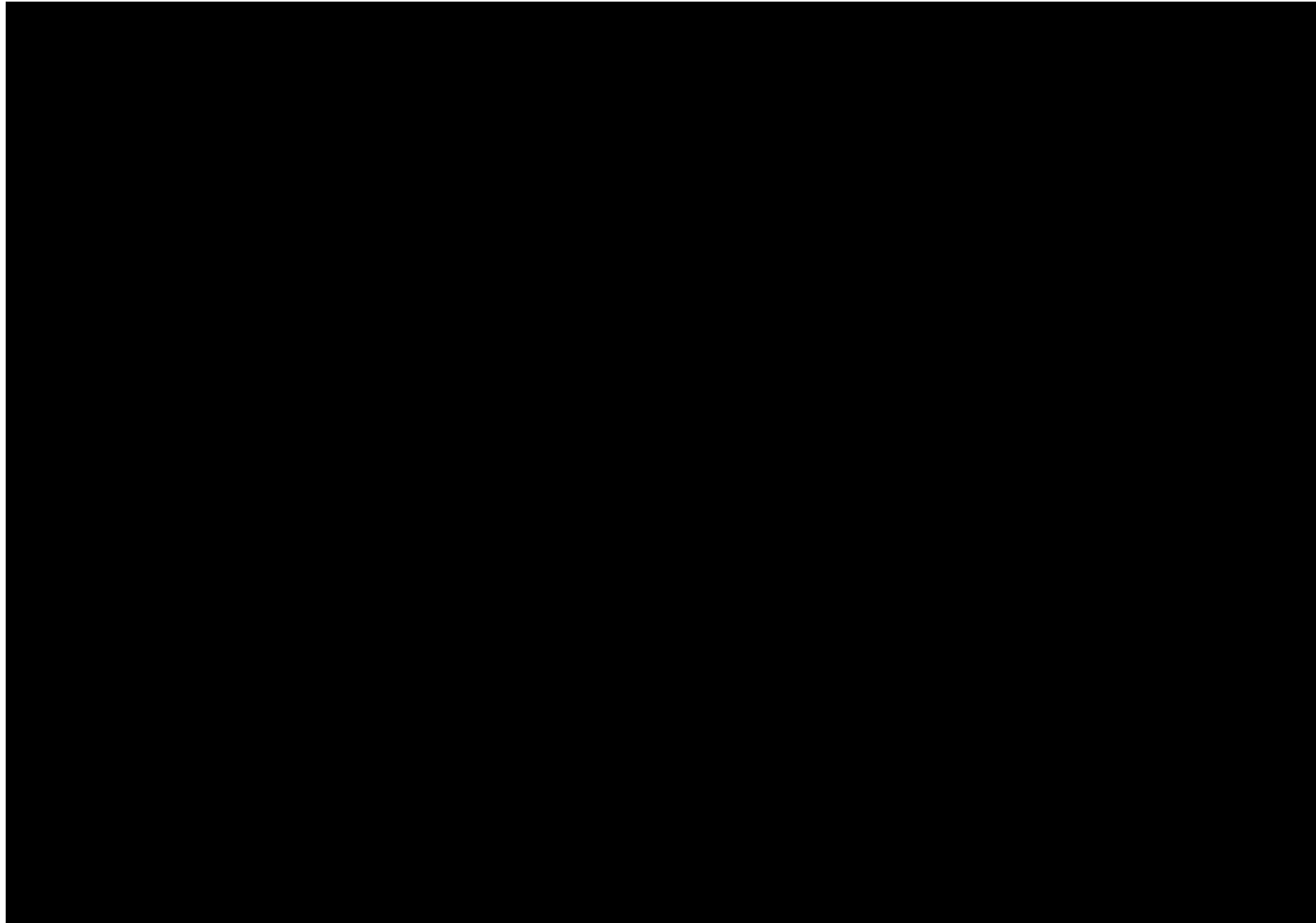
This report will be distributed to the University on a monthly basis and will include a cumulative total for the fiscal year as well as year over year comparisons of both usage and costs beginning in year two of operations. CMP will also provide details on waste hauling including actual or estimated pounds of recycled materials diverted from the landfill. Understanding the actual performance of the buildings in relation to the energy modeling and recycling will allow CMP and the University to better forecast ongoing costs and potential opportunities to improve building efficiency and waste diversion.

Tab 10: Project Pro Forma



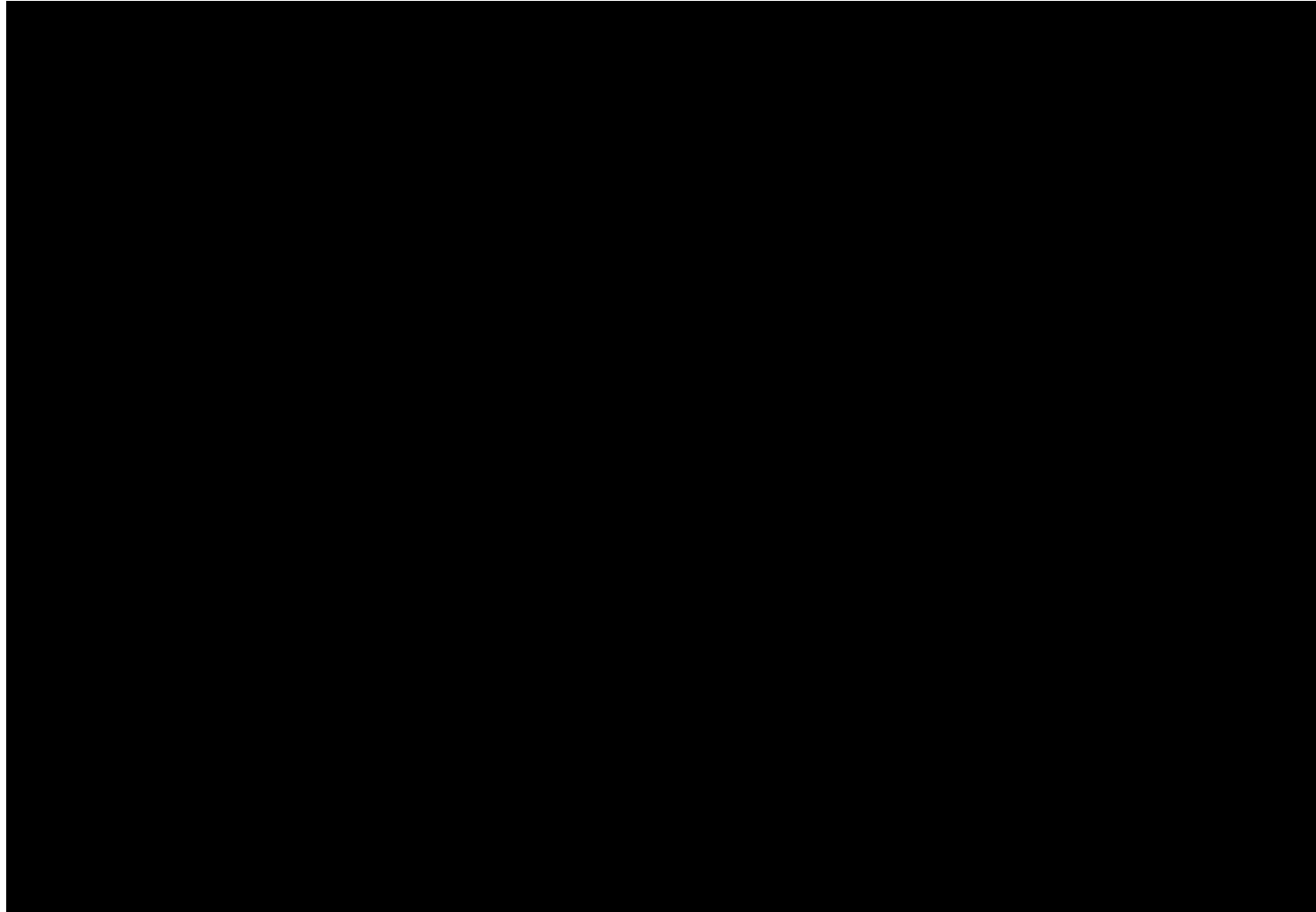
## Tax-Exempt Model

CONFIDENTIAL





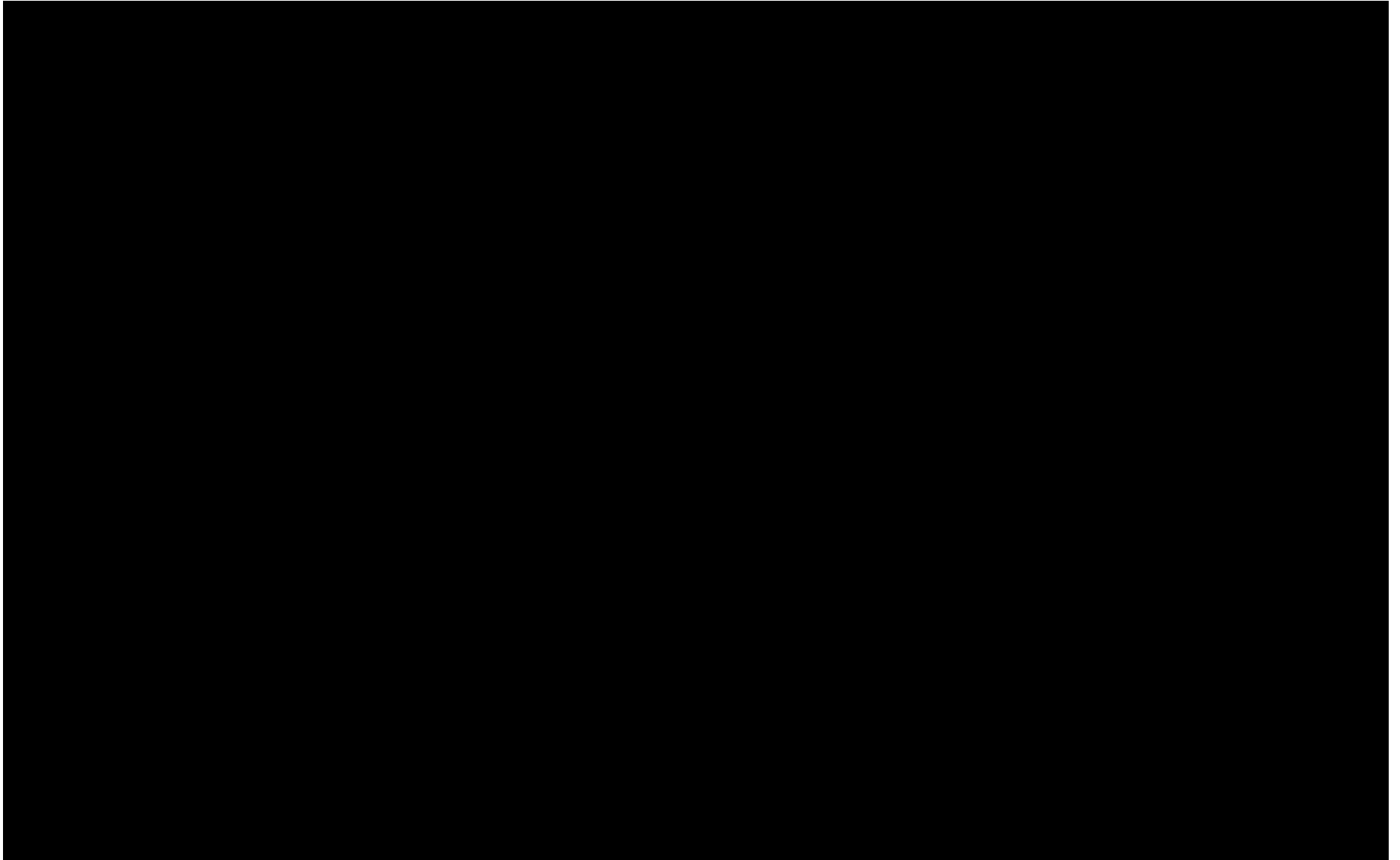
CONFIDENTIAL



CONFIDENTIAL



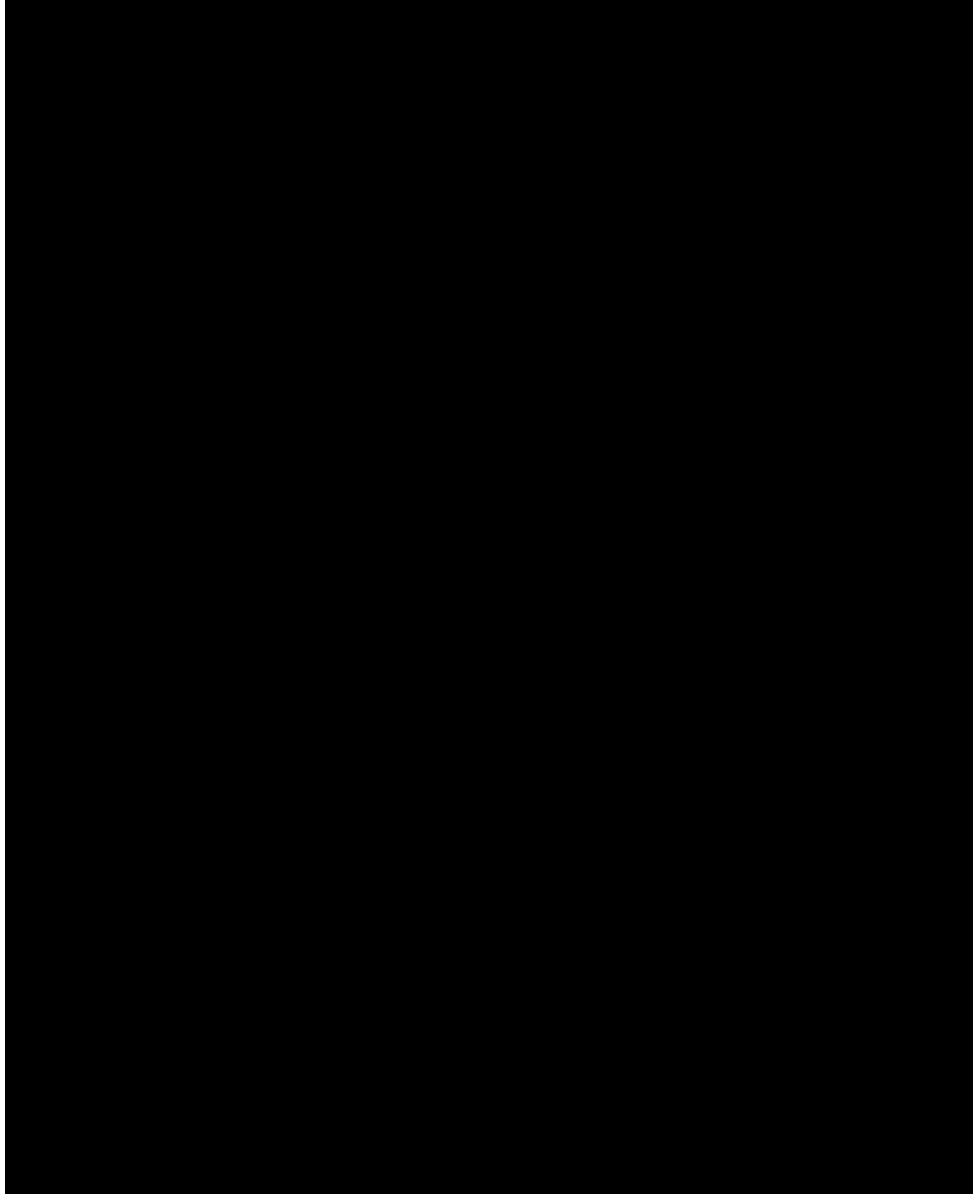
CONFIDENTIAL



CONFIDENTIAL



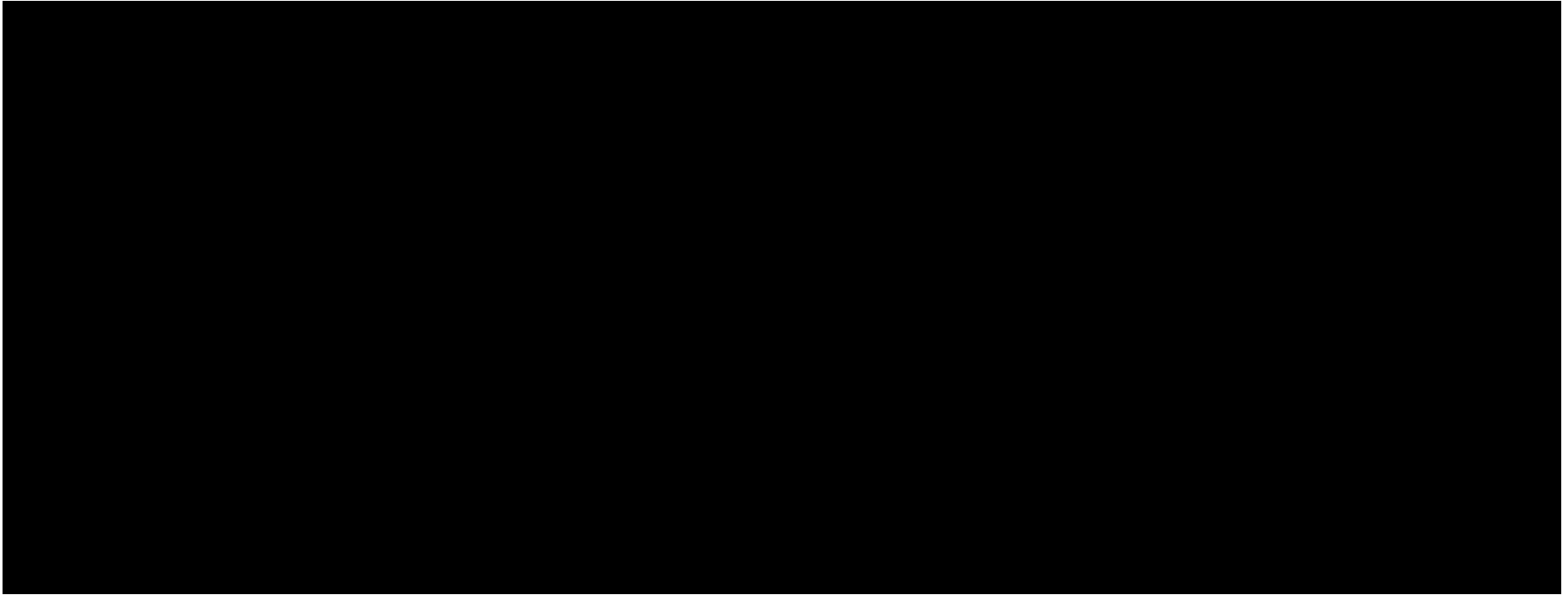
CONFIDENTIAL





CONFIDENTIAL

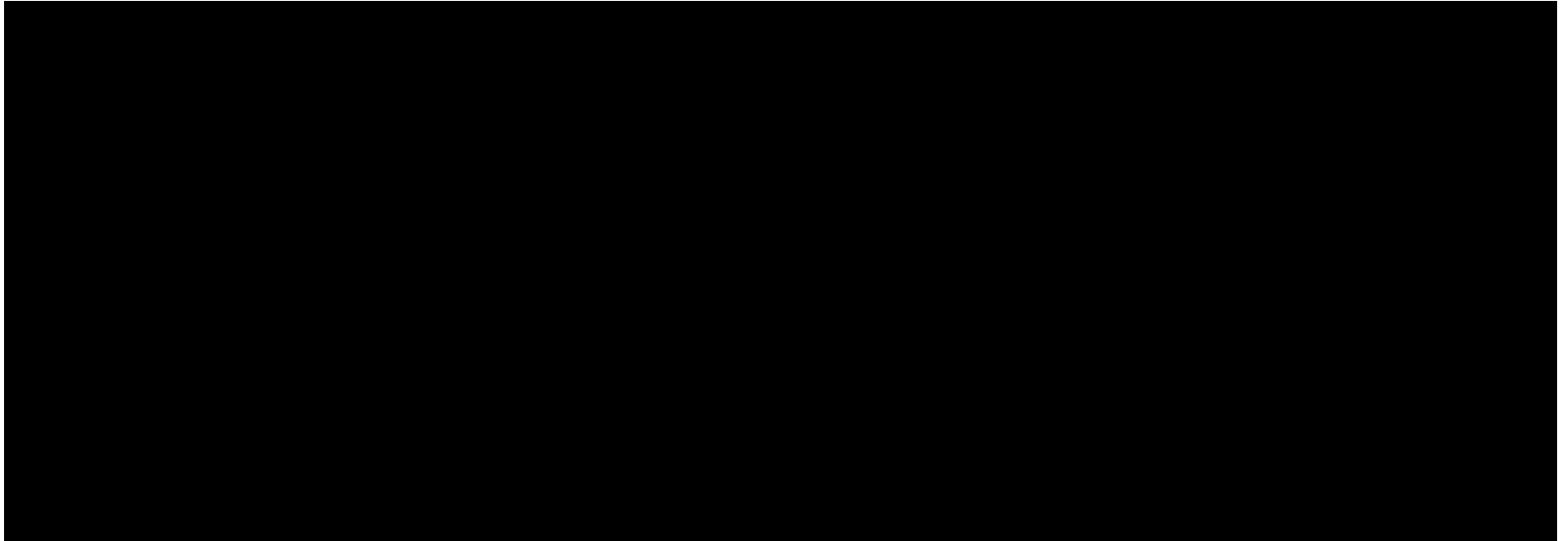




CONFIDENTIAL



CONFIDENTIAL

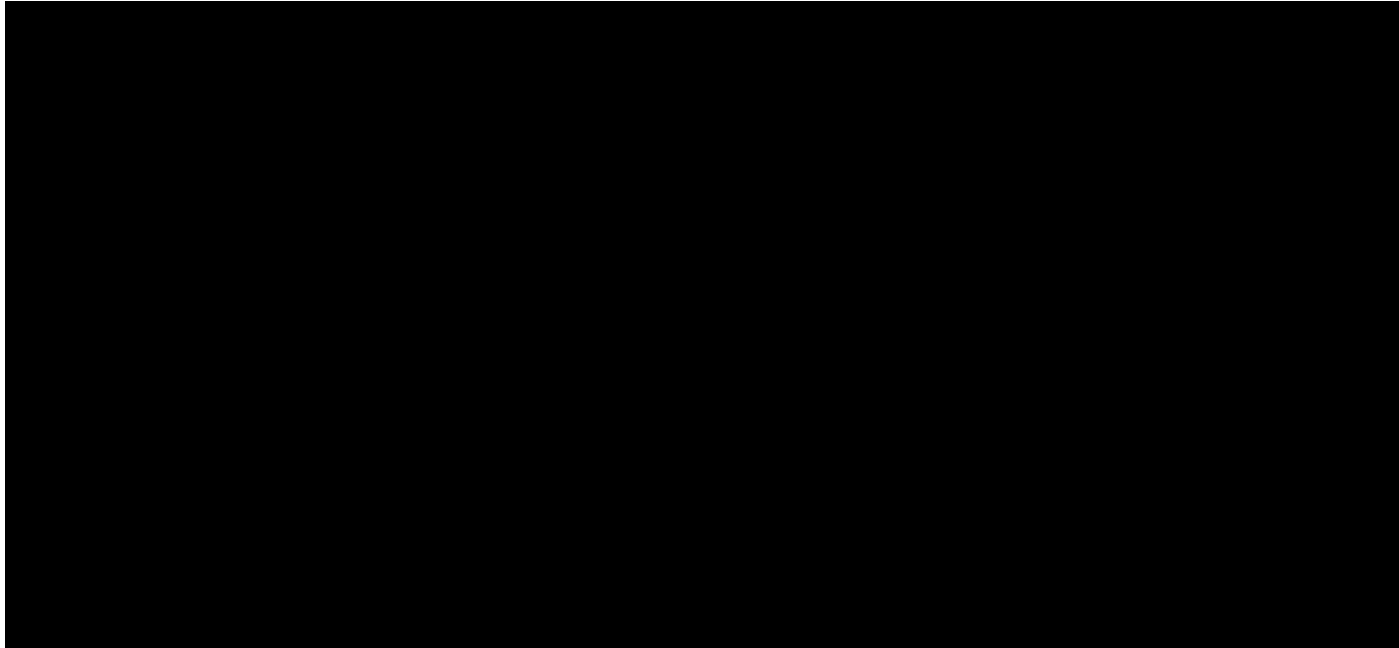


CONFIDENTIAL

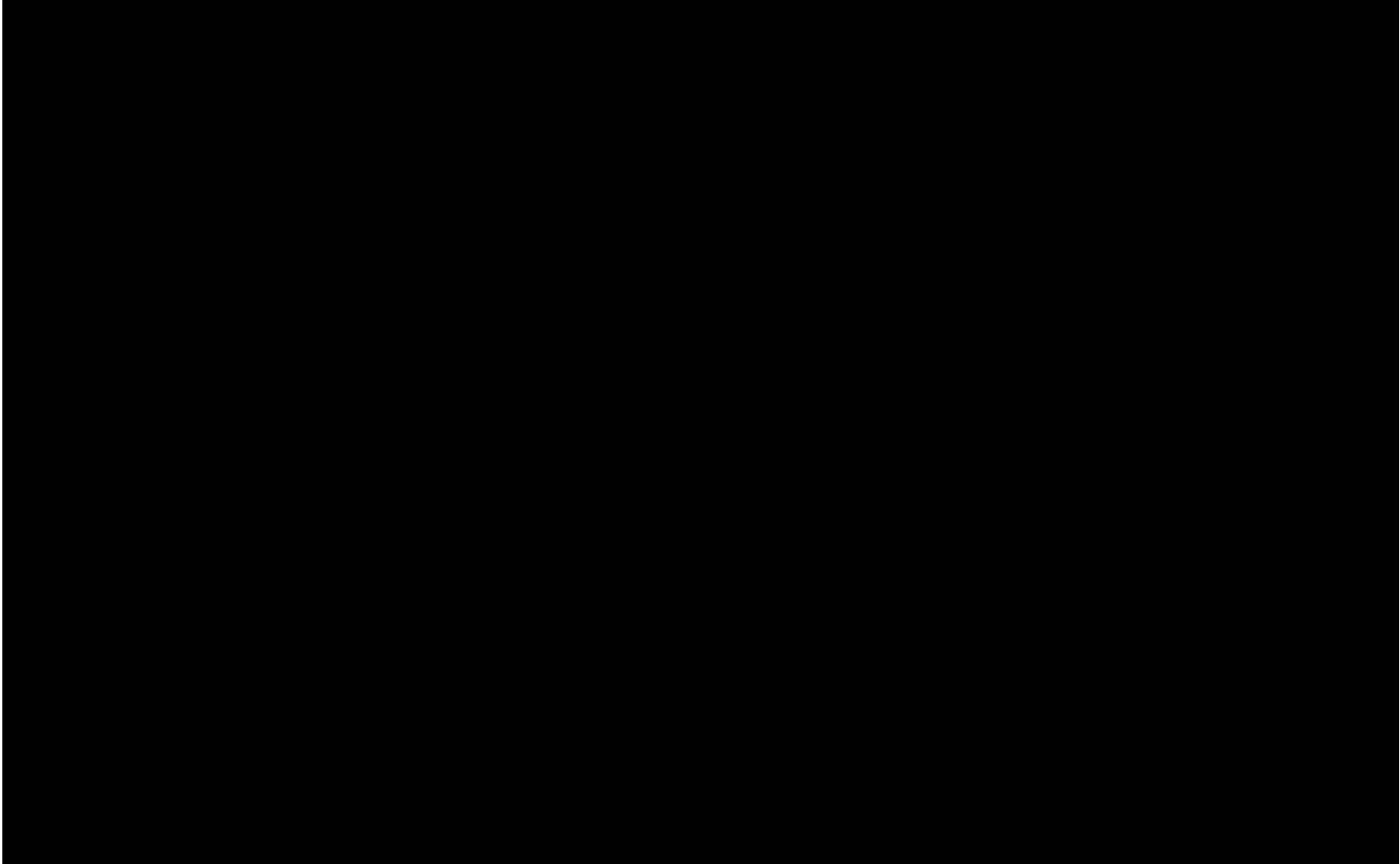




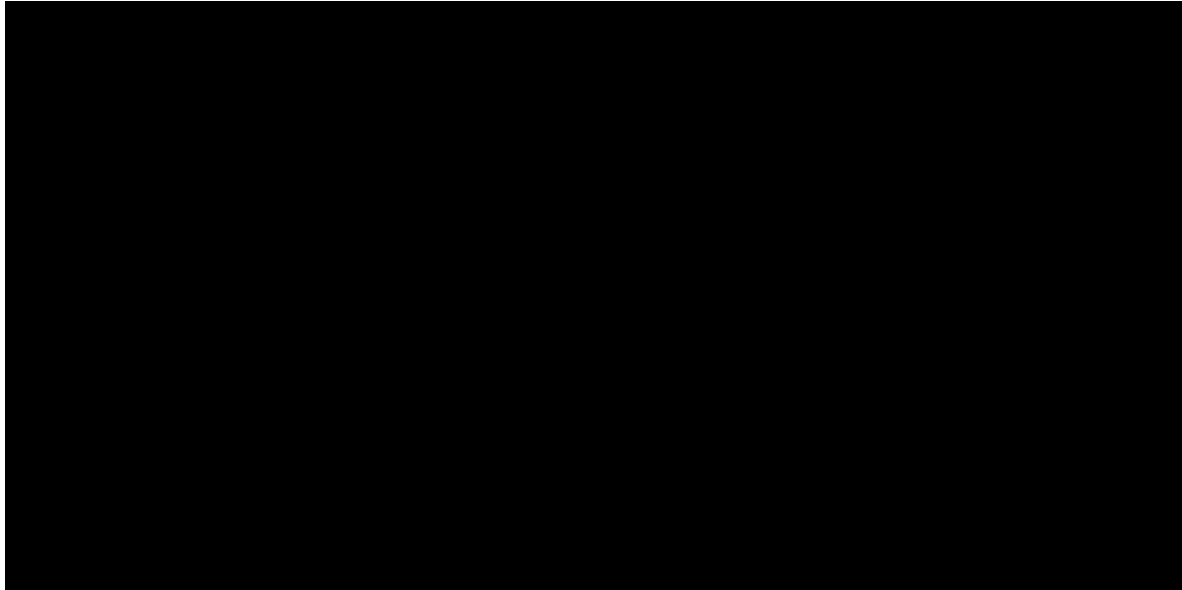
CONFIDENTIAL



CONFIDENTIAL

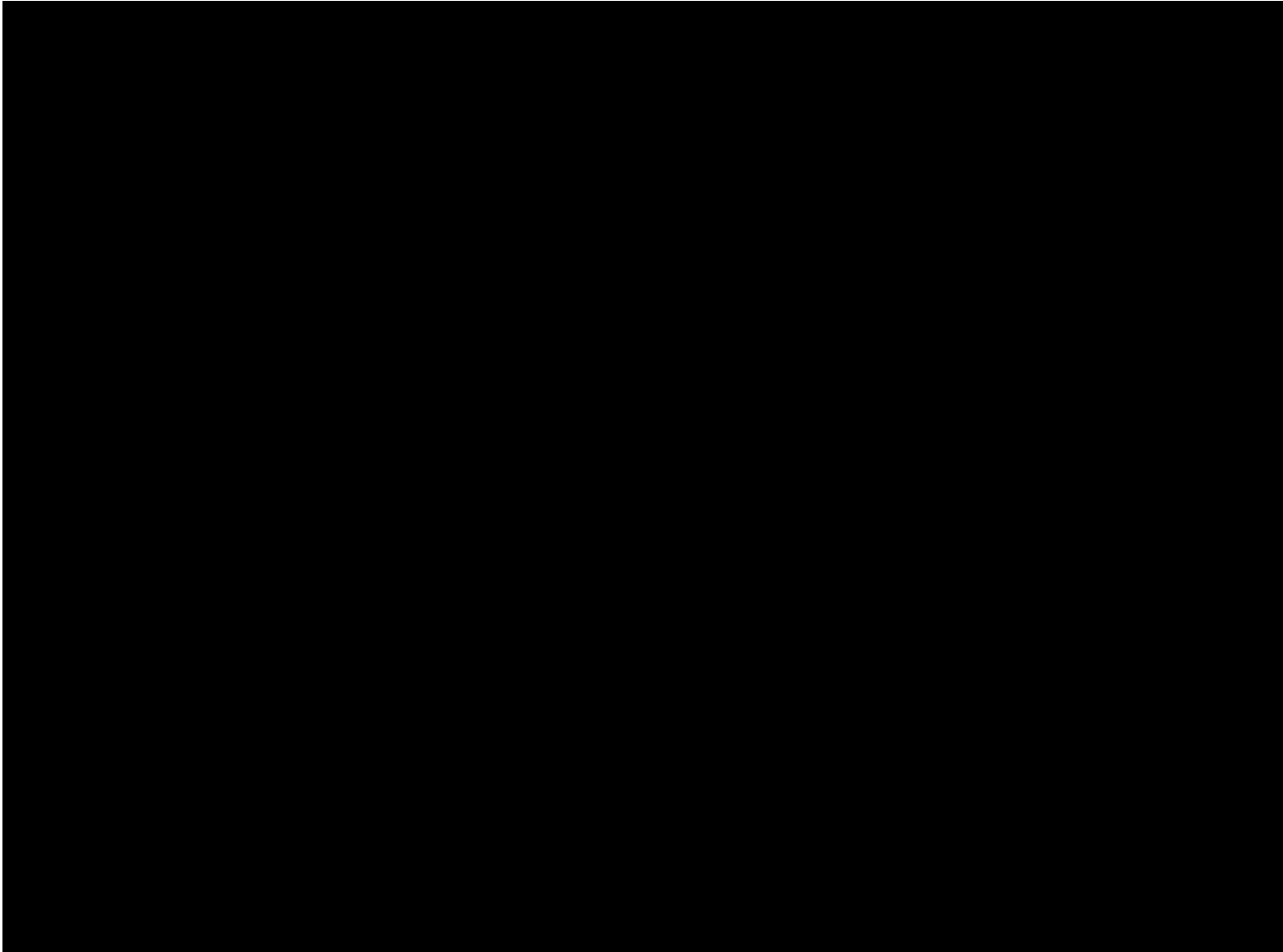


CONFIDENTIAL



## Private Equity Model

CONFIDENTIAL



CONFIDENTIAL





CONFIDENTIAL

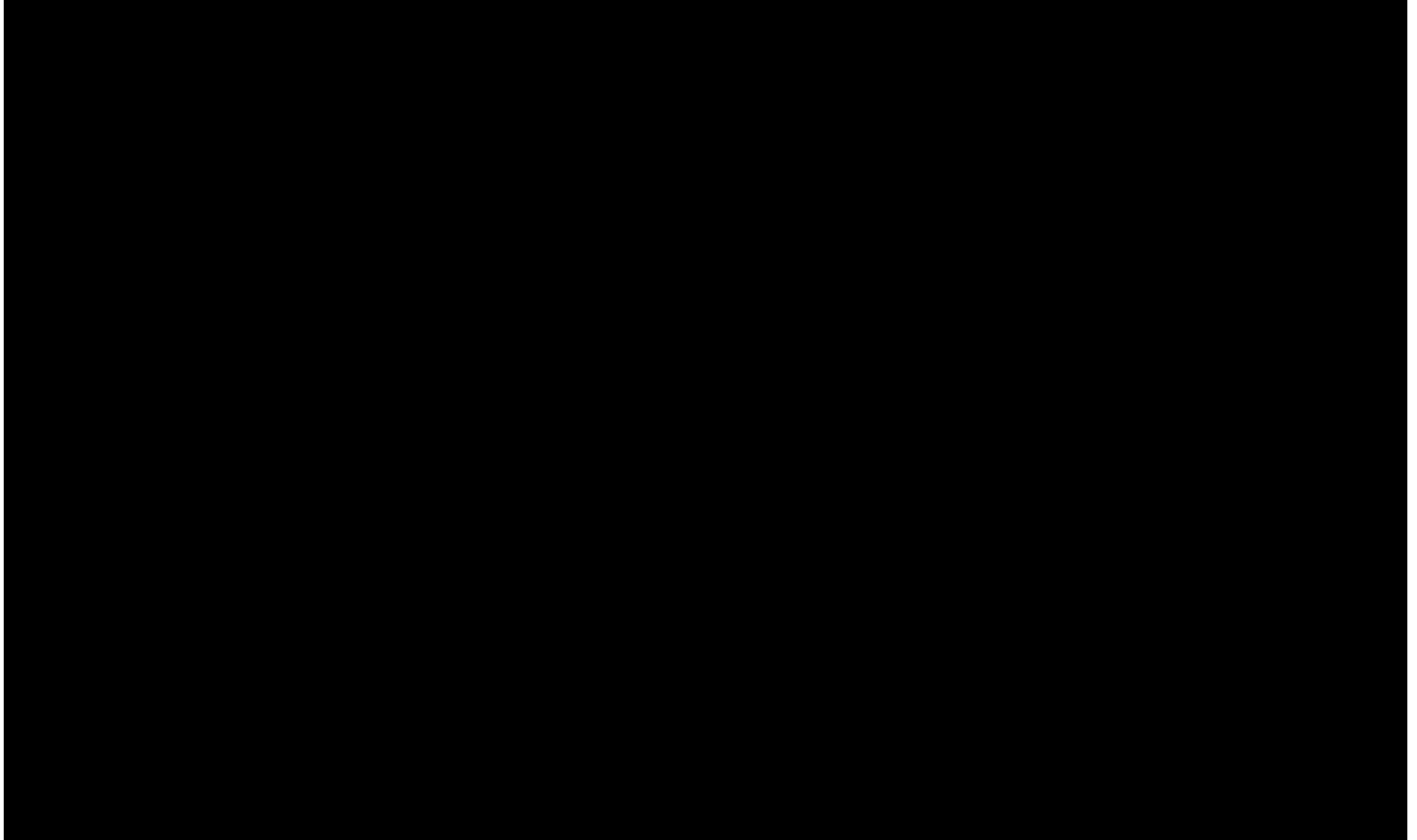
CONFIDENTIAL



CONFIDENTIAL



CONFIDENTIAL

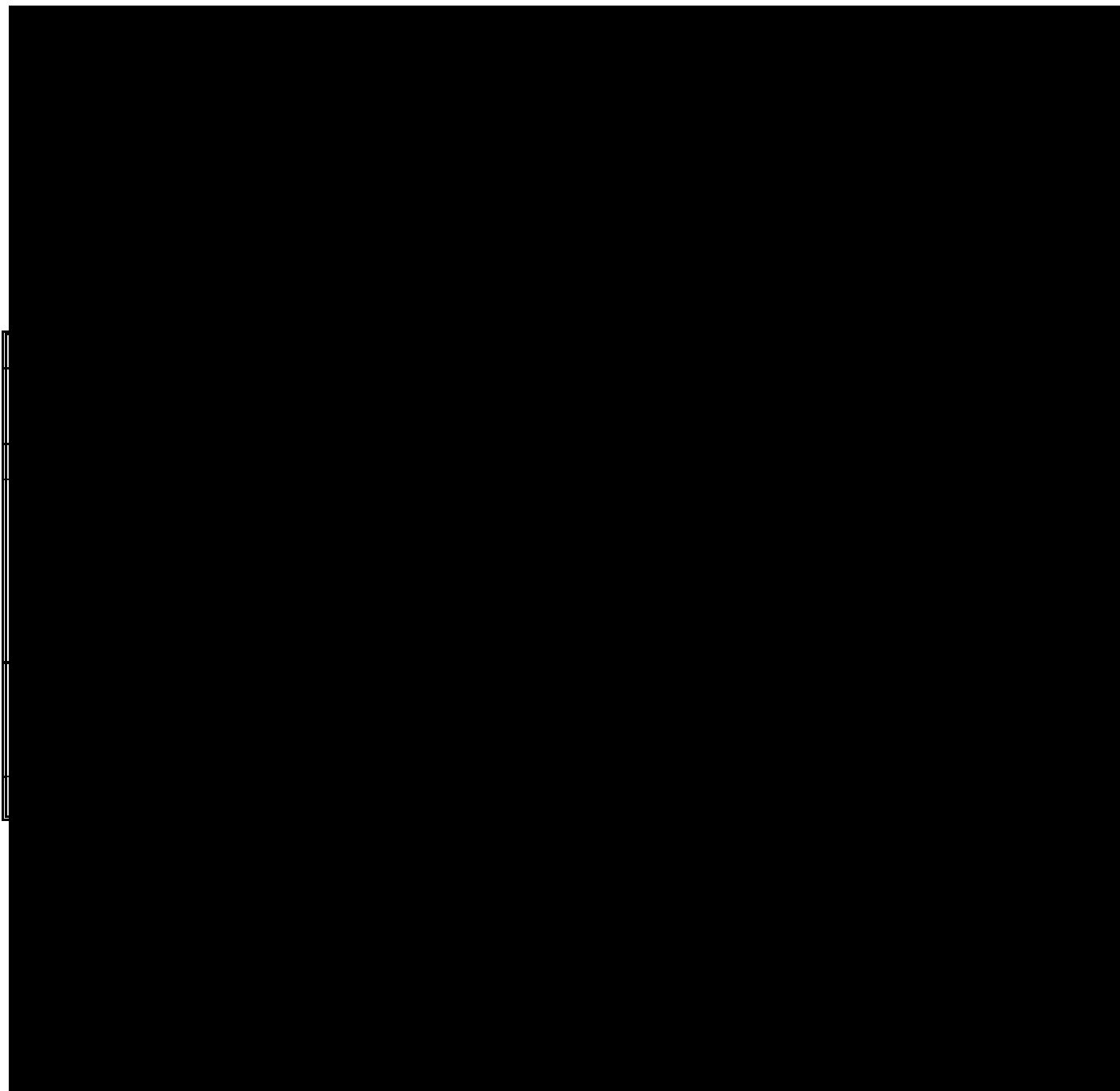


CONFIDENTIAL



# USM Student Center DRAFT Budget Estimate

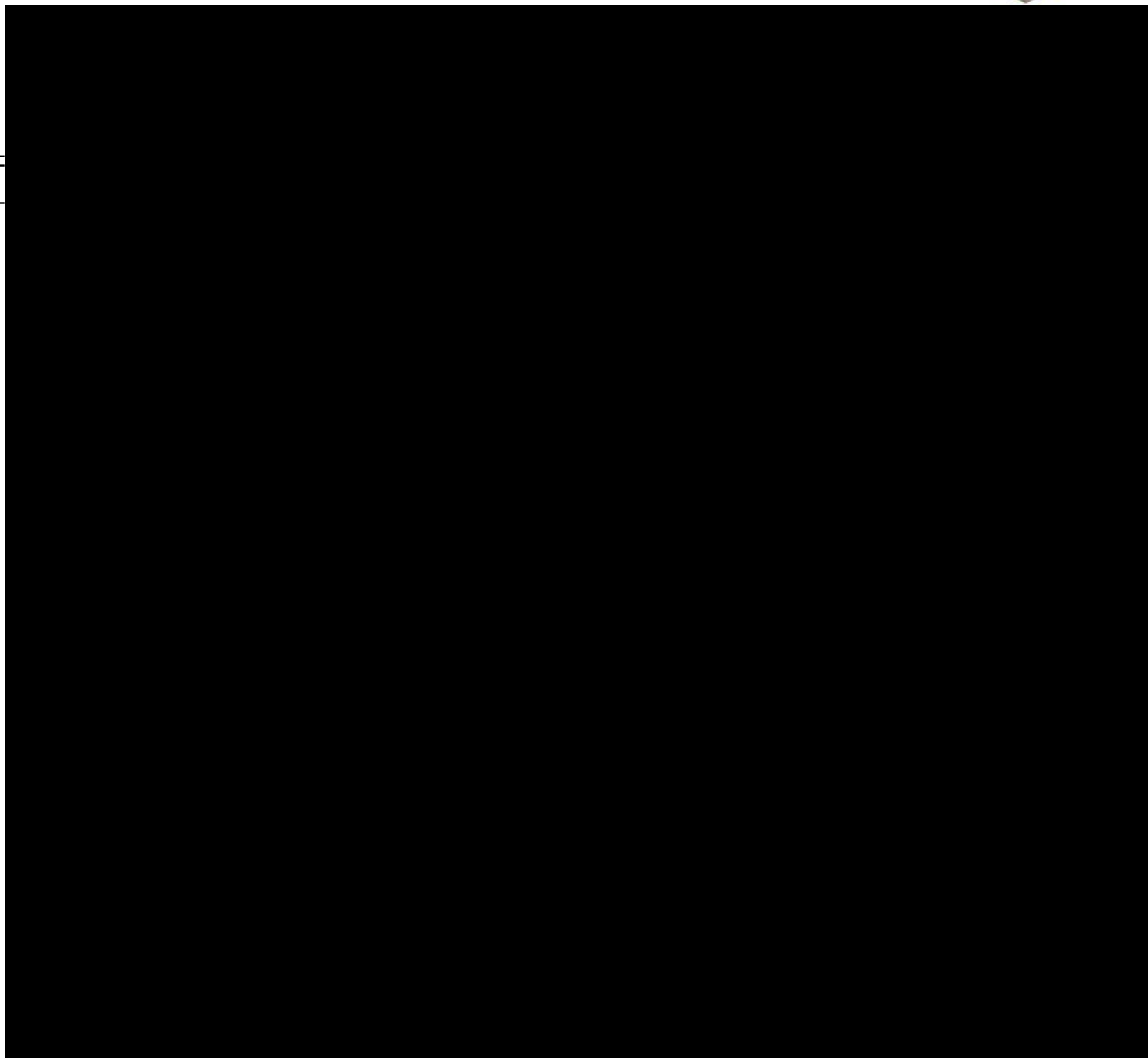
CONFIDENTIAL





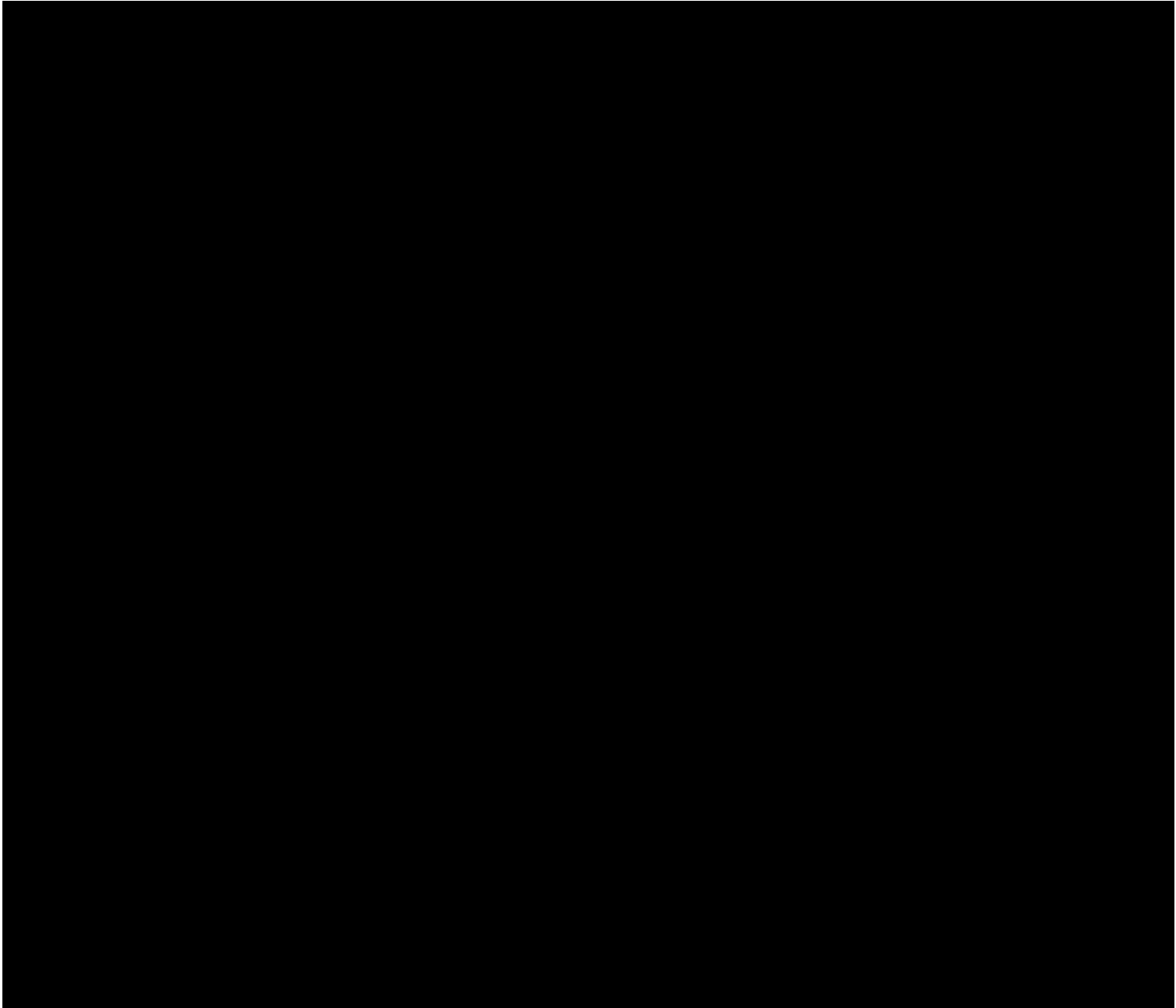
CONFIDENTIAL

## USM Student Center



# USM Student Housing DRAFT Budget Estimate

CONFIDENTIAL

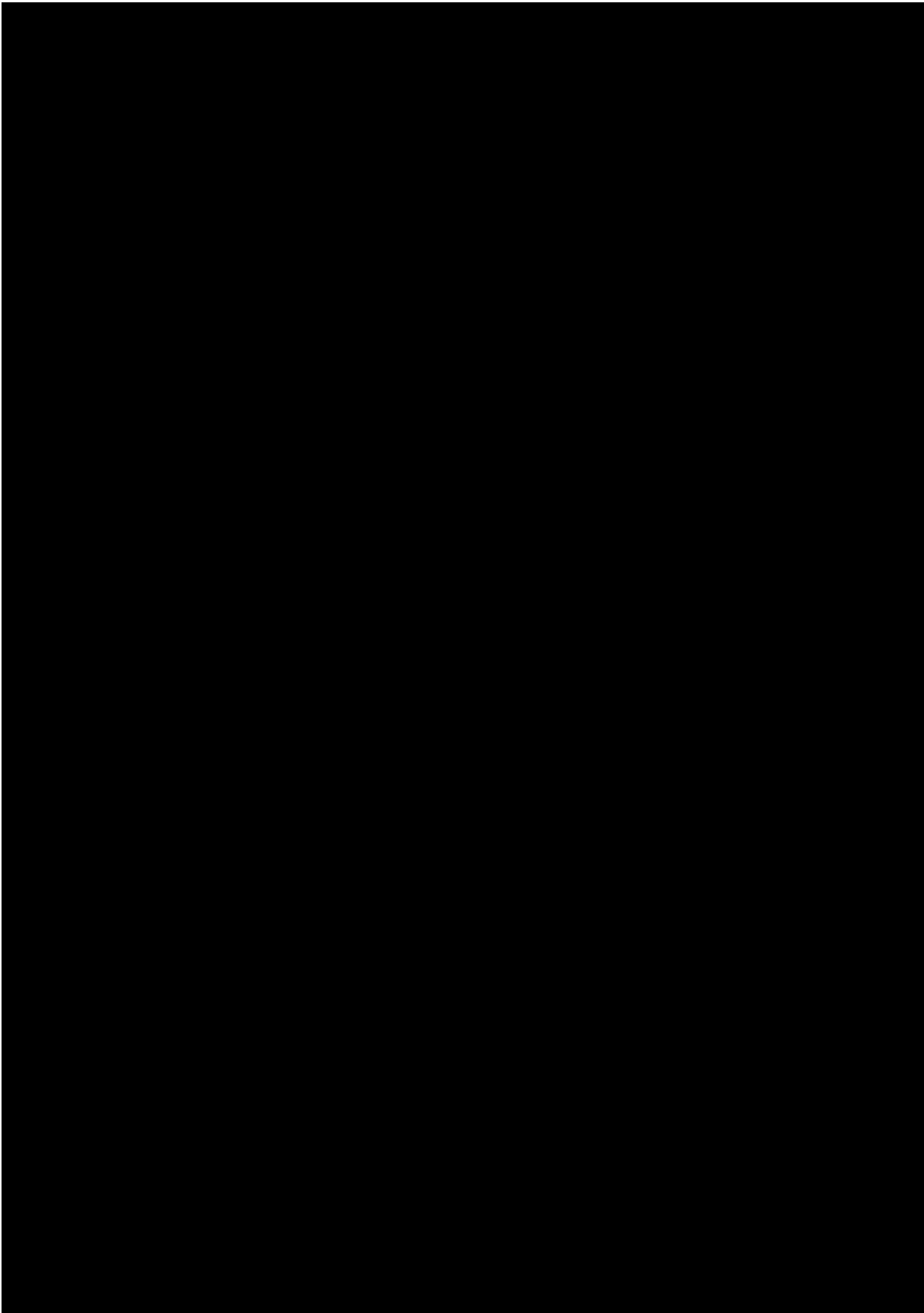


## USM Student Housing

CONFIDENTIAL



CONFIDENTIAL



most accurately reflect anticipated utility consumption of residents.

- **Tax Return/Audit:** Expenses attributable to the anticipated transaction structure.
- **Capital Expenditures (R&R Reserves and IT Reserves):** Annual expenses earmarked for transfer into a separate capital reserve account to address long term repair/replacement of building systems and technology.

### **Student Center**

- **General and Administration:** Similar to the residence hall budget, this category includes general administrative operating expenses. This includes office supplies, software licenses, computer hardware, phones, furnishings, and other equipment.
- **Payroll Expenses:** This staffing model is based on similar-sized student centers and includes payroll for a first and second shift maintenance and custodial staff. Also included is an office manager to manage room reservations and event planning in addition to student staff to operate a reception desk and manage event set-up.
- **Maintenance Expenses:** This section includes all anticipated maintenance and housekeeping materials and supplies necessary to provide general maintenance and housekeeping/custodial services for the facilities as well as costs to maintain hoods, duct work and kitchen exhaust fans.
- **Contract Services:** Contract services include estimated costs for service such as elevator maintenance, life safety, door access, security cameras and pest management. We exclude landscape/grounds services per the RFP.
- **AV Maintenance:** A separate line item for Audio Visual repair and maintenance needs has been identified. The annual costs associated with maintaining this equipment for meeting rooms can be significant and warrants specifically identifying these potential costs within the budget.
- **Management Fees –** Represents CMP's fee for delivery of maintenance, custodial, operational and asset management services. This expense is based on the same per square foot charge applicable to the residential hall.
- **Utilities:** CMP's high-level utility budget includes electricity, natural gas, water/sewer, internet/TV services and refuse hauling. This category will be affected based on the ultimate scope and scale of building components such as dining. Throughout the design process, CMP will refine the energy model and utility budget to most accurately reflect design decisions
- **Tax Return/Audit:** Expenses attributable to the anticipated transaction structure. At this time, we are assuming a tax return will not be required, but an audit is recommended.

- **Capital Expenditures (R&R Reserves and IT Reserves):** Annual expenses earmarked for transfer into a separate capital reserve account to address long term repair/replacement of building systems and technology.

## Residence Hall and Student Center Combined Operational Efficiencies

CMP believes there are opportunities to improve operating efficiency and reduce overall costs if the residence hall and student center are operated by the same manager. In our experience, as the square footage under management increases, the operating cost per square foot typically decreases. The geographic proximity of the two facilities presents several budget categories where costs could be shared. While it is still too early to quantify all of the potential reductions in great detail, we have assumed some payroll efficiency with one General Manager overseeing operations for both projects. Some of the other potential areas where we would expect economies of scale to produce savings for both facilities include:

### **Payroll**

CMP would operate both facilities with one General Manager who would manage both buildings. We would still anticipate having a Building Manager in the Student Center for evenings and weekends. The burden for General Manager salary and Maintenance Team Lead could be shared on a pro-rata basis between the two operating budgets with an equitable cost split between the projects.

### **R&M Supplies**

CMP will be able to negotiate better pricing on cleaning supplies, light bulbs, air filters, and other recurring material needs resulting from an increased volume in basic maintenance and cleaning materials procured between both buildings. There will also be opportunities for CMP to purchase required power tools and equipment such as floor buffers and technical equipment that could be shared between the communities.

### **Service Contracts**

Pricing on service contracts for elevator maintenance, fire alarm monitoring, pest management and other services could be improved with combined contracts for both facilities.

### **Administrative**

Both facility budgets will benefit from reduced administrative costs for office equipment which can be spread over more square footage under management.





## Current / Future Project Disclosure

Capstone Development Partners does not currently have any development projects, neither underway nor in pursuit, in the Portland, ME area. Furthermore, no member of the Capstone Team, including: PC Construction; SMRT Architects; Elkus Manfredi Architects; Capstone Management Partners; Harrison Street Capital, have any potential conflict of interest due to involvement in either an existing or future property in the Portland market.





**Appendix B:** Signature Form: Debarment, Performance and Non-Collusion Certification

**University of Maine System  
DEBARMENT, PERFORMANCE and NON-COLLUSION  
CERTIFICATION**

RFP # 2020-011

University of Southern Maine (USM)

Public-Private Partnership for Portland Campus Student Housing and Student Center

By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:

- a. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.
- b. Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:
  - i. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state or local government transaction or contract.
  - ii. Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - iii. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
  - iv. Have not within a three (3) year period preceding this proposal had one or more federal, state or local government transactions terminated for cause or default.
- c. The above mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.

**Failure to provide this certification may result in the disqualification of the Respondent's proposal, at the University's discretion.**

Date: 9/20/19

Jeff Jones, Principal

Name and Title (Printed)

  
Authorized Signature







**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM)  
Public-Private Partnership for Portland Campus Student Housing and Student Center**

**ADDENDUM #01**

**DATE: August 9, 2019**

## **Appendix L: Geo-Tech Report**

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:

A handwritten signature in blue ink, appearing to read "Jeff Jones", followed by a horizontal line.



**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM)  
Public-Private Partnership for Portland Campus Student Housing and Student Center**

**ADDENDUM #02**

**DATE: August 21, 2019**

## **Appendix K: Market Analysis**

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:

A handwritten signature in blue ink, appearing to read "Jeff Jones", with a long horizontal flourish extending to the right.

Page 1 of 74

REQUEST FOR PROPOSAL #2020-011

University of Southern Maine (USM)  
Public-Private Partnership for Portland Campus Student Housing and Student Center

ADDENDUM #03

DATE: August 21, 2019

## Appendix M: UMS IT Standards

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:





## REQUEST FOR PROPOSAL #2020-011

### University of Southern Maine (USM) Public-Private Partnership for Portland Campus Student Housing and Student Center

## RESPONSE ADDENDUM #04

**DATE: August 21, 2019**

### **NOTIFICATION**

Question and Answer Period extended:

- Due Date for Questions from Developers:  
**August 23, 2019 by 11:59pm EST**
- Responses to Questions Published:  
**August 28, 2019**

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:

A handwritten signature in blue ink, appearing to read "Jeff Jones", followed by a horizontal line.



Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:

## REQUEST FOR PROPOSAL #2020-011

### University of Southern Maine (USM) Public-Private Partnership for Portland Campus Student Housing & Student Center

## RESPONSE ADDENDUM #05

**DATE: August 30, 2019**

### **QUESTIONS**

Please see below for responses to questions submitted as a part of the Portland Campus Student Housing & Student Center RFP process:

1. In the appendix, when you click on the Site Topography link you get an RFP. Could you please correct and resend this file? A Topo map would be helpful.

**RESPONSE:** The Appendix I file has been updated and you should now be able to access the site topography map via the following link: <http://www.maine.edu/strategic-procurement/wp-content/uploads/sites/2/2019/08/Appendix-I-Site-Topography-Map.pdf>

2. Are you able to email me the GC bidders or plan holders list for this project, or direct me on where to get it? Thanks in advance.

**RESPONSE:** The firms selected to participate in the RFP are posted on the Strategic Procurement website via the following link: <http://www.maine.edu/strategic-procurement/wp-content/uploads/sites/2/2019/08/RFP-2019-075-Selection-List.pdf>

3. Since the RFP is being issued to a select group of developers, may we have the list of firms that got the RFP so we can approach them about joining their team?

**RESPONSE:** Please see the response for question #2.

4. Is the University System contemplating procuring owner's representation services to assist the System in managing P3 projects? The University of Massachusetts Building Authority recently prequalified several firms to be the owner's representative on the Authority's P3 projects, and we are one of those prequalified firms.

**RESPONSE:** At this time, the University of Maine System is not soliciting for an owner's representative for P3 projects.

5. The campus master plan shows the new student center connecting to Sullivan. Is this also the intent for the purposes of the RFP?

**RESPONSE:** For the purposes of this proposal, do not include the connection to Sullivan.



## REQUEST FOR PROPOSAL #2020-011

### University of Southern Maine (USM) Public-Private Partnership for Portland Campus Student Housing & Student Center

## RESPONSE ADDENDUM #06

**DATE: August 30, 2019**

### **CLARIFICATIONS**

Additions to the Overview of the RFP Process Section 9.1, is as follows:

#### **1. Contract Approval**

As required pursuant to the University of Maine System Board Of Trustees Policy 801, execution of an agreement for this project is contingent upon the Board of Trustees approval.

In addition, any contract or agreement for services that will, or may, result in the expenditure by the University of \$50,000 or more must be approved in writing by the Chief Procurement Officer and it is not approved, valid or effective until such written approval is granted.

#### **2. Maine Freedom of Access Act (FOAA)**

The University must adhere to the provisions of the Maine Freedom of Access Act (FOAA), 1 M.R.S.A. §401 et seq. As a condition of accepting a contract under this section, a contractor must accept that, to the extent required by the Maine FOAA, responses to this solicitation, and any ensuing contractual documents, are considered public records and therefore are subject to freedom of access requests.

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:



Date: 9/20/19  
Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:

A handwritten signature in blue ink, appearing to read "Jeff Jones", is written over the "Authorized Signature:" line.

## REQUEST FOR PROPOSAL #2020-011

### University of Southern Maine (USM) Public-Private Partnership for Portland Campus Student Housing & Student Center

#### RESPONSE ADDENDUM #07

**DATE:** August 30, 2019

#### CLARIFICATIONS

Revision to the Site Conditions: Project Location Section 5.1, is as follows:

##### **Project Location**

The Project site (as seen in the aerial photo below) for the Student Center and Phase 1 of Student Housing as described in this RFP is bounded by Bedford Street to the south and Durham Street to the east. The Project site does not include the existing location of the Facilities Management Building (25 Bedford Street).

The existing location of the Facilities Management Building is anticipated to be the site of a potential future Phase 2 of Student Housing, not included in this Project or RFP.

The full site is owned by USM.







**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM) Public-Private Partnership  
for Portland Campus Student Housing & Student Center**

**RESPONSE ADDENDUM #08**

**DATE: August 30, 2019**

**CLARIFICATIONS**

A revised Appendix E – Construction Logistics Map has been posted (see Appendix E2).

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:





**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM) Public-Private Partnership  
for Portland Campus Student Housing & Student Center**

**RESPONSE ADDENDUM #09**

**DATE: August 30, 2019**

**RFP Proposal Extension**

The response Deadline Date/Time for RFP proposals originally set for September 13, 2019 by 1159PM EST has been extended to:

➤ **September 20, 2019 by 1159PM EST**

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:



Page **1** of **1**



**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM) Public-Private Partnership  
for Portland Campus Student Housing & Student Center**

**RESPONSE ADDENDUM #10**

**DATE: September 04, 2019**

**CLARIFICATION**

Clarification to Response Addendum #07, is as follows:

**Project Location**

- In your submission, please base your design on the entire Project Site as originally specified (including the Student Center and Phase 1 and 2 of Student Housing).
- Please also include the cost of demolishing and relocating the Facilities Management building at 25 Bedford Street in your conceptual budget.
- As you review Addendum #07, please consider in your submission the potential cost impact, either negative or positive, to phasing the project by preserving the Facilities Management building for a future phase of Student Housing, thereby not requiring the upfront cost to the Student Center and Phase 1 of Student Housing Project.

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:





**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM) Public-Private Partnership  
for Portland Campus Student Housing & Student Center**

**RESPONSE ADDENDUM #11**

**DATE: September 04, 2019**

Floor plans for Current Buildings identified for demolition:

- Woodbury Campus Center
- 25 Bedford Facilities Building

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:





**REQUEST FOR PROPOSAL #2020-011**

**University of Southern Maine (USM) Public-Private Partnership  
for Portland Campus Student Housing & Student Center**

**RESPONSE ADDENDUM #12**

**DATE: September 05, 2019**

Opportunity for Questions

The University will consider questions relative to Addenda #10 and #11 **only**.

Questions should be submitted to [UMSResponses@Maine.edu](mailto:UMSResponses@Maine.edu). To be considered, questions must be received by:

- Thursday September 5<sup>th</sup> by 11:59pm EST

Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:





Date: 9/20/19

Name and Title (Printed): Jeff Jones / Principal

Authorized Signature:

## REQUEST FOR PROPOSAL #2020-011

### University of Southern Maine (USM) Public-Private Partnership for Portland Campus Student Housing & Student Center

## RESPONSE ADDENDUM #13

**DATE: September 9, 2019**

### CLARIFICATION

### QUESTIONS

1. In Addendum #07 the site limits for the student housing were made which makes the site smaller. Since our proposal in part is judged and scored by compliance with the campus plan, we assume the academic quadrangle space must be respected. The impact is that in order to achieve the bed count of 550 beds the residence increases in the number of stories, which likely increases the construction cost due to high-rise code impacts. Please advise if this is the intended impact of avoiding the facilities building site.

**RESPONSE:** Regarding the site limits, please refer to Response Addendum #10 for further clarification on Response Addendum #07. Yes, the academic quadrangle space must be respected. Possible avoidance of the Facilities building site is not based on increasing the number of stories and associated impacts.

2. Regarding the residential phasing possibilities, we interpreted the original RFP to be asking for a proposal to include 550 beds, as is described in Appendix C-1. With the recent language regarding phasing in Addendum 7, to confirm, is the University requesting proposals for 550 beds across the entire project site, including the Facilities Management building portion of the site? If this is the case, would the University be looking for less than 550 on the non-Facilities Management portion of the site (a potential phase 1), with the balance of this 550 total coming in a second phase on this portion? Or, is the University looking for 550 beds in a phase 1 on the portion of the site without the Facilities Management building, and then even more beds than 550 for phase 2?

**RESPONSE:** Yes, please submit a proposal for 550 beds across the entire Project site (the entire site as shown in the original RFP). Please also discuss the impact to the Project should the Project site for the 550 beds be reduced to the site provided in Addendum #07 (the non-Facilities Management portion of the site). Any potential future phases would involve beds in addition to the 550 included in this Project.

3. Regarding the relocation of the Facilities Management building, we'd like clarification. In the RFP section 5.2, USM states it is handling the relocation of existing occupants of demolished buildings in the project site. What cost regarding FM relocation is USM asking us to include? For example, moving the interior contents to another building on campus?

**RESPONSE:** In your development budget, please include a project cost of \$2.0 Million for the full





## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Randall Student Center Renovation & Addition, UMA
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
 Increase Enrollment 701 – Budgets-Operating & Capital  
 Improve Student Success GSF Increase
5. **BACKGROUND:**

The University of Maine System acting through the University of Maine at Augusta (UMA) requests to spend up to \$6,850,000 for a renovation and addition to the Randall Student Center to improve space for a variety of services focused on student recruitment and retention, such as Admissions; Enrollment; and Advising, as well as other student services as detailed below.

The Welcome Center project includes an addition to and renovation of the Richard J. Randall Student Center. This is consistent with the UMA master plan accepted by Trustees in May of 2018. The project will be funded through a mix of 2018 voter approved general obligation bond funds and campus funds.

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. The request is also pursuant to Trustee policy prohibiting net increases in space without Trustee authorization. In this case, the request is to approve and to forward this matter to the Consent Agenda of the Board of Trustees.

UMA began developing the plans for the Augusta Welcome Center in the spring of 2019. The scope of the project and total budget have increased to accommodate campus needs and the current construction cost environment. The Welcome Center project will include the construction of an 8,400 square foot addition added to the south end of the Randall Student Center. The new space will include a large entrance lobby which will serve as a “hub” for activities in the building. In addition, there will be office spaces for the Enrollment Services and Admissions departments. The new addition will contain a much-needed large gathering space that will be available for campus events and activities.

The Welcome Center project will also involve renovating the first floor of the Randall Center to create improved office space for the Advising Center, Registrar’s Office, Student Financial Services department, Instructional Technology, University Store, and two academic spaces, a MAC Lab and the Flight Simulator Lab.

12/20/2019

The second floor of the Randall Center will be renovated to create improved space for Student Government, the Student Accounts office, multiple Student Life departments, a staff lounge and additional conference/meeting rooms. The Fireplace Lounge will be converted into a large multipurpose student lounge, giving UMA students a place to relax and socialize before, in between, and after classes.

The result of the construction and renovations will have the Randall Student Center serving as the “campus center” of student government, student services and student life departments, conveniently located in close proximity to the student lounge, campus dining, IT Help Desk and University Store.

UMA plans to obtain bids this winter and begin construction as soon as possible thereafter. Occupancy, pending a successful bid, is anticipated in early 2021.

UMA will utilize \$2,885,000 from the 2018 voter approved bond and will fund the remaining approximately \$4 million project costs from UMA funds.

This request is also pursuant to Trustee policy prohibiting net increases in space without Trustee authorization. In this instance, off-setting space reduction has occurred in the past as described further below, rather than contemporaneously or prospectively. The new 8,400 square foot addition portion of the project is far less than the more than 60,000 gross square feet UMA has removed in the past 10 years. For example, UMA has removed Augusta Hall, Lincoln Hall and Dow Chapel.

Additionally, UMA has the strongest net asset value of any campus, having already achieved the Trustees’ interim goal of attaining net asset value better than 63 percent and UMA is approaching the long-term goal of 70 percent. The existing Randall Student center itself has an NAV of 74 percent. UMA also has the highest density measure of any campus in the system.

The renovations and addition will have a minor, but positive, impact on these metrics. The operating costs of the new square footage are estimated to be approximately \$55,000 per year. UMA will adjust the campus operating budget to factor in these new costs.

## **6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forwards this item to the Consent Agenda at the January 26 & 27, 2019 Board of Trustees meeting for the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee to authorize the University of Maine at Augusta to expend \$2,885,000 in 2018 general obligation bond and up to \$3,965,000 of E&G funds to renovate the Richard J. Randall Student Center and construct an addition to this building to serve as the UMA Welcome Center, with final funding sources to be determined by the UMA Chief Business Officer and University Treasurer.



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Real Property Authority Matrix Update, UMS
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Support Maine through Research  
and Economic Development
5. **BACKGROUND:**

The University of Maine System requests authorization to update the delegation of authority matrix for real property matters, which is attached, to permit increases in University owned or occupied research space with the approval of the Chancellor.

The Board of Trustees since March 2015 has reserved to itself the authority for approving all increases in facility space which is to be owned or occupied by the University of Maine System. This directive is administered in parallel with the separate Trustee Policy 701 which requires any capital project of more than \$500,000 to be approved by Trustees.

Today's proposed change would leave intact the requirement that Trustees approve any project with a value greater than \$500,000 and also would leave intact the requirement that Trustees directly approve any increases in space apart from research space.

The intention of this change is to ensure Trustees continue to consider for approval all capital projects of notable scale while also signaling some unique flexibility regarding research space.

This special consideration of research space is intended, in part, to be in support of the Trustees Strategic Goals and Actions and the subsequent University of Maine System Research Plan, which was presented to Trustees in May, 2019. The full report is available at: <https://umaine.edu/researchplan/>

Finding 3 of the plan states in part, with *emphasis added*:

“Between 2007 and 2016, Maine’s total R&D expenditure declined nearly 40 percent — the largest decline of any state over that period. The System as a whole is underperforming in higher education R&D expenditures. There are dozens of federal competitive grant programs available across the major science agencies annually in R&D areas of relevance to the state of Maine for which few or, in

some cases, no applications are made from System universities. This unacceptable situation results from a combination of lack of faculty with expertise or interest in key areas; insufficient administrative capacity to support proposal planning and submission; inadequate faculty time to prepare proposals because of competing teaching and service loads; and lack of graduate students, postdoctoral associates, and technicians. *In addition, there is a critical need for improved facilities; modern and sophisticated instruments and research resources; and procedures for sharing equipment and instruments.* Sometimes, faculty cannot pursue research funding opportunities because the needed equipment, facilities, and capabilities do not exist in the System, or the costs of compliance and purchasing licenses would be too great for faculty to cover from their own research budgets. Universities similar to UMaine have this research infrastructure in place, which puts our faculty at a disadvantage when competing for federal grants. And there are opportunities to engage undergraduate students in research that are not being realized because of the lack of needed equipment and personnel. Improving modernized equipment has the added benefit of enabling the training of our students to prepare for jobs of the future that would use this instrumentation. All campuses report a large need for more administrative support in R&D.

Despite all this, we are confident that System faculty and staff are resourceful and deeply committed to their students, their research, and to Maine, and that we can remedy much of this situation with relatively modest resources, and increased coordination and communication.”

Additionally, the flexibility to expand or build research space/infrastructure will facilitate the nimble creation, launch, and scaling of cross-campus/multi-campus academic programs, including STEM collaborations aligned with state and regional workforce needs.

New or expanded research facilities can further be a significant enrollment driver for UMS in the coming years. All students, and ultimately all campuses, will benefit from the attractions of state-of-the-art research infrastructure.

## **6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forward this item to the Consent Agenda at the January 26-27, 2020, Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves the recommendation of the Finance, Facilities and Technology Committee and authorizes the Chancellor to approve increases in University owned or occupied space when the space is for research purposes.

**Delegation of Board of Trustees Authority for real estate transactions and related matters**

<b>Activity Description</b>	<b>Management Authority (pursuant to APL or other procedures set forth by the Treasurer)</b>	<b>BOT Authority</b>	<b>Committee Authority</b>
<b>Construction, Renovation &amp; Equipment</b> - Total project cost for construction of a new facility or the capital renewal/ alteration/renovation of an existing facility, or the purchase and installation of equipment.	If less than \$500,000.	If greater than or equal to \$500,000. <b>BOT Policy 701</b>	If greater than or equal to \$500,000 and less than \$1 million.
<b>Acquisition of Real Property</b> - Acquisition of real property through purchase, gift, or bequest requires approval prior to transfer of title.	If less than \$50,000.	If greater than or equal to \$50,000. <b>BOT Policy 801</b>	If greater than or equal to \$50,000 and less than \$200,000.
<b>Property Leased to UMS (UMS is the Lessee)</b> - Initial term of any lease of real property (including renewal options) where UMS is leasing from other entities	If less than \$100,000 and less than 5 years.	If greater than or equal to \$100,000 and/or greater than or equal to 5 years. <b>BOT Policy 801</b>	If the total value of the lease is greater than or equal to \$100,000 and less than \$500,000; and if the term is greater than or equal to 5 years and less than 10 years.
<b>Property Leased from UMS (UMS is the Lessor)</b> - Initial term of any lease of real property (including renewal options) where UMS is leasing to other entities.	If less than \$100,000 and less than 5 years.	If greater than or equal to \$100,000 and/or greater than or equal to 5 years. <b>BOT Policy 802</b>	If the total value of the lease is greater than or equal to \$100,000 and less than \$500,000; and if the term is greater than or equal to 5 years and less than 10 years.
<b>Disposal of real property by demolition</b>	Any demolition unless the project requires Trustee consideration under other real property criteria, such as the project cost exceeding \$500,000.	If any of the criteria in the categories above are present. <b>BOT Policy 802 and associated APLs</b>	If any of the criteria in the categories above are present.
<b>Disposal of real property by sale or other transfer</b> - Disposal of real property through sale, gift, or other transfer requiring transfer of title.	If the value of the property to be transferred is less than \$50,000 and the Governor's approval is not required.	All sales with value greater than or equal to \$50,000. Note: Governor's approval also may be required for certain sales. <b>BOT Policy 102 and 802 and associated APLs</b>	n/a
<b>Increases in owned or occupied facility space through construction, acquisition, lease or other means.</b>	<b>If the space is dedicated to research activities.</b>	<b>All other increases. Pursuant to Trustees action March 2015.</b>	<b>n/a</b>

Approved by the Board March 24, 2014; Updated – June 2019; Update pending January 2020



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Capital Project Status Report and Bond Projects Update, UMS
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

### Executive Summary

#### Overview:

Attached is the Capital Project Status Report for the January 8, 2020 meeting of the Finance, Facilities and Technology Committee. The report reflects a total of 20 projects; no projects have been added or removed since the last report. Two projects are completed and will be removed from the following report. They are USM's Corthell Hall HVAC Upgrades (6100295) and Woodward Hall Renovation (6100301) projects.

#### Bond Project Status Report:

The special portion of this report calling out only bond projects now reflects twenty-nine (29) projects in progress. These projects are currently estimated to account for over \$31 million of the \$49 million in voter approved general obligation bond funding and just over \$4 million of that has been expended. Supplemental funding is being leveraged for some of these projects and the total estimated project value across all funds currently stands at approximately \$42.8 million, including the bond funding and other project resources.

Seven (7) of these bond projects also appear on the Capital Project Status Report with approved budgets above board threshold. Five (5) projects are expected to be brought to the board for additional authorization as design progresses, but are currently in design and pre-design phases with budgets below the board approval threshold. Two such projects are part of today's agenda: UMA's Augusta Welcome Center (1100077) and USM's Nursing Simulation Lab (6100327). The remaining seventeen (17) bond projects do not have budgets that meet the threshold for Board of Trustees consideration, and are therefore not present on the Capital Projects Status Report. One project is complete, however will remain on this report for documenting purposes until all Bond Projects are completed.

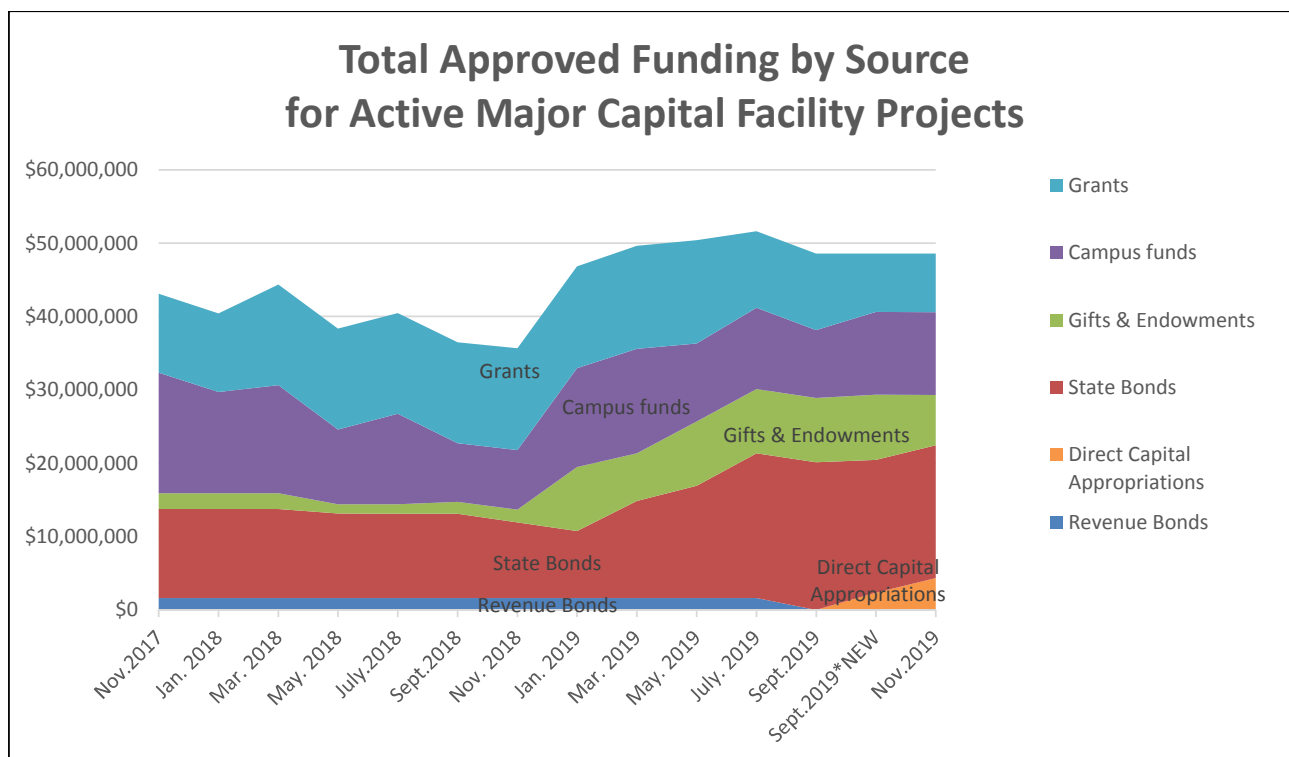
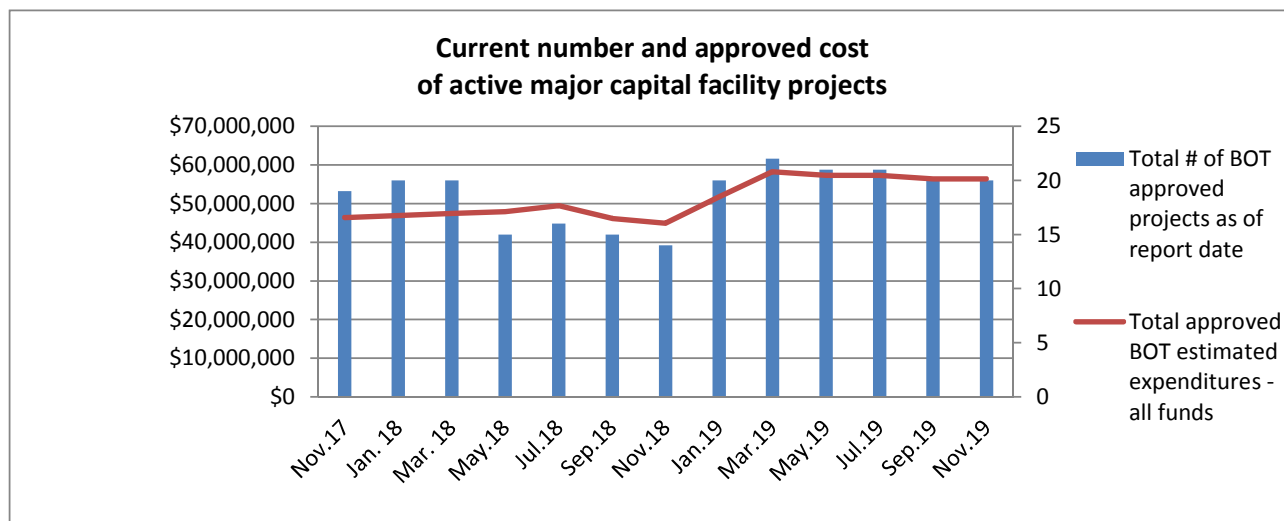


Future reports will be updated to reflect additional active Bond projects as the information becomes available.

Update to UM Ferland Engineering Education & Design Center Project:

The project is currently in the final stage of design (Construction documents). The team recently issued a set of 80% complete documents for a pricing exercise. The estimates from this are expected to be finalized in January. With these results the team expects to be ready to request board approval for the construction portion of the project as soon as the upcoming February/March meetings.

12/20/2019



\*Direct Capital Appropriations funds consist of capital appropriations in anticipation of revenue bonding, as well as MEIF funds.

\*\*Please note that the graph reflecting Total Approved Funding by Source for Active Major Capital Facility Projects, two sets of data for the month of September are captured to reflect a change in methodology. The new methodology does not reflect any change in resources but does reflect a refinement in how those resources are categorized. Following months will return to a single set of data for each month.

12/20/2019

**Capital Project Status Report**  
**Board Approved Projects**  
**January 2020 - Finance, Facilities and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>UMA</b>								
Handley Hall HVAC System Upgrade (1200029)	2018 State Bond (77%), Campus E&G Funds (23%)	Design in Progress	2020	2020	\$575,000	\$575,000	4%	Board approved \$575K in September, 2019.
<b>UM</b>								
Advanced Structures and Composites Center Expansion/ASCC Equip W2-Thermoplastics Lab/ASCC Equip W2 Tow Carriage (5100316, 5100414, 5100432)	2010 State Bond (49%), Grants (44%), Gifts (6%), Campus E&G Funds (<1%)	Project 5100316 is Complete, Project 5100414 Design in Progress, Project 5100432 is Substantially Complete	2014	2020	\$6,400,000	\$10,400,000	92%	Board approved \$6.4M in November, 2012. Board approved \$1.6M in March 2014. Board approved increase of \$871,000 in March 2015. BOT approved additional \$1.5M in May 2016 for equipment project.
Cooperative Extension Diagnostic & Research Lab (5100387)	2014 State Bond (84%), Grants (5%), Campus E&G Funds (11%)	Complete	2016	2019	\$9,000,000	\$9,600,000	99%	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.
Aquatic Animal Health Facility (5100440)	Grants (41%), Campus E&G Funds (59%)	Complete	2017	2019	\$2,300,000	\$2,870,000	99%	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.
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (69%), Campus E&G Funds (31%)	Design in Progress	2017	2021	\$3,000,000	\$5,200,000	7%	Board approved \$3M in July, 2017. Board approved increase of \$2.2M in September, 2019.
Engineering Education and Design Center (5100458, 5100493, 5200604)	Gifts (33%), Campus Funds (10%), Campus Operating Reserves (13%), Direct Capital Appropriations (44%)	Design in Progress	2024	2024	\$1,000,000	\$9,000,000	60%	Board approved \$1M in September, 2017. Board approved additional \$8M in May, 2018. Initial occupancy of this facility is expected in 2022; final completion in 2024.
Wells Commons Generator (5100433)	Campus Auxiliary Operating (64%) Campus Auxiliary Reserves (36%)	Substantially Complete	2019	2020	\$525,000	\$525,000	61%	Board approved \$525,000 January, 2018.
CCAR EDA Hatchery Building Roof Replacement (5100456)	Campus E&G Funds (100%)	Substantially Complete	2019	2020	\$562,000	\$562,000	12%	Board approved \$562,000 in June, 2018.
Hilltop Commons Servery Updates (5100489)	Campus Auxiliary Operating (40%) Campus Auxiliary Reserves (60%)	Substantially Complete	2019	2020	\$925,000	\$925,000	68%	Board approved \$925,000 January, 2019.
York Hall Kitchen Hood Replacement (5100490)	Campus Auxiliary Operating (22%) Campus Auxiliary Reserves (78%)	Substantially Complete	2019	2020	\$550,000	\$950,000	73%	Board approved \$550,000 January, 2019. Board approved additional \$400K in May, 2019.
UM Energy Solutions (5200466)	Campus E&G Funds (100%)	Pre-Design in Progress	2023	2023	\$5,700,000	\$5,700,000	10%	Board approved \$5.7M March, 2019.
<b>UMF</b>								
Dearborn Gym HW Upgrades (2100087)	2018 State Bond (100%)	Substantially Complete	2019	2020	\$600,000	\$850,000	76%	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.

**Capital Project Status Report**  
**Board Approved Projects**  
**January 2020 - Finance, Facilities and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Original Approved Estimate	Current Approved Estimate	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>USM</b>								
USM Center for the Arts (6100300)	Gifts (100%)	Pre-Design in Progress	2022	2023	\$1,000,000	\$1,000,000	12%	Board approved \$1M in January, 2018.
***Corthell Hall HVAC Upgrades (6100295)	Campus E&G Funds (100%)	Complete	2018	2019	\$550,000	\$550,000	94%	Board approved \$550,000 in May, 2018.
***Woodward Hall Renovation (6100301)	2018 State Bond (86%), Campus E&G Funds (14%)	Complete	2019	2019	\$1,800,000	\$1,800,000	63%	Board approved \$1.8M in January, 2019.
Ricci Lecture Hall Renovation (6100308)	2018 State Bond (29%), Gifts (43%), Campus E&G Funds (28%)	Substantially Complete	2019	2020	\$500,000	\$680,000	75%	Board approved \$500,000 in January, 2019. Board approved additional \$180K in May, 2019.
Brooks Student Center Generator & Switchgear Installation (6100315)	Campus E&G Funds (100%)	Complete	2019	2019	\$675,000	\$675,000	92%	Board approved \$675,000 in January, 2019.
Schematic Design of the Career and Student Success Center (6100325)	2018 State Bond (100%)	Pre-Design in Progress	2020	2022	\$1,000,000	\$1,000,000	1%	Board approved \$1M in January, 2019.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	2018 State Bond (8%), Campus E&G Funds (92%)	Project 6100316 is Out to Bid, Project 6100323 is Complete	2019	2021	\$2,580,000	\$2,580,000	20%	Board approved \$2.58M in January, 2019.
<b>UMPI</b>								
UMPI Greenhouse (7100010)	Bond (11%), Direct Capital Appropriations (46%), Gifts (43%)	Substantially Complete	2018	2019	\$850,000	\$935,000	77%	Board approved \$850K in September, 2018. Board approved additional \$85,000 in January, 2019.
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report. *** This project has been completed since the last report and is not expected to appear on the next report.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.					Percentage expended reflects total expended as of November 30, 2019 as a percentage of the current approved project estimate.	

**Bond Project Status Report**  
**Active Bond Projects**  
**January 2020 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>UMA</b>								
Augusta Campus Welcome Center (1100077) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2021	2021	Bond (100%), Campus E&G Funds (0%)	\$1,155,000	\$42,423	\$3,000,000	Approved budget of \$400,000 as it remains in study/design phase.
Augusta Campus Fire Alarms (1100078) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2020	2020	Bond (100%)	\$400,000	\$46,510	\$400,000	
Bangor Campus Fire Alarms (1100540) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2020	2020	Bond (100%)	\$330,000	\$38,053	\$330,000	
Handley Hall A/C Replacement (1200029) Project Manager: Sheri Stevens/Keenan Farwell	Design in Progress	2020	2020	Bond (77%), Campus E&G Funds (23%)	\$530,000	\$18,215	\$575,000	Board approved budget of \$575,000 in September, 2019
Bangor Welcome Center Planning (1100534) Project Manager: Sheri Stevens/Walter Shannon	Design in Progress	2021	2021	Bond (100%)	\$300,000	\$3,309	\$300,000	
<b>Total Bond for Campus</b>					<b>\$2,715,000</b>	<b>\$148,510</b>	<b>\$4,605,000</b>	
<b>UMF</b>								
Dearborn Gym Hot Water Upgrades (2100087) Project Manager: Keenan Farwell	Substantially Complete	2019	2020	Bond (100%)	\$850,000	\$645,939	\$850,000	Board approved \$600K in March, 2019. Board approved additional \$250K in May, 2019.
274 Front St Acquisition (2100089) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$855,000	\$850,820	\$855,000	Board approved \$855K in January, 2019.
Scott Hall Renovations (2100092) Project Manager: Keenan Farwell	Construction in Progress	2019	2020	Bond (100%)	\$200,000	\$171,155	\$200,000	
Dakin Hall Shower Renovations (2100093) Project Manager: Keenan Farwell	Construction in Progress	2019	2020	Bond (100%)	\$200,000	\$40,987	\$200,000	
Lockwood Hall Shower Renovations (2100094) Project Manager: Keenan Farwell	Construction in Progress	2019	2020	Bond (100%)	\$200,000	\$73,965	\$200,000	
Stone Hall Shower Renovations (2100095) Project Manager: Keenan Farwell	Construction in Progress	2019	2020	Bond (100%)	\$200,000	\$19,514	\$200,000	
UMF Campus Paving (2100097) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$200,000	\$96,916	\$200,000	
274 Front St Renovation (2100096) Project Manager: Keenan Farwell	Pre-Design in Progress	2020	2020	Bond (100%)	\$450,000	\$4,244	\$1,000,000	Approved budget of \$450,000, as it remains in study/design phase.
**FRC Floor Renovation (2100098) Project Manager: Keenan Farwell	Complete	2019	2019	Bond (100%)	\$200,000	\$187,807	\$200,000	
Exterior Painting Merrill Hall (2200096) Project Manager: Keenan Farwell	Pre-Design in Progress	2020	2020	Bond (0%)	\$40,000	\$0	\$40,000	
*Olsen Center Walk-In Replacement (2100090) Project Manager: Keenan Farwell	Construction in Progress	2020	2020	Bond (0%)	\$100,453	\$0	\$291,453	
<b>Total Bond for Campus</b>					<b>\$3,495,453</b>	<b>\$2,091,346</b>	<b>\$4,236,453</b>	

**Bond Project Status Report**  
**Active Bond Projects**  
**January 2020 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>UMFK</b>								
UMFK Enrollment/Advancement Center (3100042) Project Manager: Jacob Olsen	Design in Progress	2022	2022	Campus E&G (100%)	\$300,000	\$0	\$2,900,000	Approved budget of \$320,000 as it remains in study/design phase.
<b>Total Bond for Campus</b>					<b>\$300,000</b>	<b>\$0</b>	<b>\$2,900,000</b>	
<b>UMM</b>								
UMM Science Building Roof Replacement (4100042) Project Manager: Art Bottie	Substantially Complete	2020	2020	Bond (100%)	\$325,000	\$223,600	\$325,000	
UMM Dorward Hall Roof Replacement (4100043) Project Manager: Art Bottie	Substantially Complete	2020	2019	Bond (100%)	\$300,000	\$251,758	\$300,000	
UMM Sennett Roof Replacement (4100044) Project Manager: Art Bottie	Design in Progress	2020	2020	Bond (100%)	\$150,000	\$9,783	\$150,000	
**UMM Reynolds Center Roof Repair (4200044) Project Manager: Art Bottie	Substantially Complete	2020	2020	Bond (100%)	\$164,000	\$145,465	\$164,000	
*UMM Site Work (4200045) Project Manager: Joshua Burke	Construction in Progress	2020	2020	Bond (100%)	\$60,000	\$1,990	\$60,000	
<b>Total Bond for Campus</b>					<b>\$999,000</b>	<b>\$632,596</b>	<b>\$999,000</b>	
<b>USM</b>								
**Woodward Hall Renovations (6100301) Project Manager: Carol Potter	Complete	2019	2019	Bond (86%), Campus E&G Funds (14%)	\$1,500,000	\$975,440	\$1,800,000	Board approved \$1.8M in January, 2019.
Ricci Lecture Hall Renovations (6100308) Project Manager: Carol Potter	Substantially Complete	2019	2020	Bond (29%), Gifts (43%), Campus E&G Funds (28%)	\$150,000	\$150,000	\$680,000	Board approved \$500,000 in January, 2019. Board approved additional \$180K in May, 2019.
Schematic Design of the Career and Student Success Center (6100325) Project Manager: Joe Gallant	Pre-Design in Progress	2020	2022	Bond (100%)	\$19,000,000	\$9,800	\$19,000,000	Board approved \$1M in January, 2019. The total project cost remains under development and subject to change.
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323) Project Manager: Carol Potter	Project 6100316 is Out to Bid, Project 6100323 is Complete	2019	2021	Bond (8%), Campus E&G Funds (92%)	\$1,460,000	\$40,622	\$2,580,000	Board approved \$2.58M in January, 2019.
USM Nursing Simulation Lab Science (6100327) Project Manager: Joe Gallant	Design in Progress	2021	2020	Bond (100%)	\$1,500,000	\$79,943	\$1,500,000	Approved budget of \$450,000 as it remains in study/design phase.
<b>Total Bond for Campus</b>					<b>\$23,610,000</b>	<b>\$1,255,805</b>	<b>\$25,560,000</b>	



**Bond Project Status Report**  
**Active Bond Projects**  
**January 2020 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID), Project Manager	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) & each source's share of expenditures to date	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>UMPI</b>								
Wieden Renovation Bond (7100025) Project Manager: Joseph Moir	Design in Progress	2020	2020	Bond (0%)	\$125,000	\$32,184	\$4,000,000	Approved budget of \$125,000, as it remains in study/design phase.
Folsom Renovation Bond (7100026) Project Manager: Joseph Moir	Design in Progress	2020	2020	Bond (100%)	\$100,000	\$1,283	\$478,000	
<b>Total Bond for Campus</b>					<b>\$225,000</b>	<b>\$33,466</b>	<b>\$4,478,000</b>	
<b>Totals:</b>					<b>\$31,344,453</b>	<b>\$4,161,724</b>	<b>\$42,778,453</b>	
Explanatory Notes: * Project is new as of this report. ** Details of this project include updates since the last report.	Funding source(s) reflects primary source(s) for project.	Calendar Year unless otherwise noted.						Percentage expended reflects total expended as of November 30, 2019 as a percentage of the current approved project estimate.



---

## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Bailey Hall Fire Protection and Electrical Upgrades, USM
2. **INITIATED BY:** Mark R. Gardner, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**  
Improve Student Success and Completion 701 – Budgets-Operating & Capital
5. **BACKGROUND:**

The University of Maine System acting through the University of Southern Maine (USM) requests an increase in the total authorization for the previously-approved Bailey Hall Fire Protection and Electrical Upgrades project of up to \$1,808,000, for a new total maximum authorized expenditure of up to \$4,388,000. The additional funding will be from sources identified by the Chief Business Officer for USM.

This current 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 request is to approve and to forward the recommendation to the Consent Agenda for the January 26-27, 2020 Board of Trustees meeting.

The project is required to achieve compliance with directives of the State Fire Marshal's office. In March of 2015, the State Fire Marshal issued a directive to have an automatic sprinkler system installed in Bailey Hall by March of 2020 to meet current code for the type of building. The campus received an extension on this deadline and is working closely with the state as the project moves forward.

The project consists of upgrades to the building fire protection system, fire panel and alarm system, and building electrical service as well as abatement of related asbestos-containing building materials. Additional work in the library area of the building including ceiling, lighting and heating, ventilation and cooling (HVAC) equipment replacement was determined to be necessary in the midst of the design work during the summer of 2019. The abatement work was completed during the summer of 2019 while the fire protection and electrical design work continued.

Trustees authorized \$2,580,000 for this project in January 2019. The current request for increased authorization is in part due to increases in scope necessitated during the design process and also in part by bids continuing to exceed estimates on this project.

Multiple attempts – including April and September of 2019 – have been made to bid the full project and portions of the work over the last year. Each time bids came in significantly over the pre-bid estimated budget.

Most recently, the project was issued once again for bids in November 2019 with the bid opening in late December 2019. The university received six responsive bids although only one sprinkler sub-contractor bid on the project.

That bid, which followed work by the university with contractors, designers, and building occupants to review the scope, schedule and budget to determine the best path forward, is what has precipitated the current request for increased authorization.

The current requested budget reflects the bid results for the full project with completion of the project over two summers. A full project contingency is included in the proposed new budget, which increases confidence in the ability of the project to be completed within budget.

The Sightlines Net Asset Value (NAV) of Bailey Hall is estimated at 41%.

**6. TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee forwards this item to the Consent Agenda at the January 26 & 27, 2019 Board of Trustees meeting for the following resolution:

That the Board of Trustees authorizes the University of Maine System acting through the University of Southern Maine to expend up to \$4,388,000 for the Bailey Hall Fire Protection Upgrade project. With the additional funding to be determined by the campus Chief Business Officer and University Treasurer.