Board of Trustees

Finance, Facilities & Technology Committee

April 9, 2021 from 9:00 am to 11:00 pm
Via Zoom

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: https://www.maine.edu/board-of-trustees/

AGENDA

9:00am – 9:30am
TAB 1 Gordian (Sightlines) Data

9:30am – 10:15am
TAB 2 FY2022 Budget Updates/Changes

10:15am – 11:00am **EXECUTIVE SESSION**
The Finance, Facilities & Technology Committee will enter Executive Session under the provision of: 1 MRSA Section 405 6-C.

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.

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: Gordian (Sightlines) Data

INITIATED BY: James O. Donnelly, Chair

BOARD INFORMATION: **X** **BOARD ACTION:**

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:
N/A

BACKGROUND:

Vice Chancellor Ryan Low will give a brief presentation of Gordian (Sightlines) data from the most recent annual report for UMS.

3/29/2021

The University of Maine System

FY20 Return on Physical Assets

Final Presentation

March 3, 2021

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

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Gordian and Sightlines

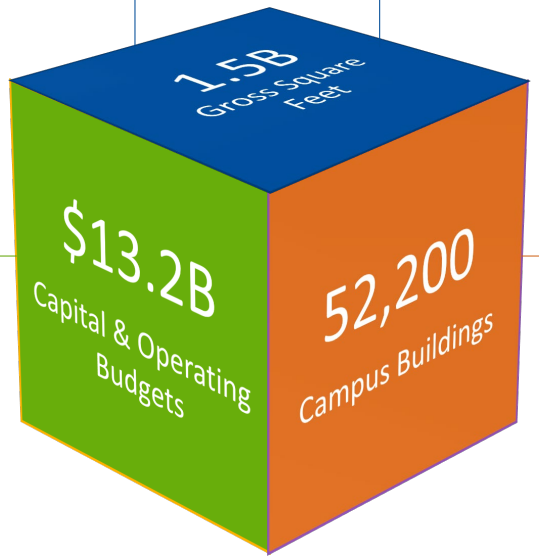
Owners of the largest verified facilities database in higher education

450+
Unique Campuses in 42 states and 5 Canadian Provinces

1.5B
Gross Square Feet of campus space

$13.2B
In capital and operational budgets currently being tracked

52,200
Campus Buildings across North America



Sightlines members serve **over 20%** of US College Enrollment

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Vocabulary for Return on Physical Assets (ROPA)

Annual Stewardship

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

"Keep-Up Costs".

Asset Reinvestment

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

"Catch-Up Costs"

Operational Effectiveness

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

Service

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

Asset Value Change

Operations Success

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Vocabulary for Return on Physical Assets (ROPA)

Annual Stewardship

Operating Budget
Planned Maintenance

Funded Depreciation

"Keep-Up Costs".

Asset Reinvestment

State Funding
University Revenue
Campus Capital Accounts
Bonds, Grants, Gifts

"Catch-Up Costs"

Operational Effectiveness

Facilities Operating Budget

Staffing and Supervision

Energy Cost and Consumption

Service

Work Order Process Analysis

Campus Inspection

Customer Satisfaction Survey

Asset Value Change

Operations Success

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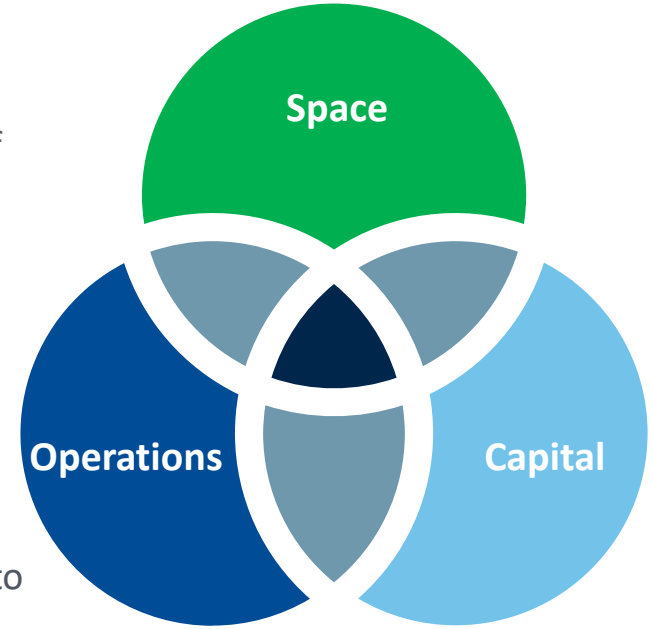
Integrated Campus Stewardship

- FY2020 GSF and density are commensurate with FY2019 data.
- Space continues to age. Over the next 10 years the UMS will face dual waves of life cycles coming due.
- Capital investment into existing space to keep up with these lifecycles, despite increasing in FY20 is not able to slow the aging process of System assets.
- Energy consumption decreased across the UMS as campuses shuttered due to COVID-19.
- Service process improves with AIM. Opportunities to increase communication to customers and campus use of reporting exists.



Throughout the presentation UMS will be compared to the Gordian Public Higher Ed. Database Average for FY20. This subset of the database includes institutions like the University of Massachusetts, University of New Hampshire, University of Iowa, University of New Mexico and University of Washington.

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Space Profile

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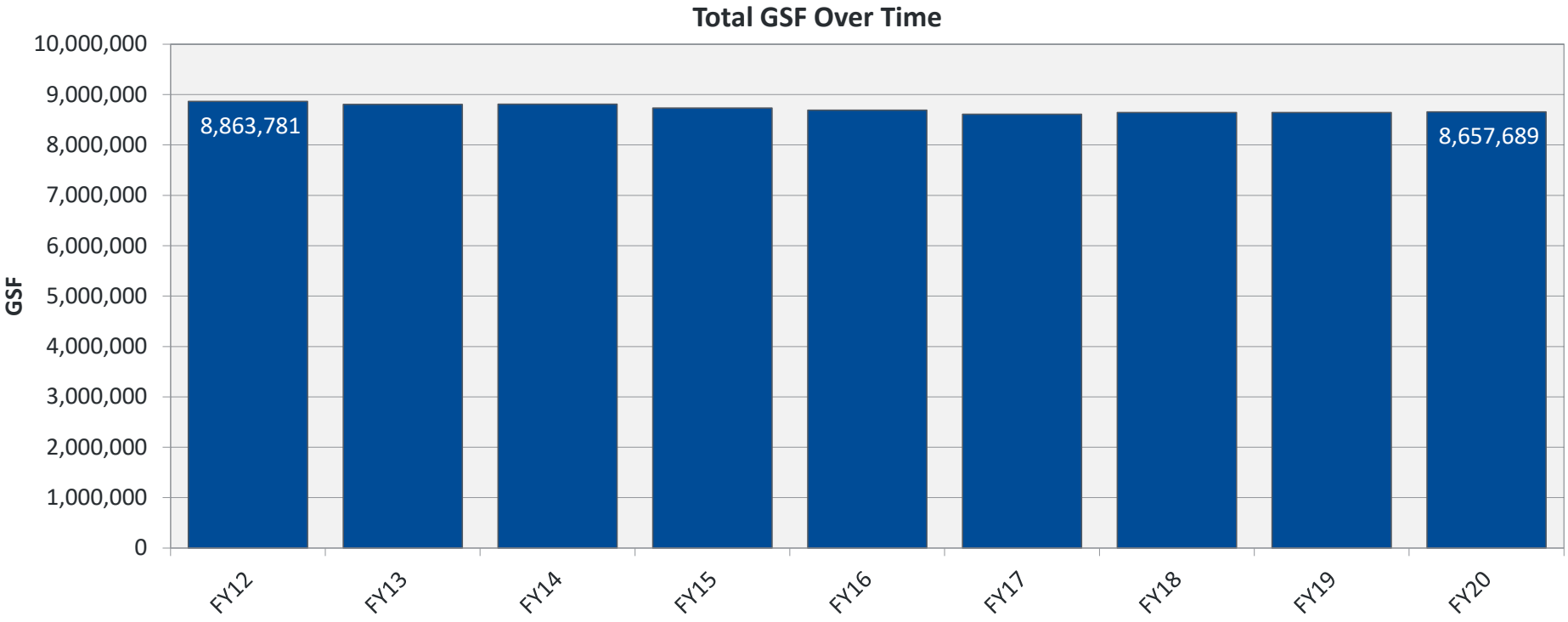
UMS GSF Holds Steady in FY2020



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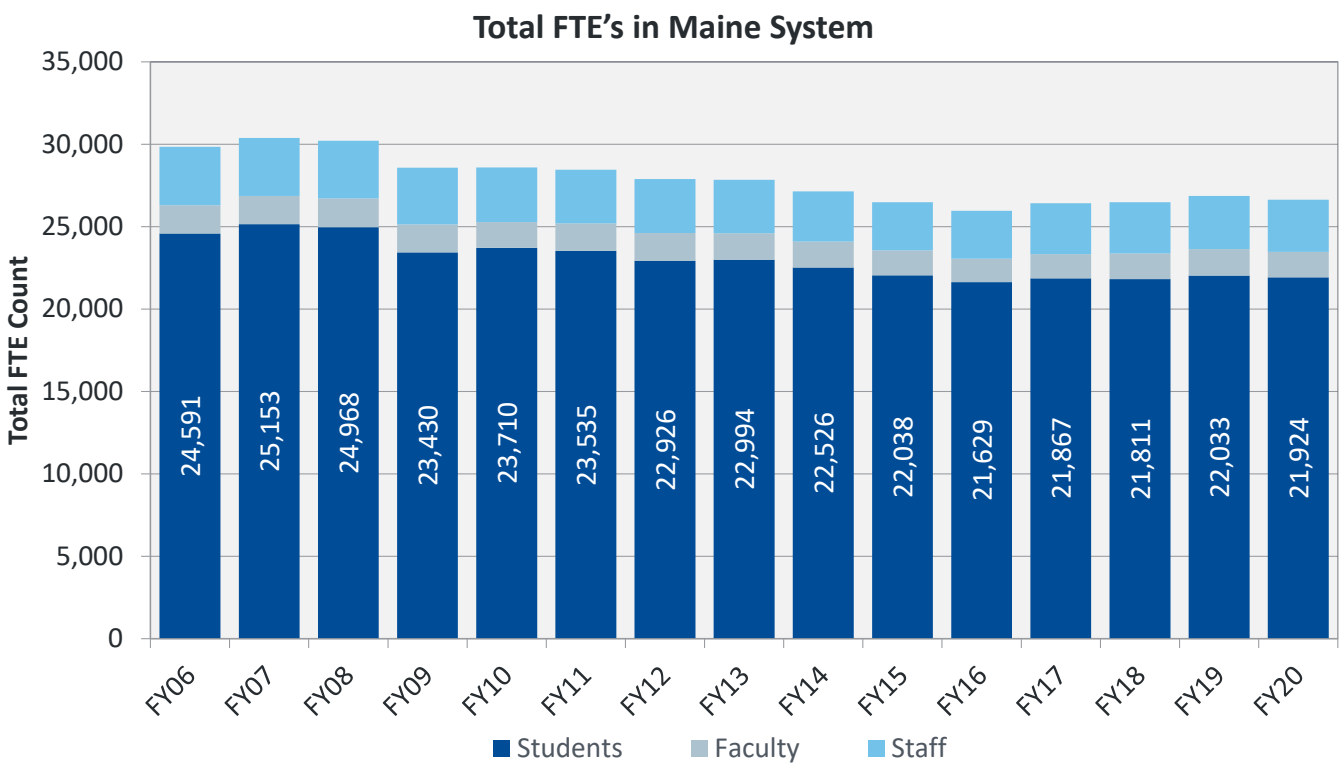
FY20 Student Enrollment Similar to FY19

Student enrollment has decreased 11% since FY06



Density Affects:

Staffing Levels
More space will require more staff to clean/maintain space to meet facility standards.

Material and Supplies
Material and supply demand influenced by how often the space is used.

Wear and Tear of Facilities
High traffic and space usage result in earlier lifecycle replacement.

Density: Measures number of users per 100,000 GSF
Users include all student, faculty and staff FTEs
Measures campus building usage on a daily basis

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Does not take into account reductions in occupancy due to remote teaching, learning and work in the spring and summer.

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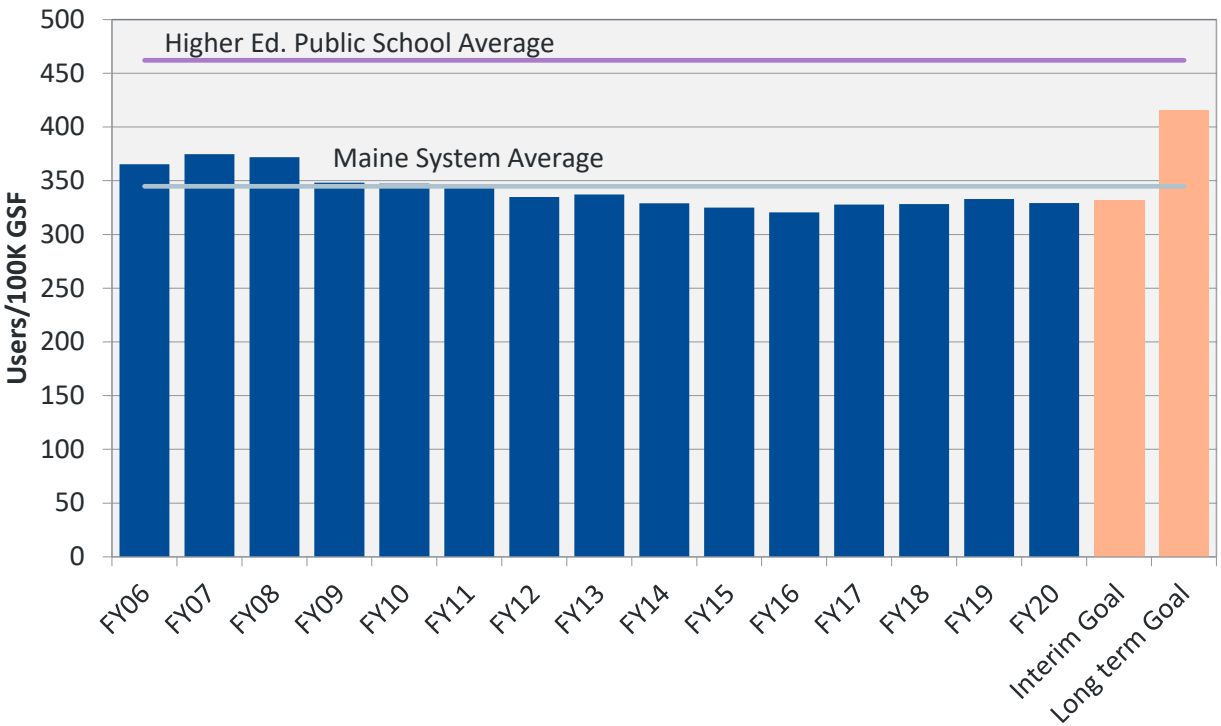
Enrollment information comes from the Fall 2019 System Enrollment Report

Density Across the Maine System Decreases

Density has decreased to 329 users/100K GSF in FY20

Density at Maine System Level



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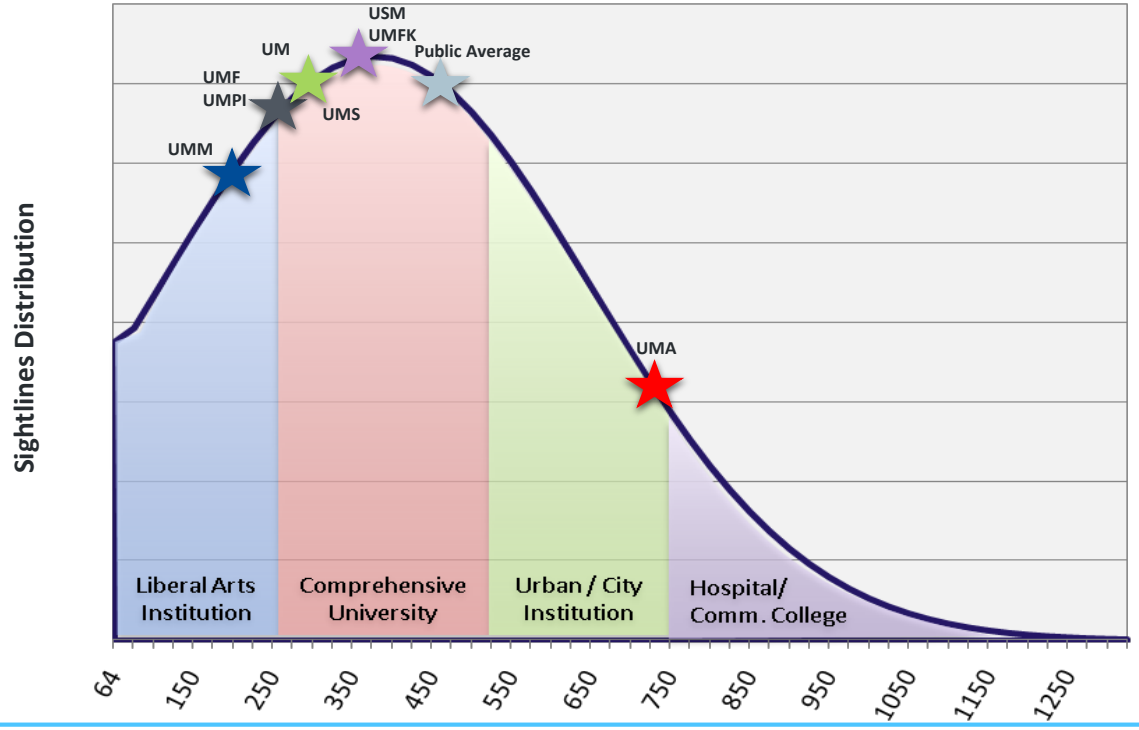
Density Across the System is Variable

UMA is only institution above Sightlines' public-school average

Database Distribution: Density Factor



Density Affects:

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More space will require more staff to clean/maintain space to meet facility standards.

Material and Supplies
Material and supply demand influenced by how often the space is used.

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High traffic and space usage result in sooner lifecycle replacement.

Density: Measures number of users per 100,000 GSF
Users include all student, faculty and staff FTEs
Measures campus building usage on a daily basis

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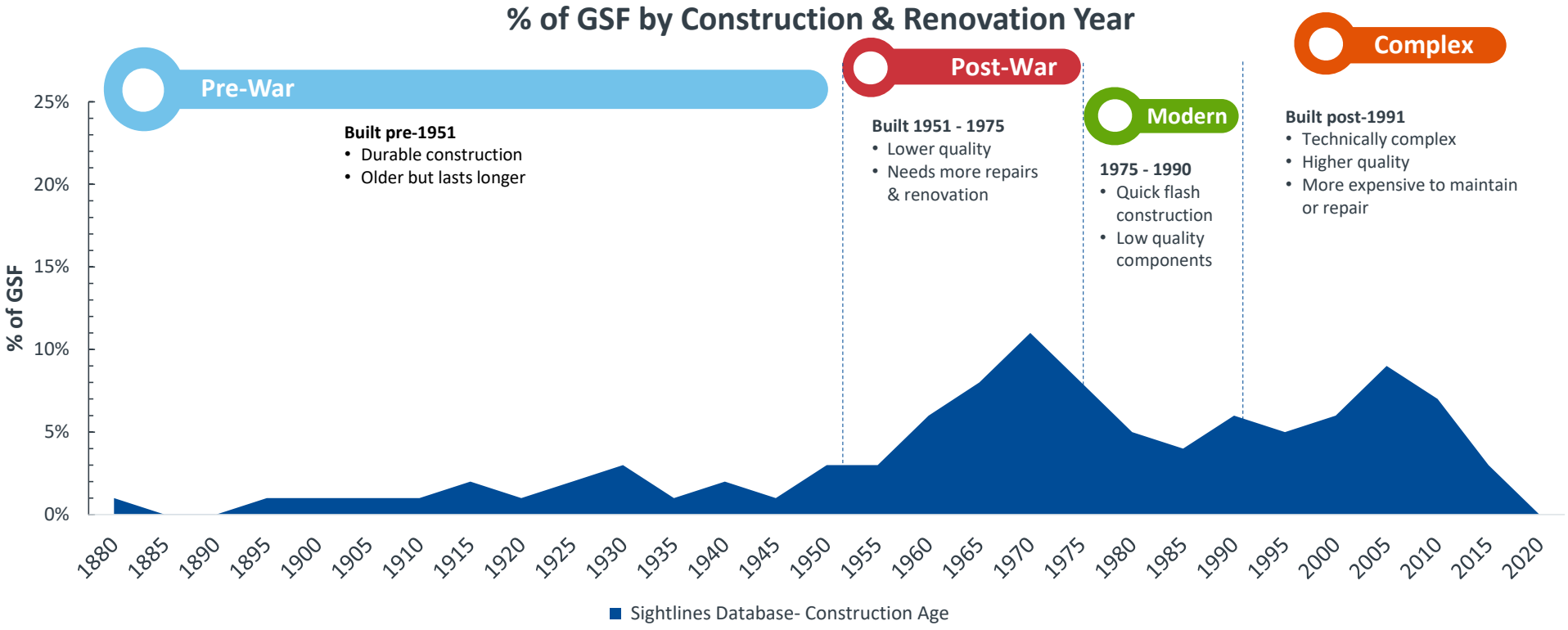
National Construction Trending in Higher Education

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



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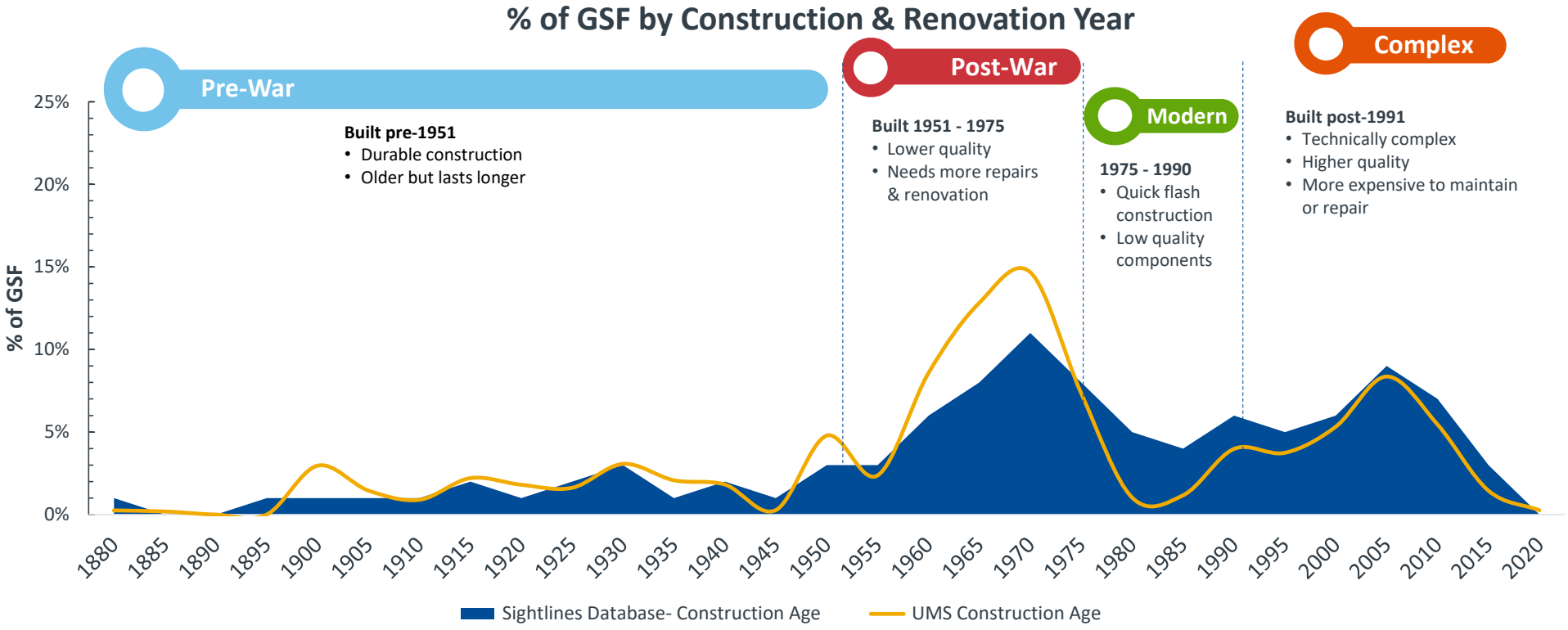
52% of Space Built in Post-War and Modern Eras

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



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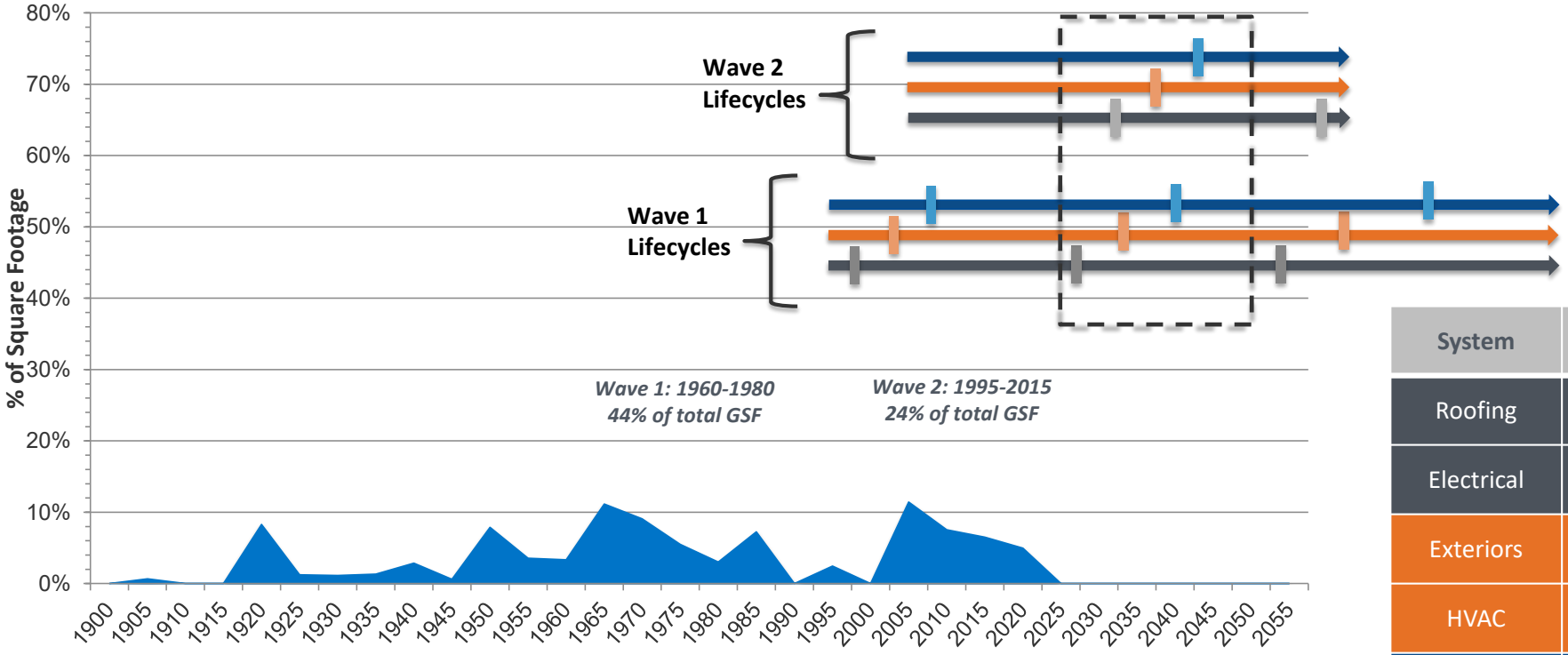
Future Forecast Determined by Life Cycle Models



System	Life Cycle
Roofing	25 years
Electrical	25 years
Exteriors	30 years
HVAC	30 years
Plumbing	35 years

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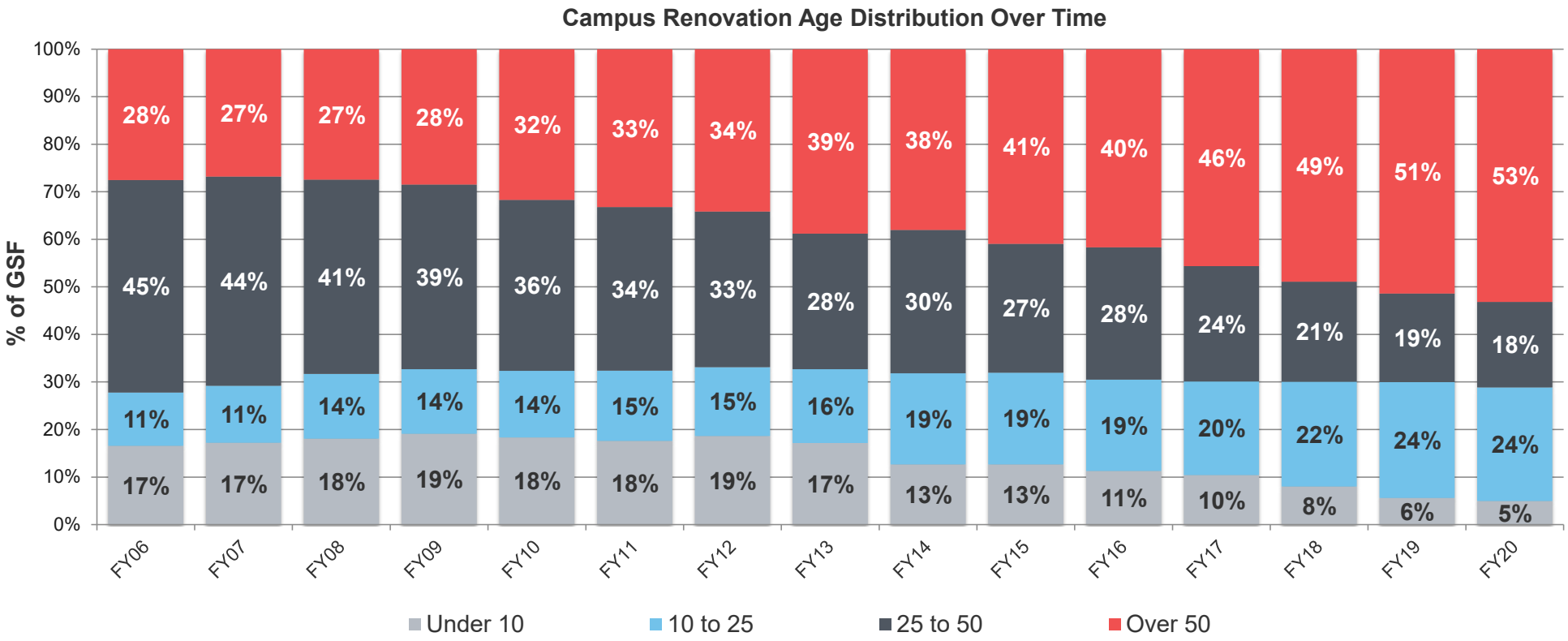
Maine System Continues to Age Over Time

Percent of GSF Over 50 Increases to 53% in FY20



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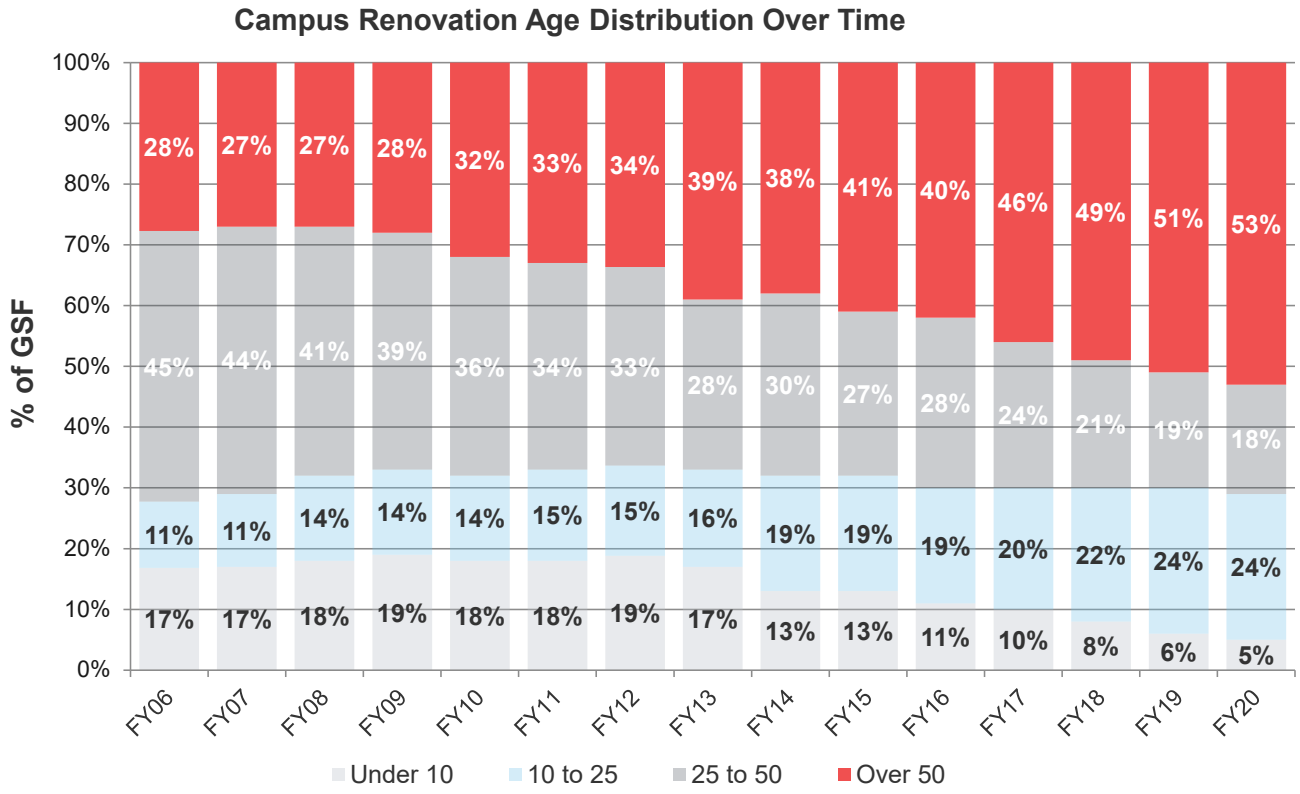
Space Over 50 is Growing

Space Over 50 Years Old has grown 25% since FY06



Buildings Over 50

Life cycles of major building components are past due. Failures are possible. Core modernization cycles are missed.

Highest risk

Buildings 25 to 50

Major envelope and mechanical life cycles come due. Functional obsolescence prevalent.

Higher Risk

Buildings 10 to 25

Short life-cycle needs; primarily space renewal.

Medium Risk

Buildings Under 10

Little work. "Honeymoon" period.

Low Risk

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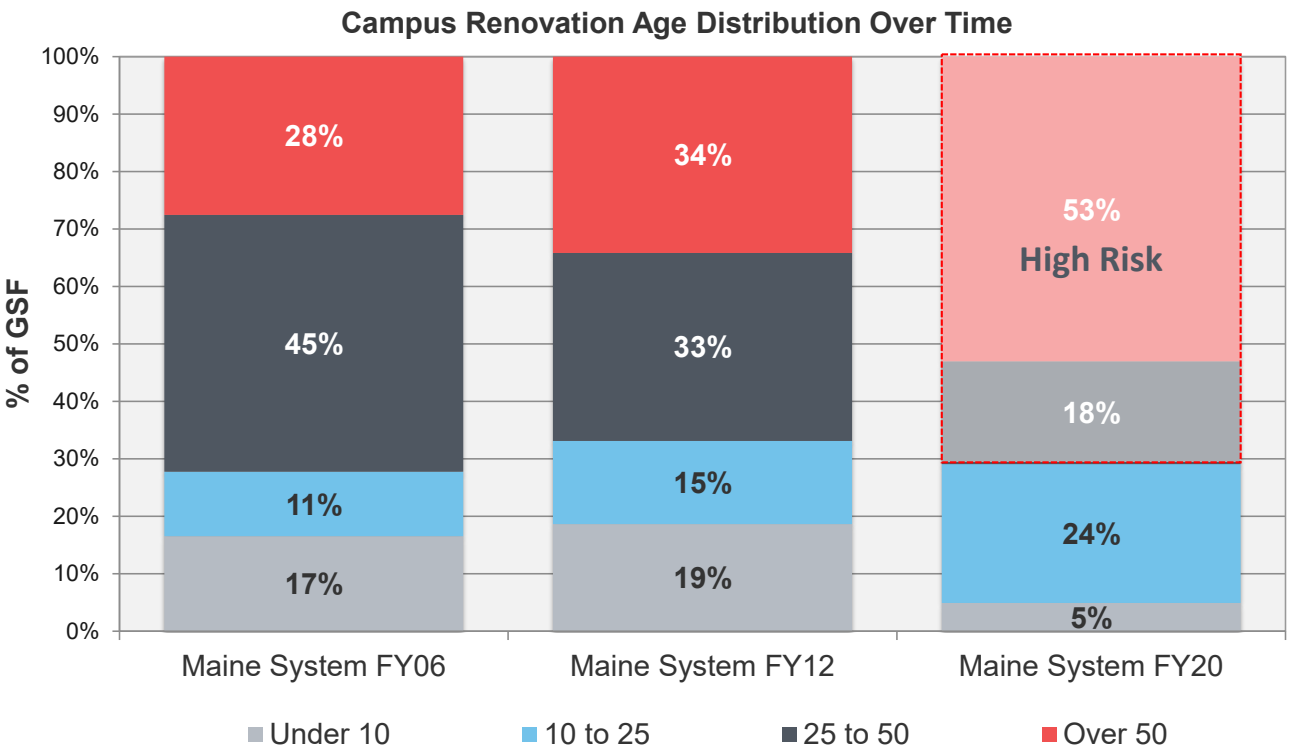
70% of Space Drives Investment Needs at UMS

Buildings over 25 years old require increased capital and operational demands



	Operational Demands:	Capital Risk:
Over 50	**React as Needed:** Issues in components past the end of their lifecycles will demand reactive maintenance.	**Highest Risk:** Life cycles of major components past due – end of building life cycle approaching.
25 to 50	**Balance PM and Reactive Maintenance:** Younger components still require PM. Aging components require reactive maintenance.	**Higher Risk:** Life Cycles coming due in core building components.
10 to 25		**Medium Risk:** Lower cost space renewal updates needed.
Under 10	**Focus on PM:** Significant need for PM in young systems.	**Low Risk:** "Honeymoon" period – little need for capital reinvestment.

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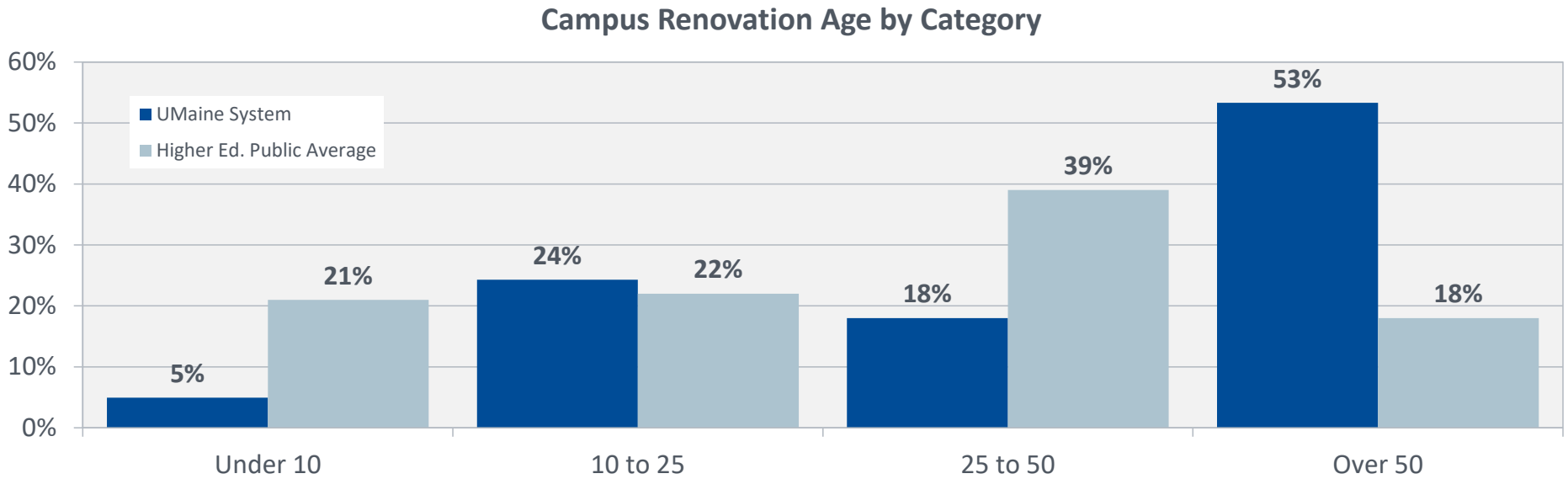
UMS' Age Profile is Older Than Public Institutions



Capital Needs

Preventive Maintenance

Reactive Maintenance

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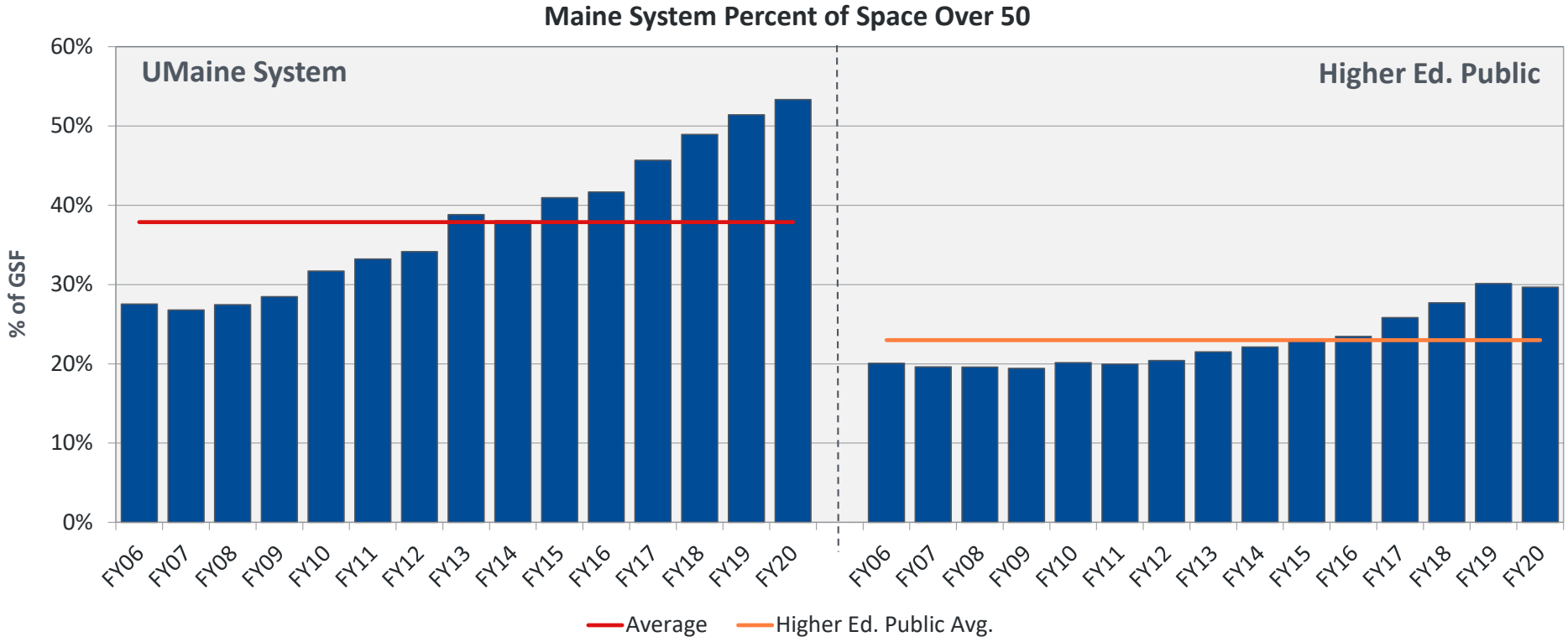
Public Institutions Operate With 23% Less High-Risk Space

UMS increases High Risk space YOY as Higher Ed Public decreases from FY19 to FY20



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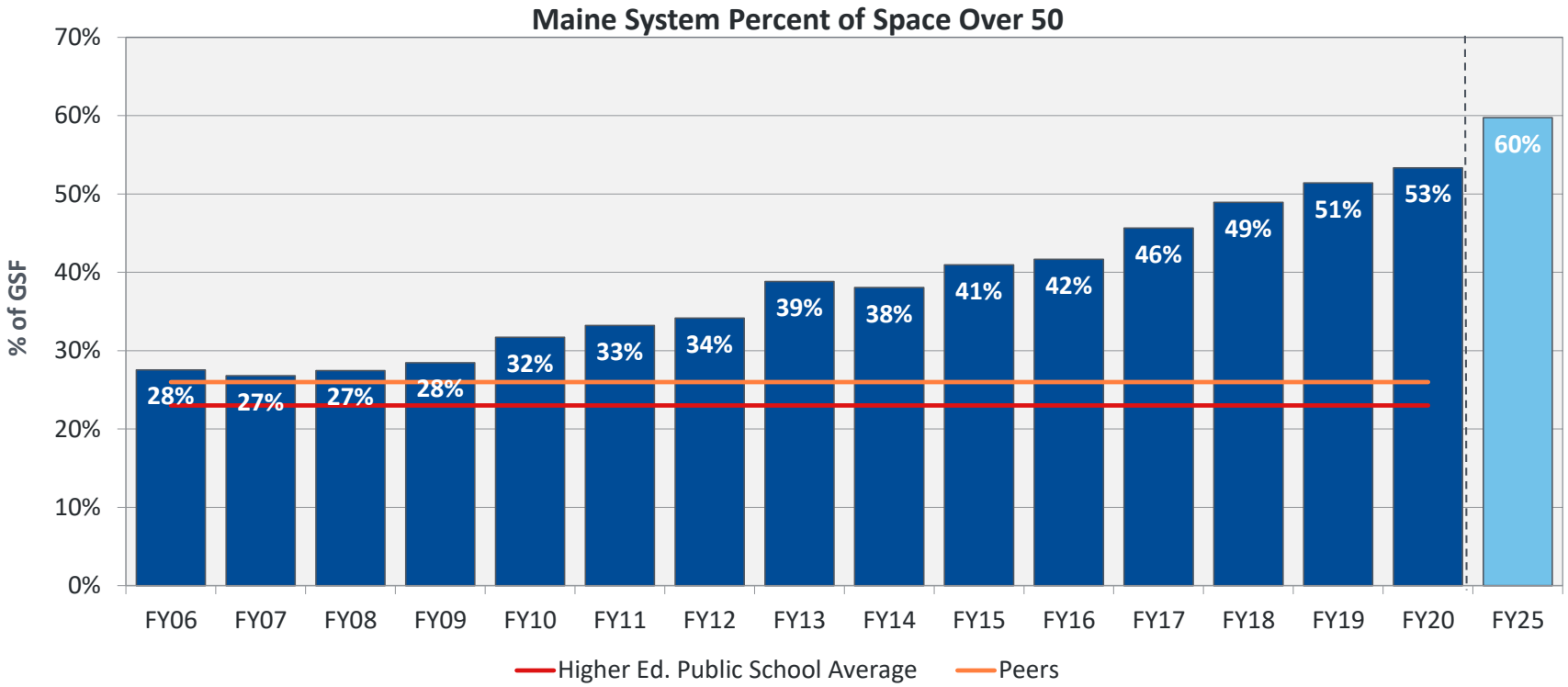
60% of Space Will be Over 50 Years Old by FY25

Plan now for major life cycle replacements in these buildings



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22

*FY25 is calculated as campus is today, with no changes to the space profile

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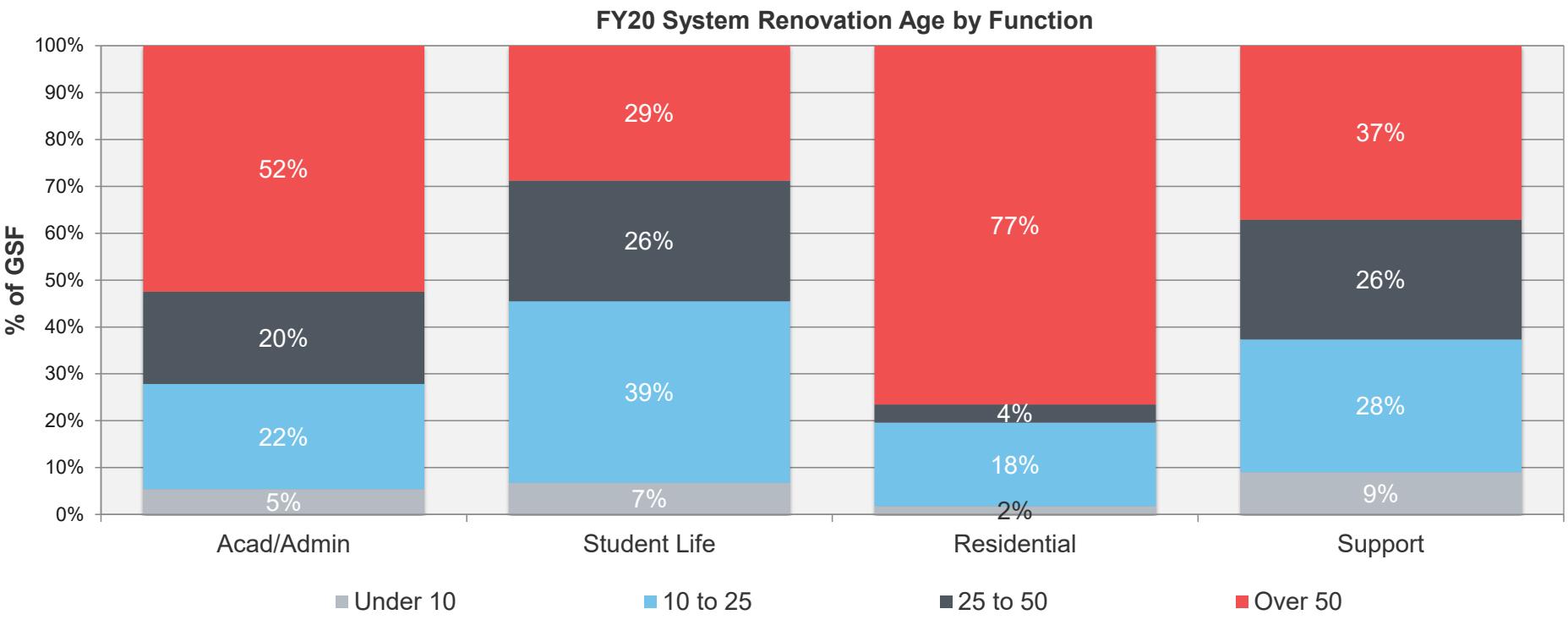
Residential Space Has Largest Amount of Space Over 50



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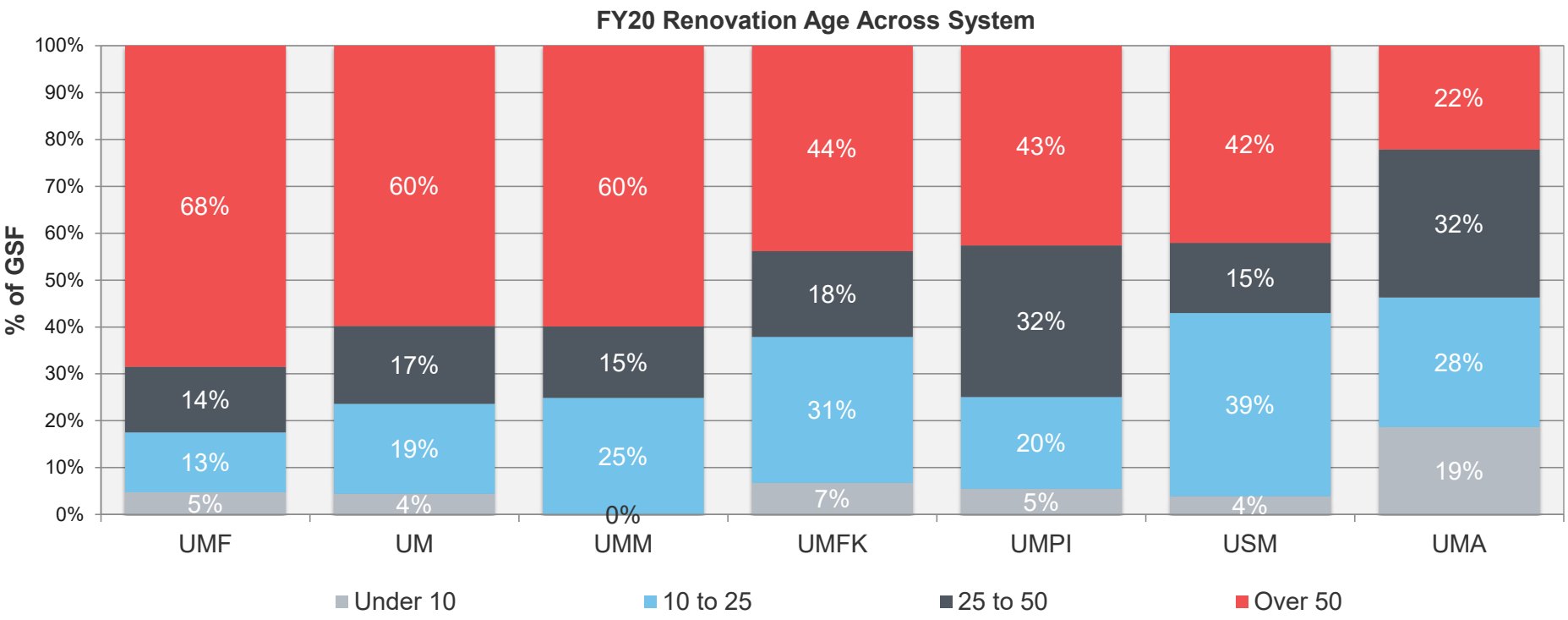
High Risk Profile Above 50% At All Campuses

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



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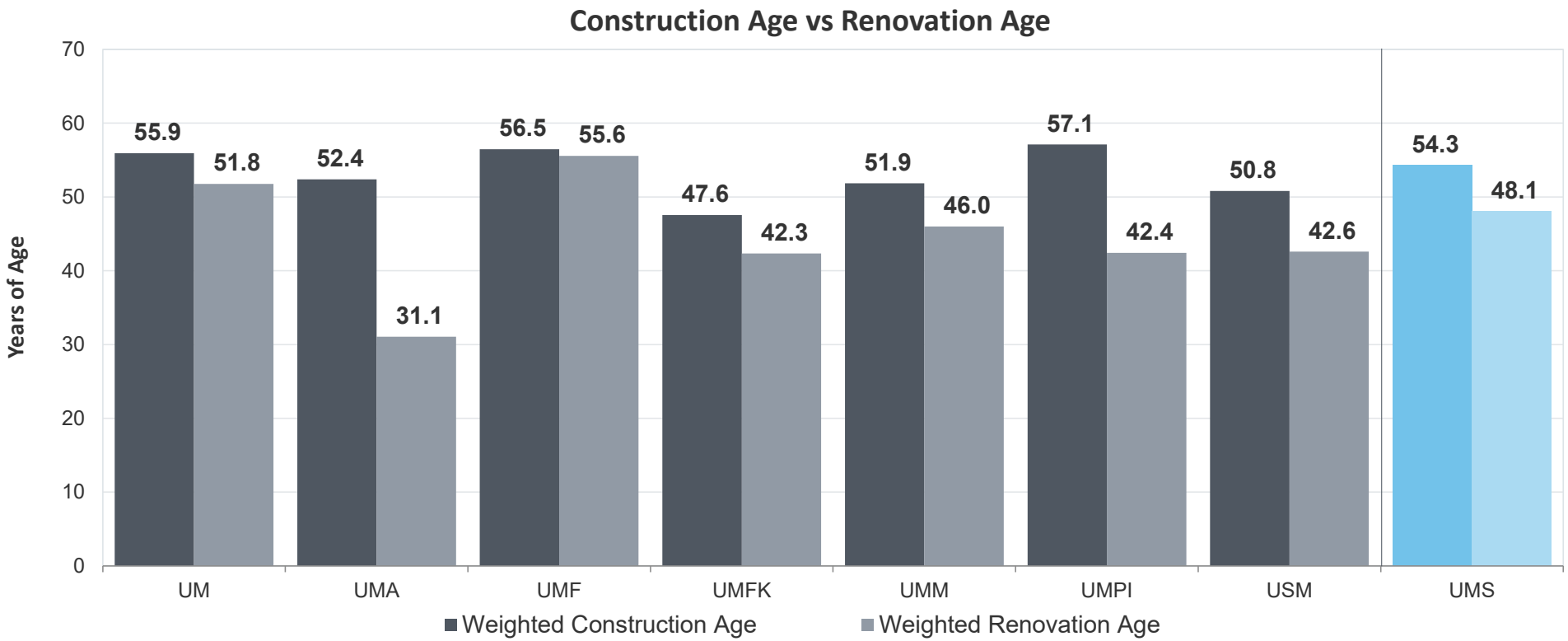
Construction Age vs. Renovation Age by Campus

UMA has offset its age the most through renovations: 21 Years



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Strategies to Reduce % of Space Over 45

Renovations and Removal of Buildings from the Inventory

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Over 45 Template Distributed to Every Institution

Sample taken from UMS

Institution Name	Building Name	Campus	GSF	NAV	Replacement Value	Program Use
University of Maine at Augusta	Acadia Hall	Bangor	3,000	32%	$ 766,779	Storage/Support
University of Maine at Fort Kent	Acadia House	Fort Kent	4,848	9%	$ 949,872	Residence House
University of Maine at Augusta	Alumni Center-Augusta-East Wing	Augusta	5,600	80%	$ 539,497	Administrative
The University of Maine	ALUMNI HALL	E&G	32,367	13%	$ 10,008,686	Administrative
University of Maine at Farmington	Alumni Theater	Farmington	13,166	12%	$ 3,621,975	Academic
University of Southern Maine	Anderson Hall	Gorham	29,291	30%	$ 8,430,644	Student Life
The University of Maine	ANDROSCOGGIN HALL	AUX	59,373	52%	$ 19,483,675	Residence Hall
The University of Maine	AQUACULTURE RESEARCH CTR	E&G	13,440	55%	$ 3,223,008	Research
The University of Maine	AROOSTOOK HALL	AUX	49,699	43%	$ 16,309,082	Residence Hall
The University of Maine	AUBERT HALL	E&G	100,562	41%	$ 40,615,556	Science Building
University of Southern Maine	Bailey Hall	Gorham	143,645	38%	$ 51,144,921	Acad/Admin
The University of Maine	BALENTINE HALL	AUX	34,568	35%	$ 11,343,736	Residence Hall
University of Maine at Augusta	Bangor Hall	Bangor	10,984	67%	$ 1,346,134	Acad/Admin
The University of Maine	BARN-CALF	E&G	720	57%	$ 109,049	Support
The University of Maine	BARN-HORSE, WF	E&G	14,428	53%	$ 2,185,224	

Assessment of Space for all buildings over 45 years old in Renovation Age

- What is the utilization of the space?
- What is the condition?

Determine if the building is a candidate for major renovation or removal from inventory.

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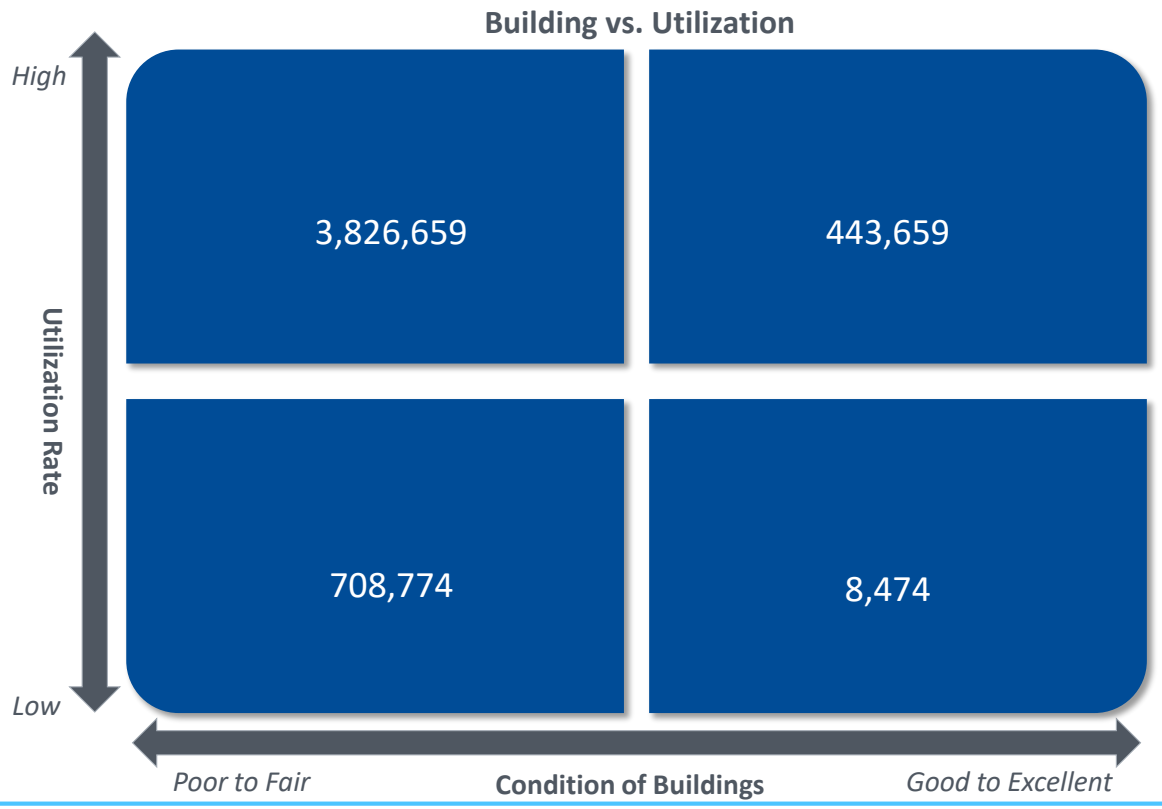
Total Maine System Findings

Comparing condition with utilization across the system



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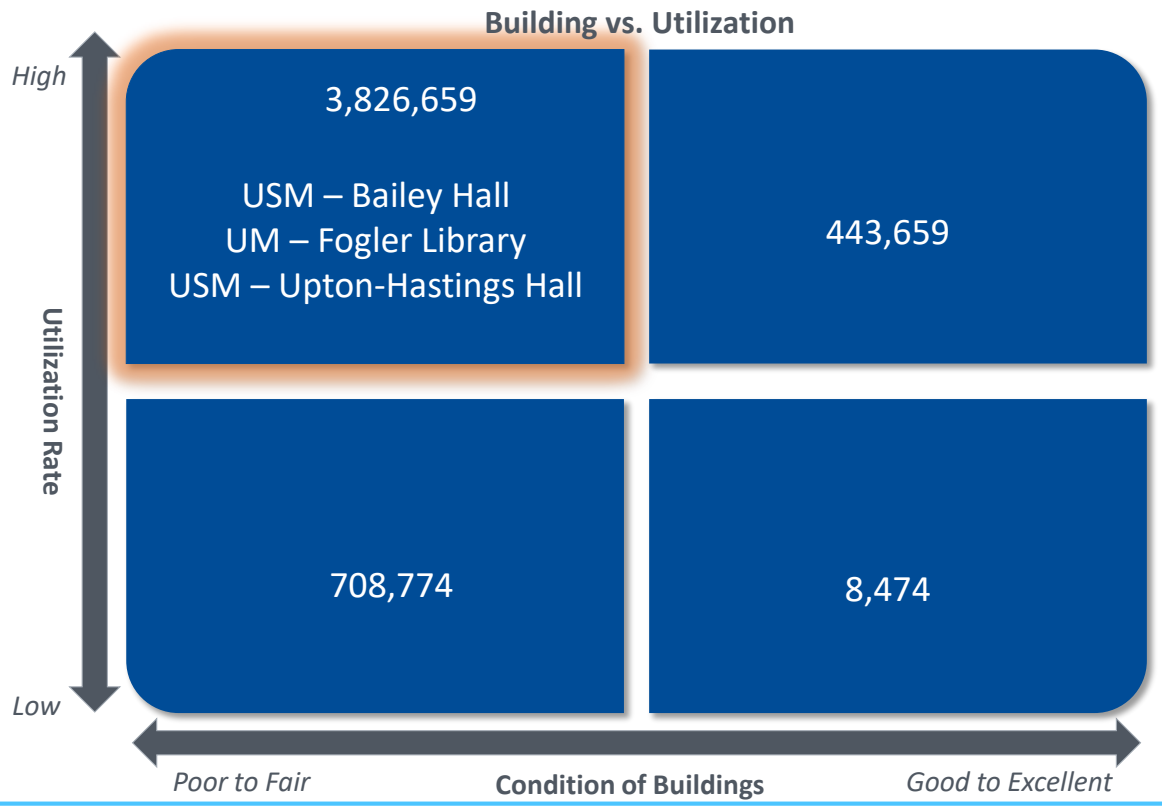
Candidates for Potential Renovation

Comparing condition with utilization across the system



The University of Maine	2,067,763.00
University of Maine at Augusta	41,378.00
University of Maine at Farmington	455,282.00
University of Maine at Fort Kent	103,492.00
University of Maine at Machias	170,445.00
University of Maine at Presque Isle	147,465.00
University of Southern Maine	840,834.00
Grand Total	**3,826,659.00**

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Candidates for Potential Renovation

All buildings broken out by campus (High Utilization, Poor & Fair Condition)

UM (2,067,763 GSF)

ALUMNI HALL	32,367.00
ANDROSCOGGIN HALL	59,373.00
AROOSTOOK HALL	49,699.00
BALENTINE HALL	34,568.00
BARROWS HALL-ORIG	52,979.00
BENNETT HALL	52,979.00
BOARDMAN HALL-ORIG	48,906.00
CHADBOURNE HALL	41,926.00
CHILD STUDY CENTER-ORIG	3,931.00
CHILDRENS CENTER, COLLEGE AVE-113	4,527.00
CORBETT HALL	49,433.00
CROSBY LAB	19,673.00
CUMBERLAND HALL	59,373.00
DAYCARE FACILITY	2,198.00
DEERING HALL	50,001.00
DUNN HALL	49,447.00
EAST ANNEX	20,780.00
FOGLER LIBRARY-AD1	57,531.00
FOGLER LIBRARY-ORIG	116,896.00
GANNETT HALL	59,373.00
HANCOCK HALL	68,610.00
HART HALL	60,410.00
HAUCK AUDITORIUM	46,735.00
HITCHNER HALL, ANIMAL SCIENCE WING-AD1	25,844.00
HITCHNER HALL-ORIG	9,366.00
KENNEBEC HALL	49,009.00
KNOX HALL	76,468.00
LENGYEL HALL	37,079.00
LIBBY HALL	24,208.00
LITTLE HALL	50,808.00

MACHINE TOOL LAB	12,816.00
MAINE BOUND ADVENTURE CTR	6,840.00
MAPLES, THE	8,313.00
MERRILL HALL-ORONO	26,729.00
MURRAY HALL	47,953.00
NEVILLE HALL-GSF CORRECTION	24,085.00
NEVILLE HALL-ORIG	48,660.00
OXFORD HALL	76,468.00
PENOBSCOT HALL	49,481.00
PICS BLDG-KEYO	24,300.00
SERVICE BLDG B	25,770.00
SHIBLES HALL	41,296.00
SOMERSET HALL	76,468.00
STEVENS HALL CENTER	32,596.00
STEVENS HALL NORTH	23,670.00
STEVENS HALL SOUTH	24,598.00
UNIV PK BLDG 12	2,198.00
UNIV PK BLDG 13	2,198.00
UNIV PK BLDG 14	5,062.00
UNIV PK BLDG 15	2,198.00
UNIV PK BLDG 16	5,062.00
UNIV PK BLDG 17	2,198.00
UNIV PK BLDG 18	5,062.00
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UNIV PK BLDG 26	5,062.00
UNIV PK BLDG 27	5,062.00
UNIV PK BLDG 28	5,062.00

UNIV PK BLDG 32	2,198.00
UNIV PK BLDG 33	5,062.00
UNIV PK BLDG 34	2,198.00
UNIV PK BLDG 35	5,062.00
UNIV PK BLDG 36	2,198.00
UNIV PK BLDG 37	5,062.00
UNIV PK BLDG 38	2,198.00
WINGATE HALL	14,580.00
WINSLOW HALL	25,292.00
YORK HALL	82,825.00

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Candidates for Potential Renovation

All buildings broken out by campus (High Utilization, Poor & Fair Condition)

UMA (41,378 GSF)

Acadia Hall	3,000.00
Bangor Hall	10,984.00
BD KATZ LIBRARY	21,632.00
Farmhouse-Uma - West Wing	4,082.00
Maintenance Garage, Ucb	1,680.00

UMF (455,282 GSF)

Dakin Hall	39,320.00
Dearborn Gym	29,890.00
Facilities Mgmt Bldg	12,425.00
Franklin Hall, Main St-252	14,815.00
Lockwood Hall	29,645.00
Mallett Hall	35,584.00
Merrill Hall	16,144.00
Olsen Student Center	39,004.00
Olsen Student Center Complex -	15,378.00
Preble-Thomas Hall	22,582.00
Purington Hall	36,344.00
Ricker Hall	19,932.00
Roberts Learning Ctr	42,507.00
Scott Hall-North	33,820.00
Scott Hall-South	38,779.00
Stone Hall	29,113.00

UMFK (103,492 GSF)

Blake Library	10,388.00
Crocker Hall	17,965.00
Cyr Hall	19,533.00
Fox Auditorium	20,937.00
Nowland Hall	8,680.00
Old Model School	7,986.00
Old Powell Hall	12,298.00
Physical Plant	2,545.00
St. David House	3,160.00

UMM (170,445 GSF)

Dorward Hall-North Wing-B	22,129.00
Dorward Hall-West Wing-A	21,139.00
Powers Hall	33,525.00
Reynolds Health Center-Gym	33,741.00
SCIENCE BLDG-MACHIAS	24,183.00
Sennett Hall- South Wing C	12,612.00
Sennett Hall-Center Wing-B	10,558.00
Sennett Hall-North Wing-A	12,558.00

UMPI (147,465 GSF)

EMERSON HALL	43,440.00
KELLEY COMMONS	18,683.00
MERRIMAN HALL	19,532.00
PARK HALL	26,148.00
VEHICLE STORAGE BUILDING	1,854.00
Wieden Hall Total GSF	37,808.00

USM (840,834 GSF)

Anderson Hall	29,291.00
Bailey Hall	143,645.00
Brooks Student Ctr	45,645.00
Corthell Hall	47,970.00
Costello Sports Complex, Hill Gy	43,478.00
Law Bldg- Original	85,475.00
Luther Bonney Hall	77,040.00
Payson Smith Hall	52,517.00
Robie-Andrews Hall	78,122.00
Russell Hall	29,480.00
SCIENCE BLDG-A WING, Tower/P	84,947.00
Upton-Hastings Hall	102,656.00
Woodward Hall	20,568.00

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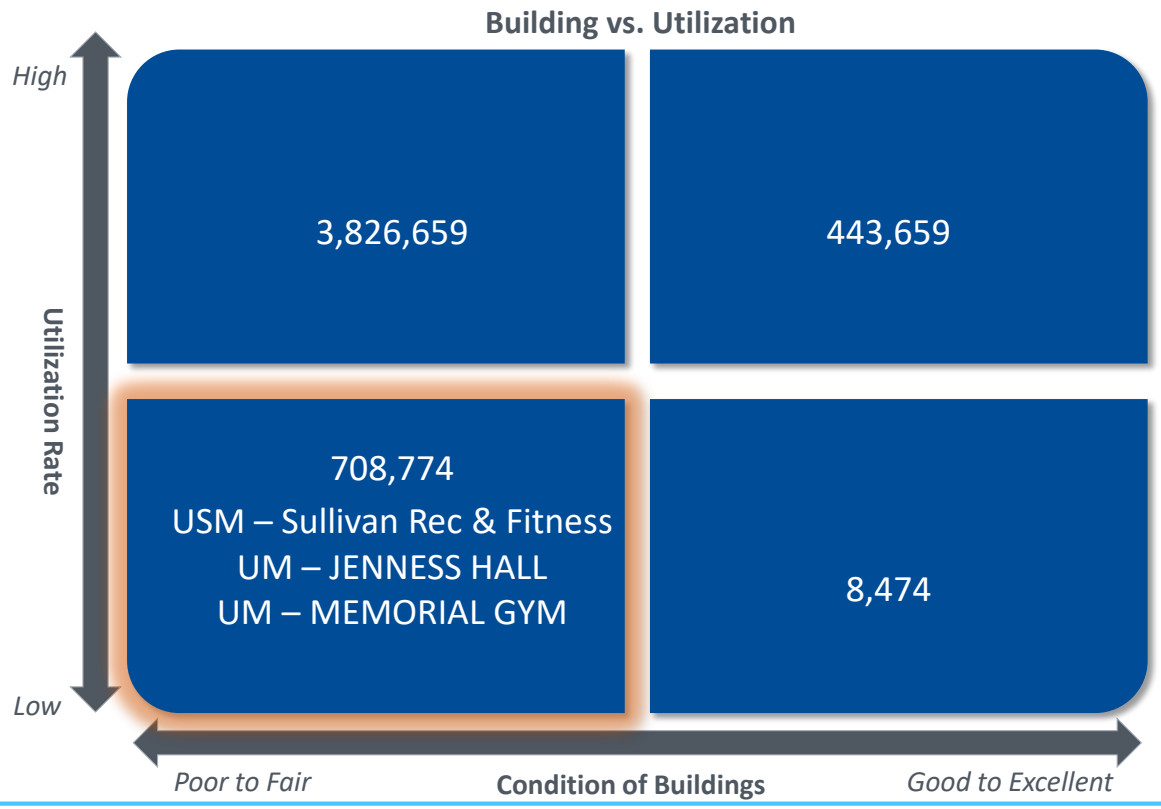
Potential Candidates for Removal

Comparing condition with utilization across the system: (Low/Moderate Utilization & Poor/ Fair Condition)



The University of Maine	456,851
University of Maine at Augusta	17,851
University of Maine at Farmington	65,721
University of Maine at Fort Kent	17,171
University of Maine at Machias	5,000
University of Maine at Presque Isle	409
University of Southern Maine	145,771
Grand Total	**708,774**

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Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

The University of Maine	456,851
University of Maine at Augusta	17,851
University of Maine at Farmington	65,721
University of Maine at Fort Kent	17,171
University of Maine at Machias	5,000
University of Maine at Presque Isle	409
University of Southern Maine	145,771
Grand Total	**708,774**

Less Historic Buildings

The University of Maine	277,390
University of Maine at Augusta	17,851
University of Maine at Farmington	65,721
University of Maine at Fort Kent	17,171
University of Maine at Machias	5,000
University of Maine at Presque Isle	409
University of Southern Maine	135,237
Grand Total	**518,779**

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Low Utilization and Poor Condition Space

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University of Maine at Machias	5,000
University of Maine at Presque Isle	409
University of Southern Maine	135,237
Grand Total	**518,779**

Less Storage

The University of Maine	259,280
University of Maine at Augusta	15,576
University of Maine at Farmington	65,221
University of Maine at Fort Kent	12,251
University of Maine at Machias	5,000
University of Maine at Presque Isle	409
University of Southern Maine	135,237
Grand Total	**492,974**

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Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

UM (259,280 GSF)

AQUACULTURE RESEARCH CTR	13,440
BARN-CALF	720
BARN-LIVESTOCK	8,557
BARN-SHEEP	1,700
COLLEGE AVE-109, FAC MGMT GREENHOUSE	3,995
COLLEGE AVE-154, CANADA HSE	5,000
COLLEGE AVE-378, NAVY ROTC	2,400
COLLEGE AVE-495	2,300
CUTLER HEALTH CENTER, AMBULANCE BAY	588
CUTLER HEALTH CENTER-ORIG	29,954
DEPOT-FIRE STATION	6,653
ENTOMOLOGY BLDG	1,539
ENTOMOLOGY GREENHOUSE	2,304
ENVIRONMENTAL SCIENCES LAB	7,175
FARM HOUSE	2,256
FARM SHOP-WF	4,273
FARM STORE	1,486
FORAGE RESEARCH LAB	900
GARAGE-COLLEGE AVE-378, NROTC	783
GARAGE-CWRU	1,200
GARAGE-TRACTOR 2	2,680
ISOLATION BLDG 5	1,200
JENNESS HALL-ORIG	33,368
MACHINE SHOP	4,000
MEMORIAL GYM COMPLEX, WALLACE POOL-AD2	33,086
PARK ST-204, RESIDENCE	1,320
PERKINS HALL-AG LAB	7,781
POTATO HANDLING RESEARCH	1,600
ROGER CLAPP GREENHOUSE-GSF CORRECTION	981
SERVICE BLDG A-AD1	22,795
SERVICE BLDG A-ORIG	30,627
SHEEP HOUSE	2,000
SIGMA CHI HERITAGE HOUSE	12,370
SMALL ANIMAL FACILITY	4,280
STEAMFITTERS SHOP	2,086
STORAGE-DEERING	68
STORAGE-GAS, RF	60
STORAGE-SHED	156
STORAGE-STEWART	372
UNIVERSITY PARK	27
UTILITY BLDG-DF	1,200

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Low Utilization and Poor Condition Space

Removing historical buildings and storage structures from the equation

UMA (15,576 GSF)

Fitness Center	11,416
Mod I	960
Mod II	960
Mod III, Maine Cite	640
Pottery Shop	1,600

UMF (65,221 GSF)

Alumni Theater	13,166
Brinkman Hse, Main St-228	4,602
Lincoln St-125, Honors Center	4,034
Maguire St-112, Daycare	10,766
Main St-234, Psychology	9,759
Main St-242, Ferro Alumni Hse	7,899
Mainely Outdoors Building	4,149
Quebec St-149	2,586
South St-101	4,019
South St-115, Creative Writing Hse	4,241

UMFK (12,251GSF)

Acadia House	4,848
Cyr House	2,514
Gagne Residence	1,597
Haenssler Honors Center	3,292

UMM (5,000 GSF)

Obrien House	5,000

UMPI (409 GSF)

KILN	409

USM (135,237 GSF)

Bedford St-092	5,975
Bedford St-094	2,859
Bedford St-098	3,020
Bedford St-102	3,682
Bedford St-106	3,837
Bedford St-118	4,355
Bedford St-126	5,371
College Ave-019	4,109
Deering Ave-222	2,792
Deering Ave-228	3,842
Exeter St-047	3,732
Exeter St-059-061	6,610
Mclellan House	6,718
Print Making Studio	1,555
School St-062	3,313
School St-128	8,668
Sullivan Rec & Fitness Center-Orig	54,452
The Farm House	10,347

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Operations Success

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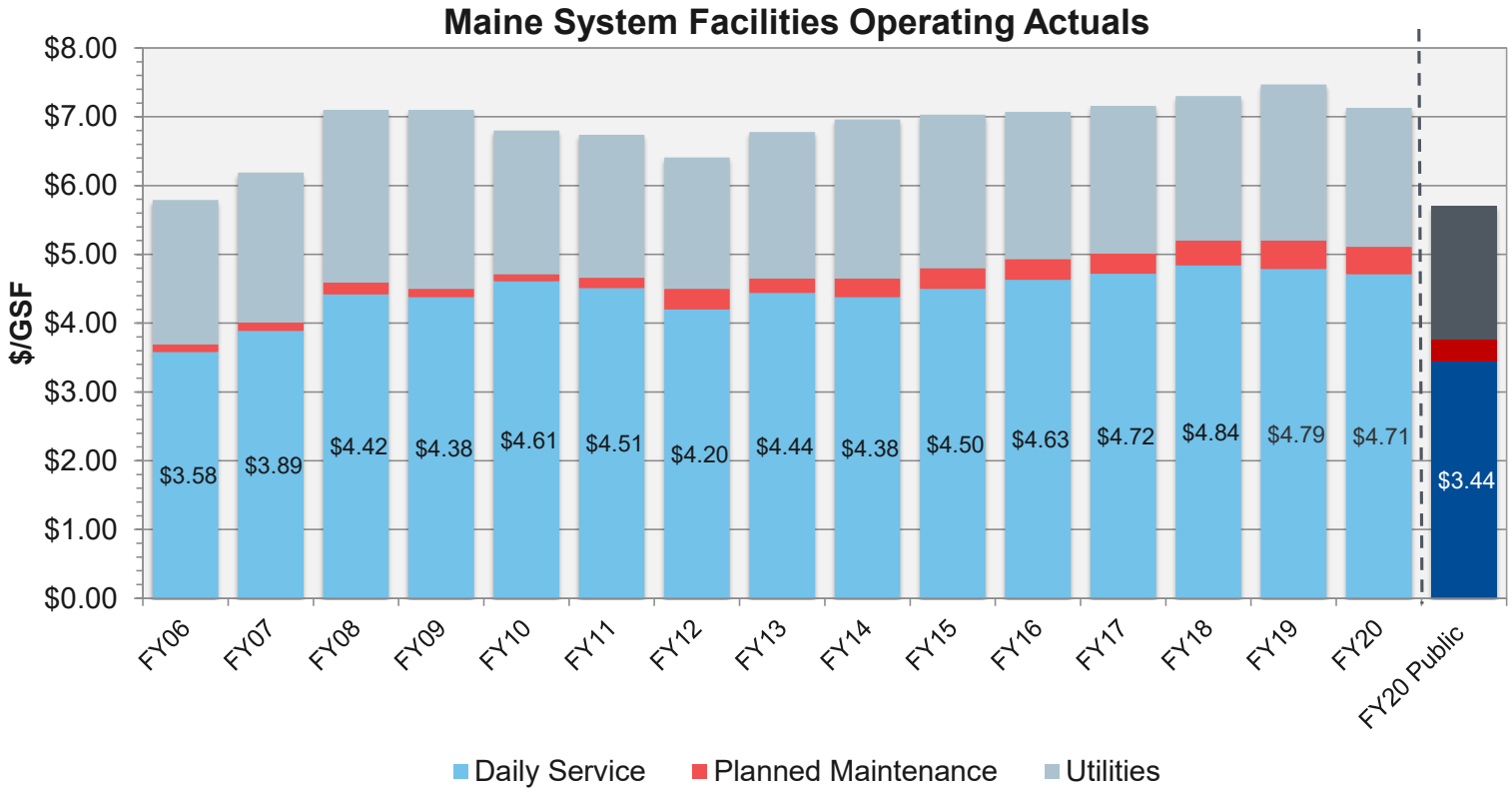
FY2020 Decrease in Operating Expenditures

Utilities decrease $.25/GSF from FY19 to FY20



National Impacts of COVID-19 on facilities budget:

Daily Service

- *Vacant positions not being filled*
- *Incentivized early retirement*
- *Increased cleaning & maintenance standards/frequency*
- *Reduced operational strain with buildings being vacant/complying with social distancing*

Planned Maintenance

- *Potential for increased PM with reduced frequency of reactive work orders*
- *Potential for decreased PM if budget is cut to mitigate revenue losses*

Utilities

Reduced energy consumption/cost with buildings being vacant or complying with social distancing

FY20 Public: Gordian Public Higher Ed. Database Average for FY20

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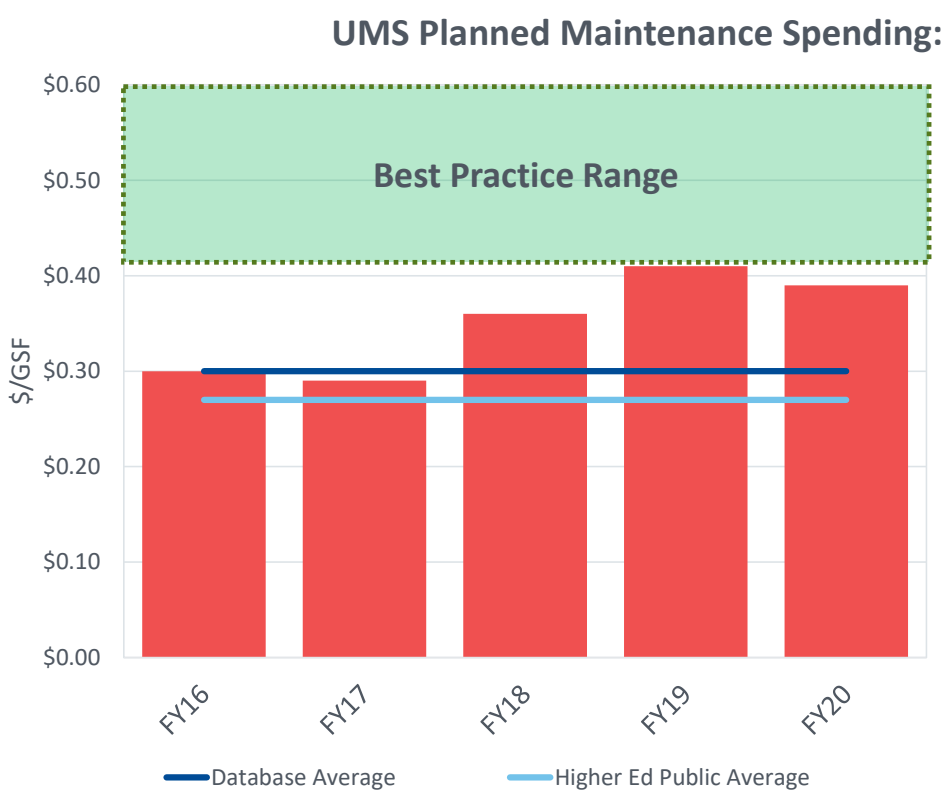
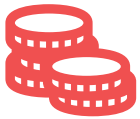
Planned Maintenance Strategic Opportunities



THEORY



$1.00 invested in PM now

SAVES $2.78 in reactive maintenance later

Strategic Deferral of PM

- Usually in buildings/systems over 50 years old targeted for renovation or replacement
- Reallocates resources from the older buildings/systems to younger buildings and systems.
- Use Assessment in coordination with work order reporting to start identifying these opportunities.

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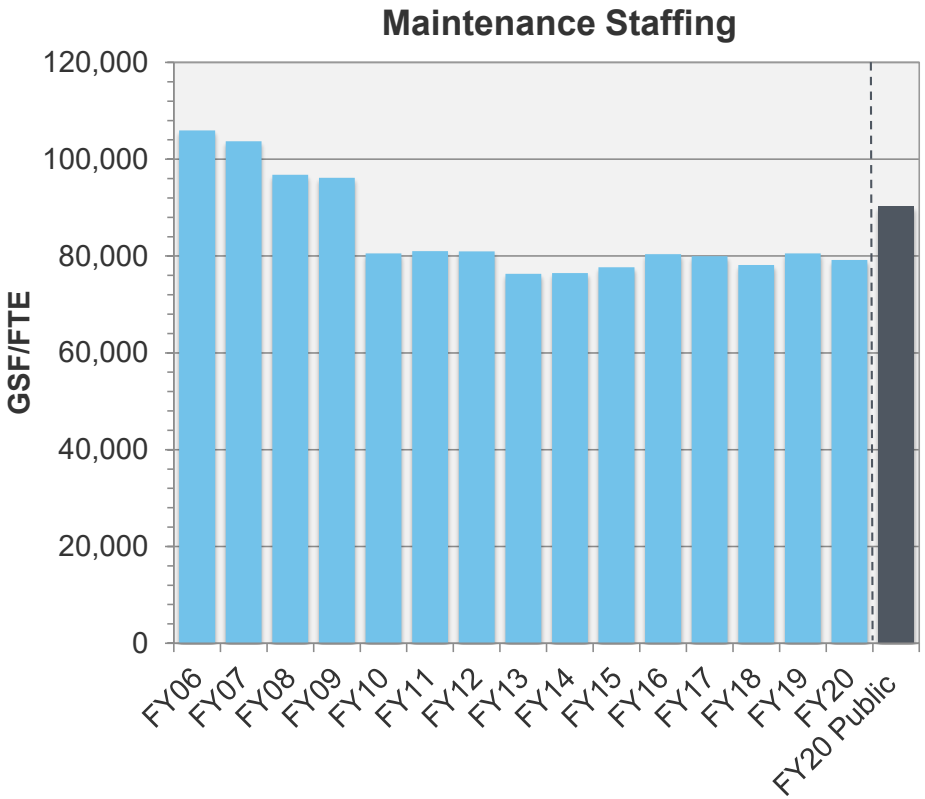
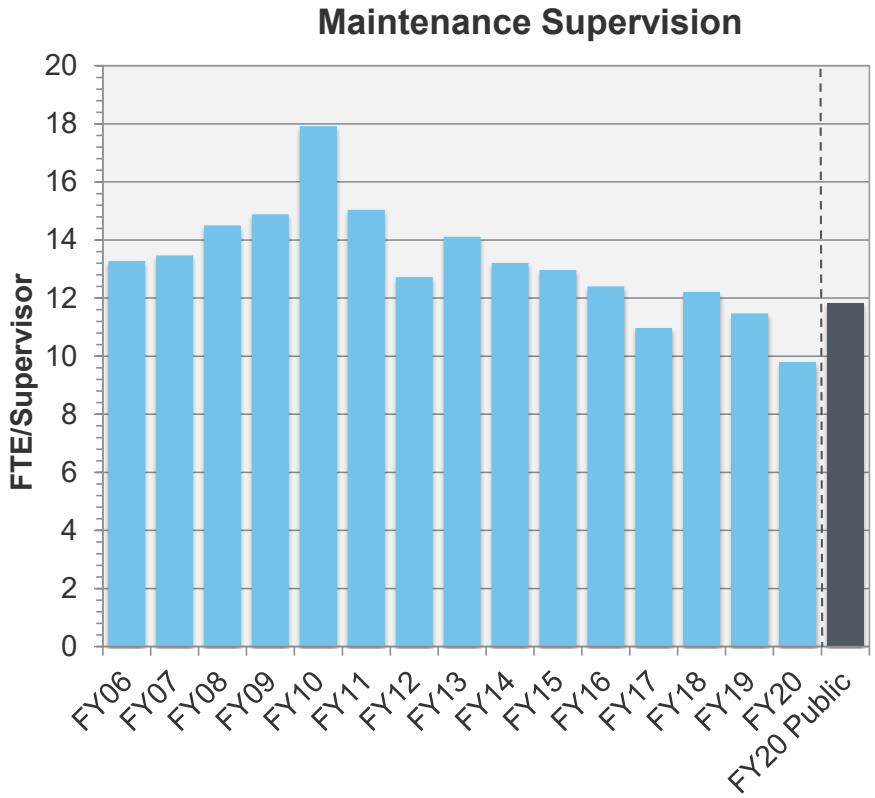
Maintenance Operations

Staff covered less GSF/FTE, has more supervision to Public Higher Ed. in FY20





FY20 Public: Gordian Public Higher Ed. Database Average for FY20

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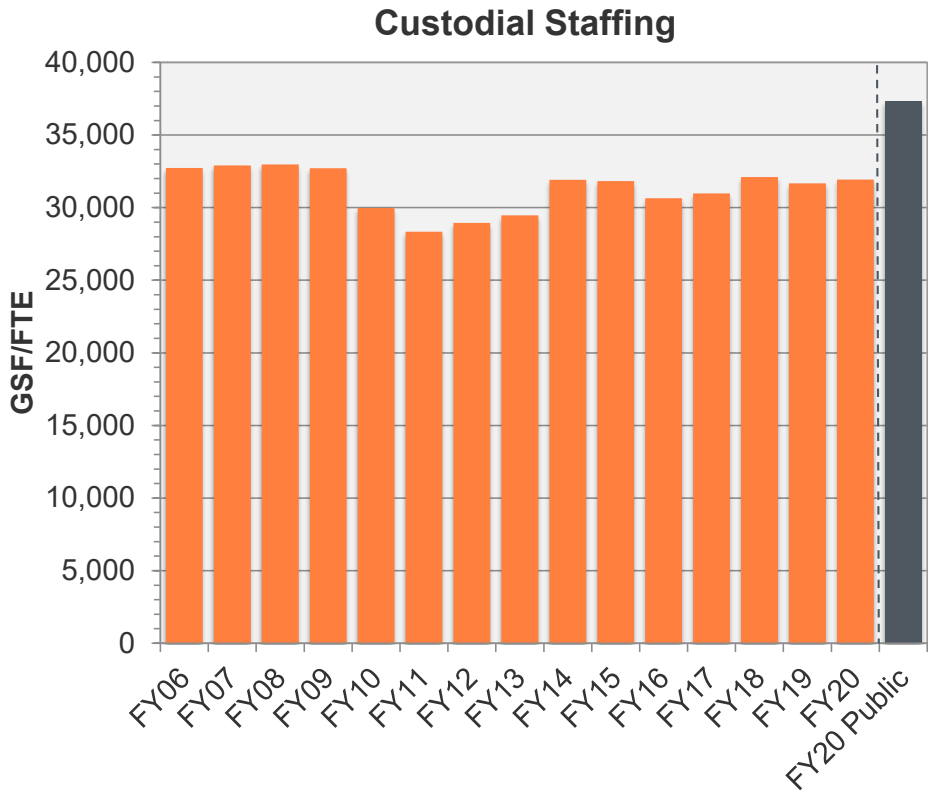
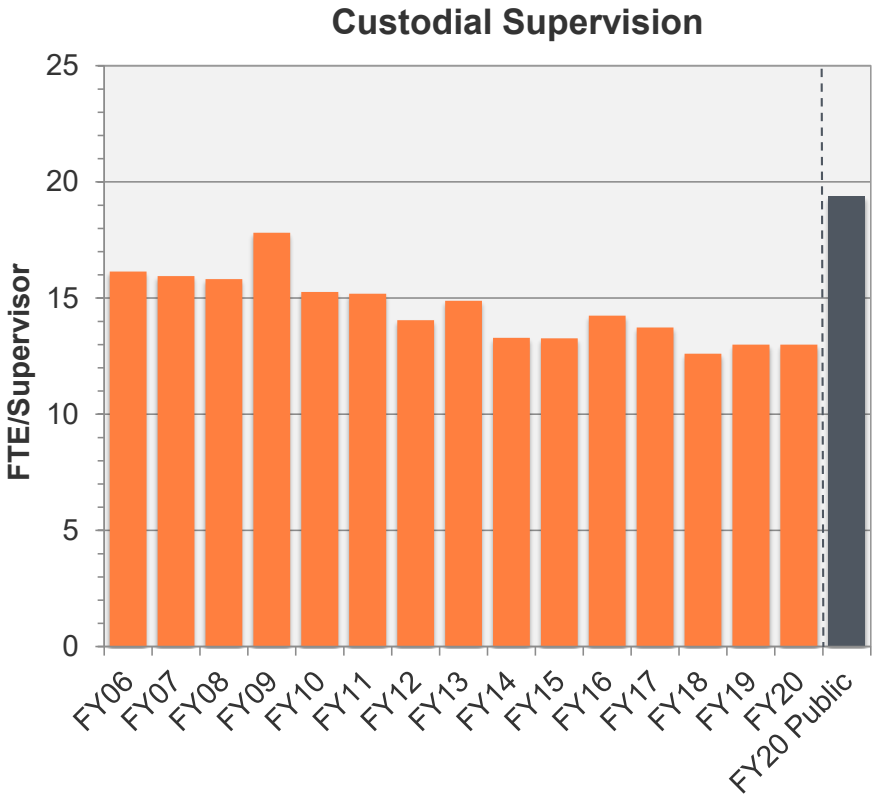
Custodial Operations

UMS has more custodial staff with closer supervision than public school average





FY20 Public: Gordian Public Higher Ed. Database Average for FY20

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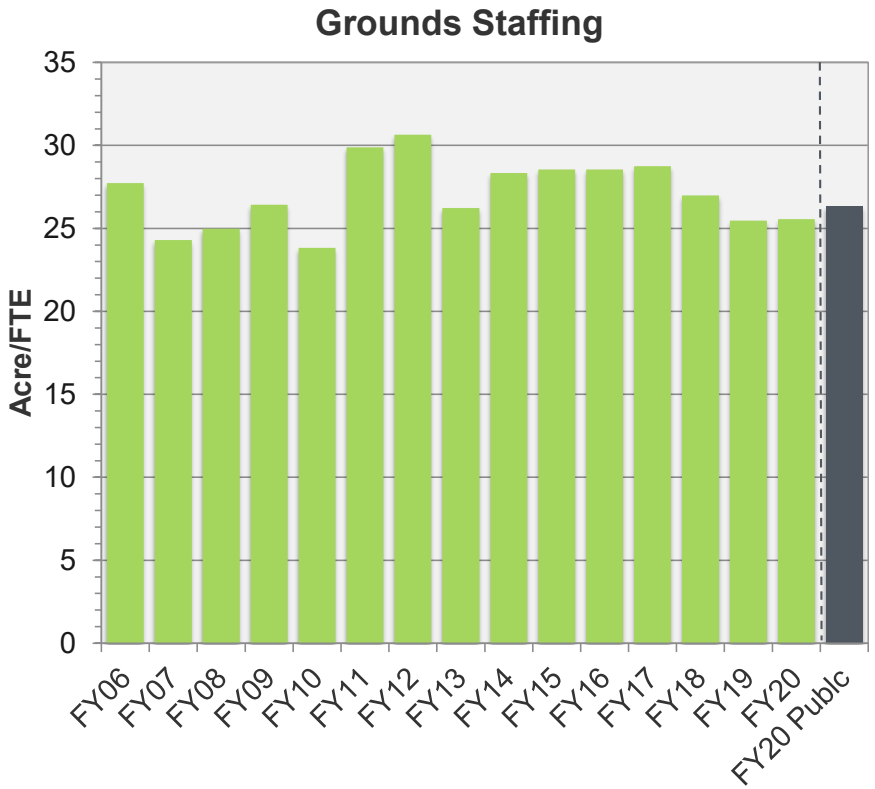
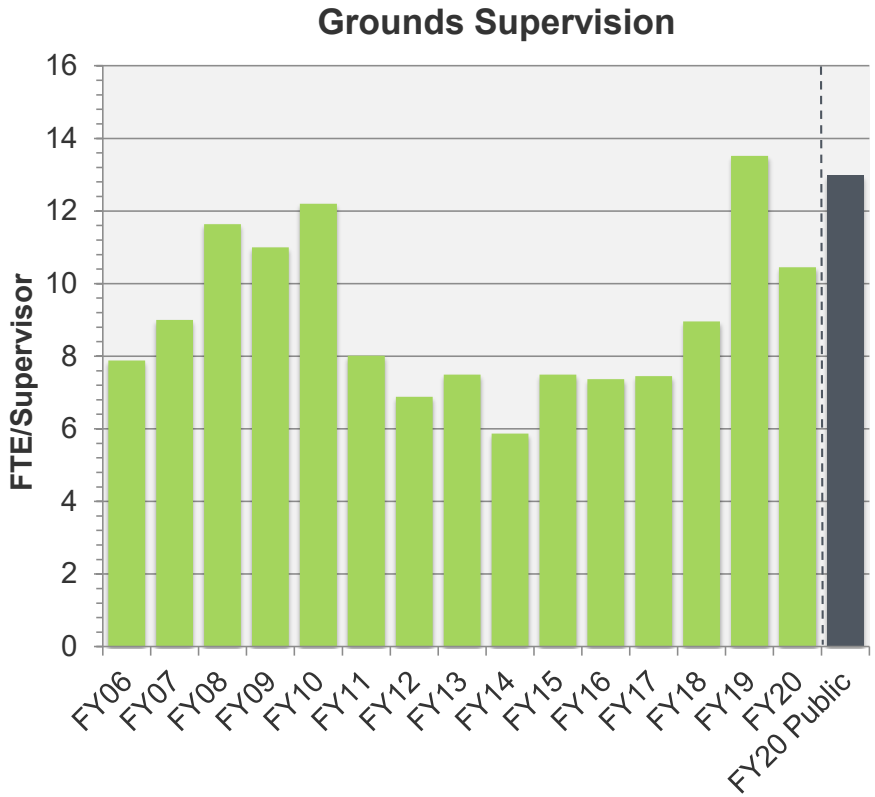
Grounds Operations

Grounds staff responsible for similar acres as peers while being more closely supervised





FY20 Public: Gordian Public Higher Ed. Database Average for FY20

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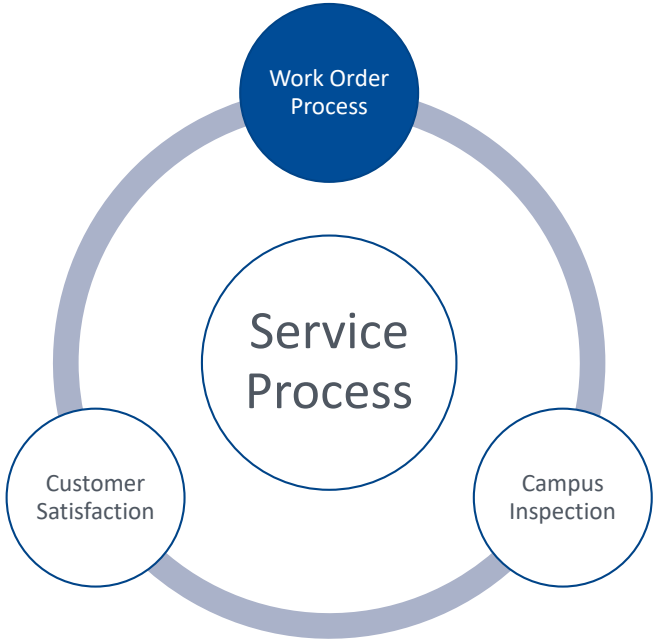
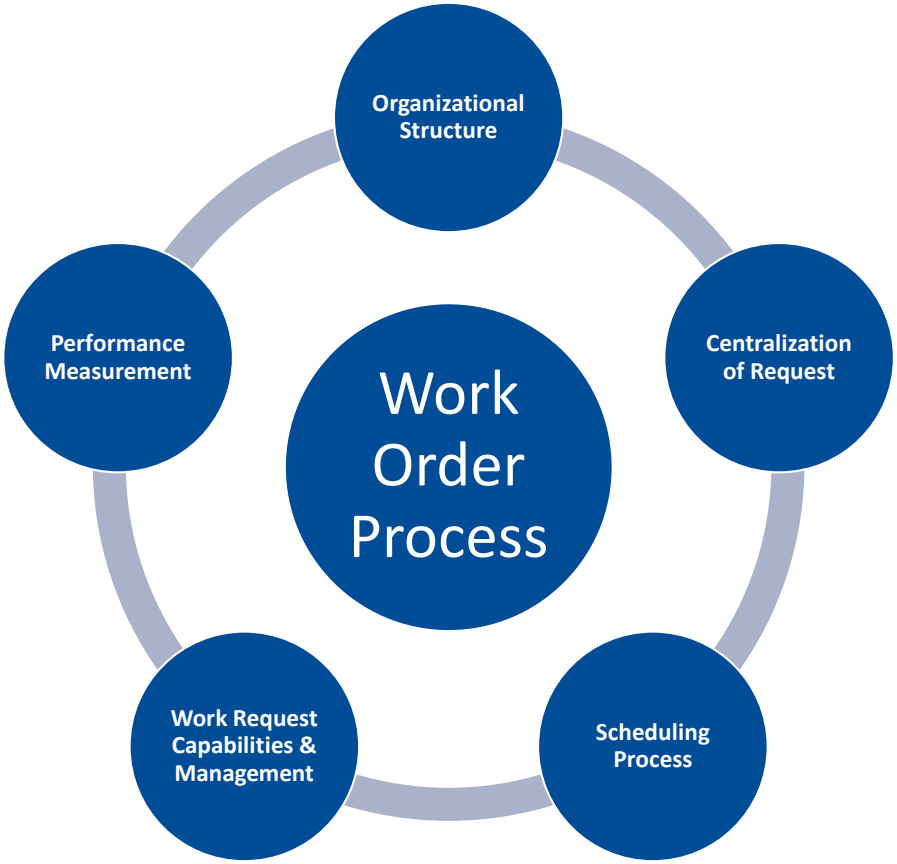
AIM Boost Service Process Abilities Across the System





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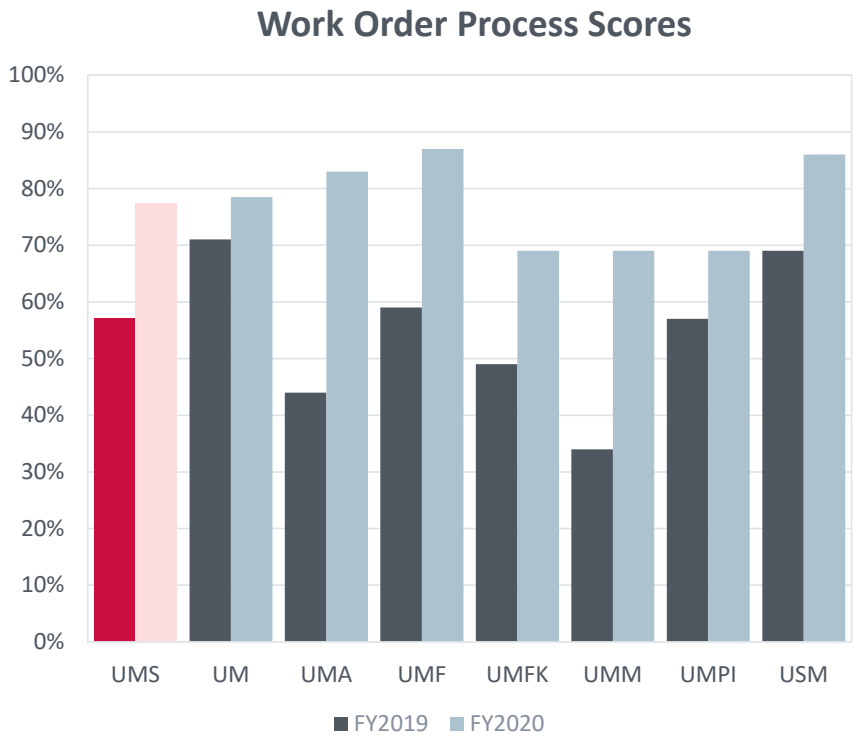
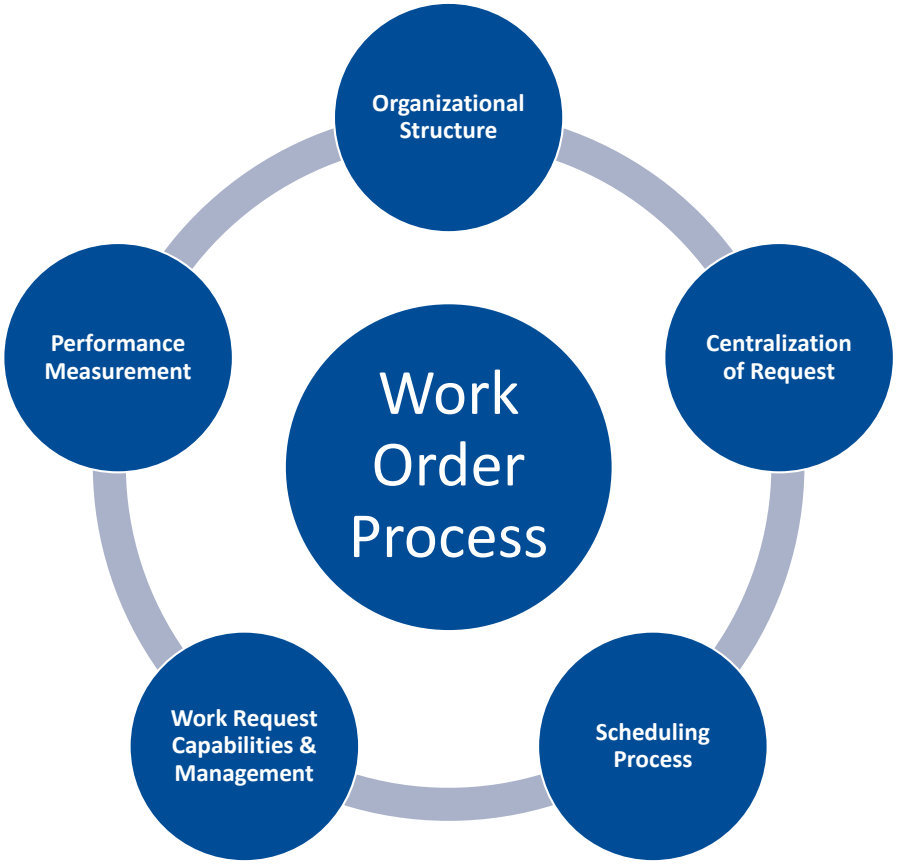
AIM Boost Service Process Abilities Across the System





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Improving Scheduling and Services Levels

Scheduling Process	
Service desk assigns priority	Yes
Service desk assigns schedule	Yes
Shop supervisor assigns personnel	Yes
Schedules are communicated to the customer	No
Changes in the schedule are communicated to the customer	No
Customers can access the current status of work requests through a web-based system	No
Changes to work request status are communicated to customer	Yes
Customer satisfaction is surveyed after work request is completed	No

comcast

We'll be there Thursday between 8am-12pm

On Vehicle for Delivery Today

Scheduled Delivery Updated To:
Tuesday, 06/07/2011

Last Location:
Horsham, PA, United States, Tuesday, 06/07/2011

Change Delivery »
Add Notification »

Additional Information

Product:	WORLD EASE
Shipped/Billed On:	06/02/2011
Type:	Package
Weight:	1.30 kgs

Shipment Progress

Location	Date	Local Time	Activity What's This?
Horsham, PA, United States	06/07/2011	9:12 A.M.	Out For Delivery
	06/07/2011	9:05 A.M.	Arrival Scan
Philadelphia, PA, United States	06/07/2011	7:51 A.M.	Departure Scan
	06/07/2011	7:30 A.M.	Adverse weather conditions.
	06/07/2011	7:11 A.M.	Arrival Scan
Louisville, KY, United States	06/07/2011	4:56 A.M.	Departure Scan
	06/07/2011	1:22 A.M.	Arrival Scan
Anchorage, AK, United States	06/06/2011	3:22 P.M.	Departure Scan
	06/06/2011	12:58 P.M.	Arrival Scan
Incheon, Korea, Republic of	06/06/2011	11:50 P.M.	Departure Scan
Chek Lap Kok, Hong Kong	06/06/2011	4:17 P.M.	Departure Scan
Chengdu, China	06/05/2011	2:30 A.M.	Departure Scan
EPZ, China	06/02/2011	9:05 P.M.	Departure Scan
	06/02/2011	1:50 P.M.	Origin Scan
China	06/02/2011	7:17 A.M.	Order Processed: Ready for UPS

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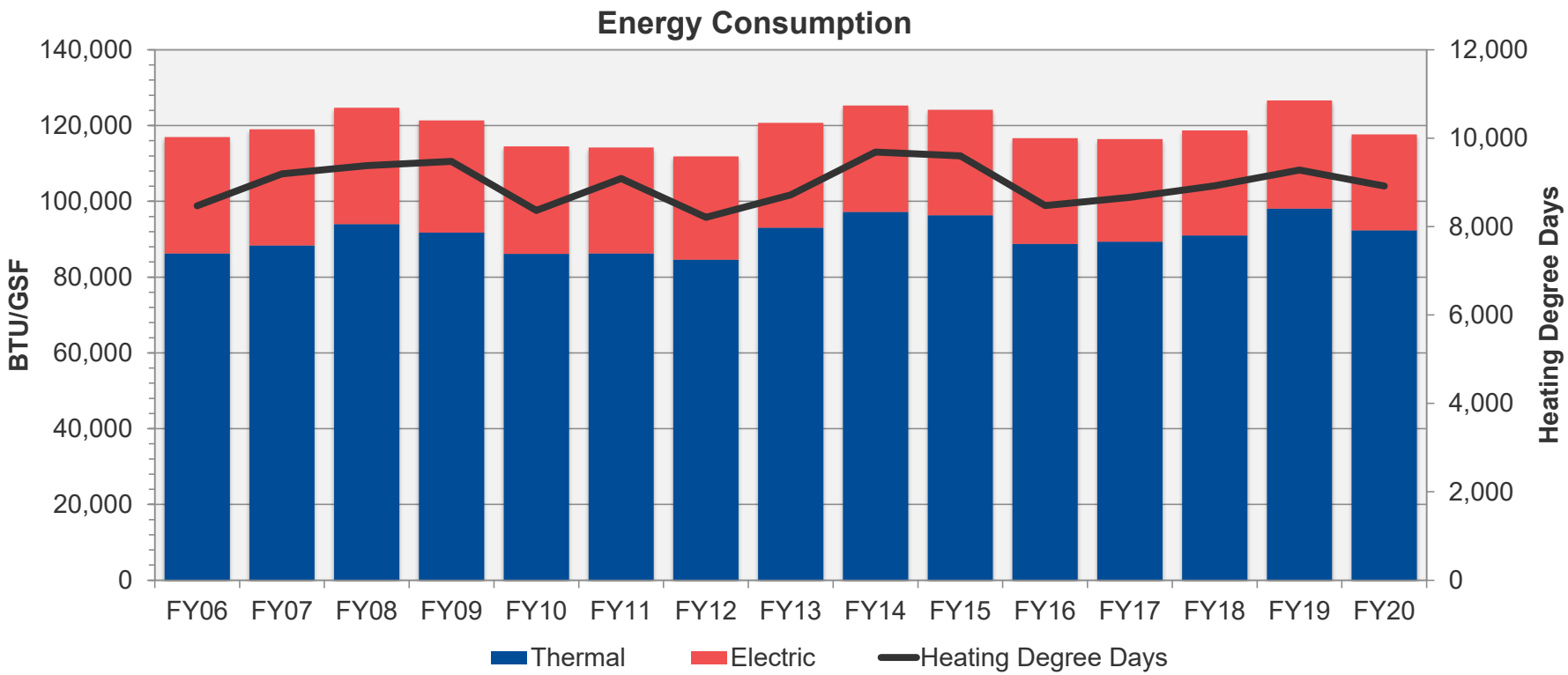
Energy Consumption Decreased for First Time Since FY17

Consumption Decreases as Heating Degree Days Decrease in FY20



**Degree days noted are based on the Orono, Maine location*
***Thermal contain all heating fuel sources, including alternative fuel sources (ie biomass, wood chips, etc.)*

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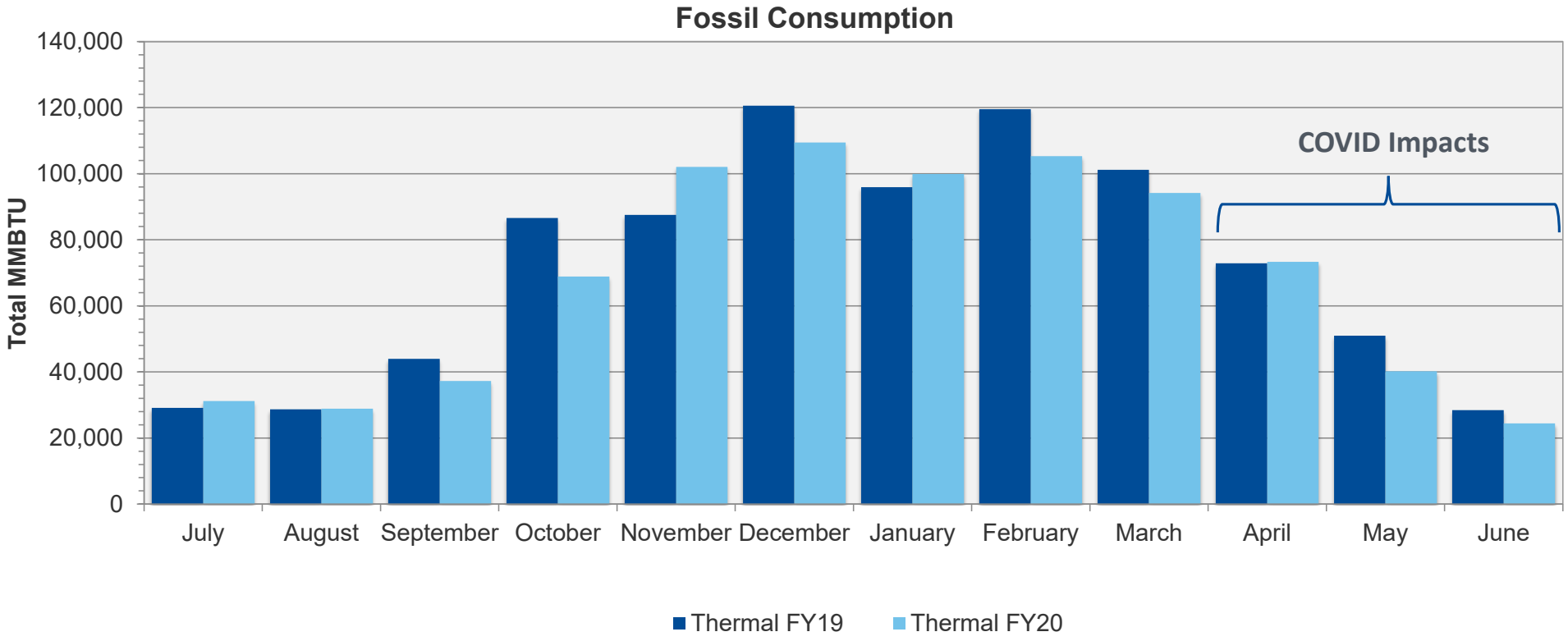
Total Thermal Consumption by Month

Decreased Thermal Consumption across FY20 when compared to FY19



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

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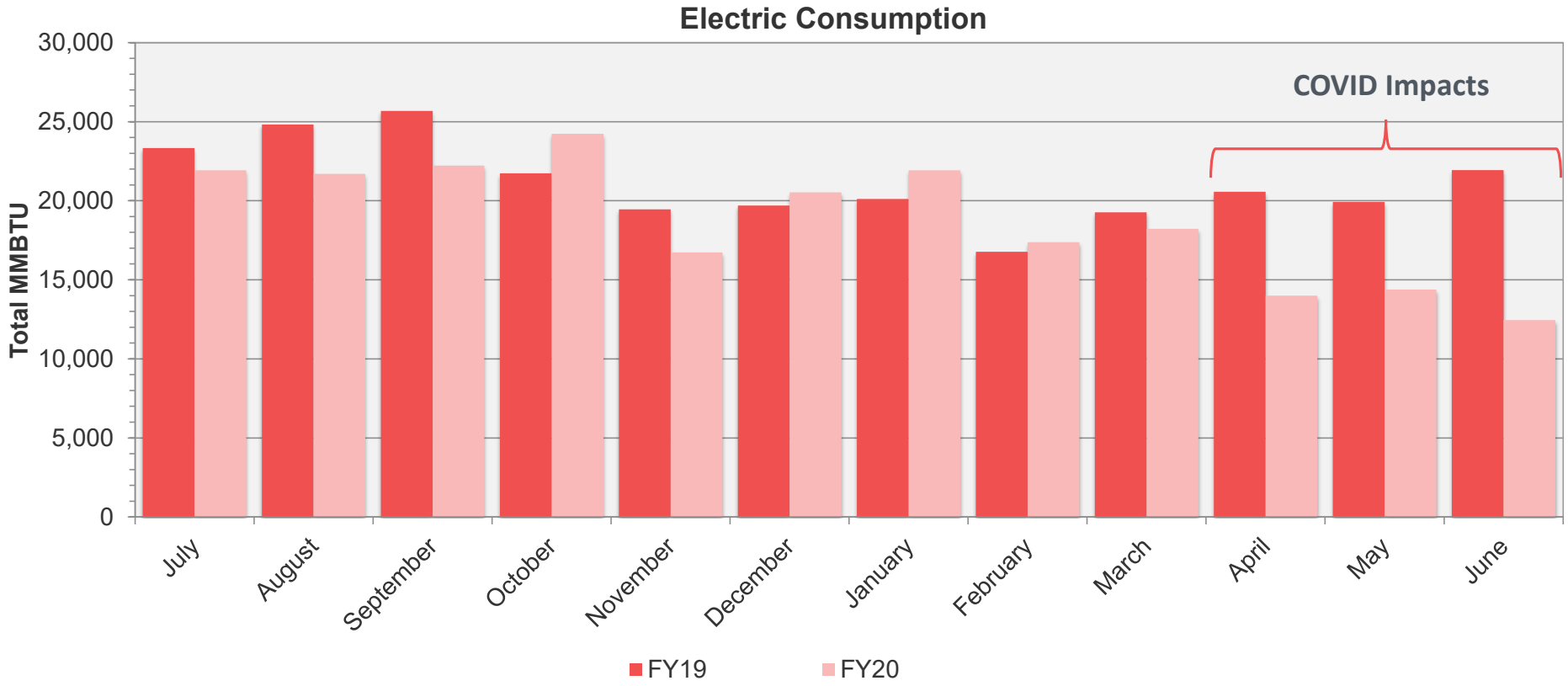
Total Electric Consumption by Month

COVID Decreases Electric Consumption Heavily from April-June



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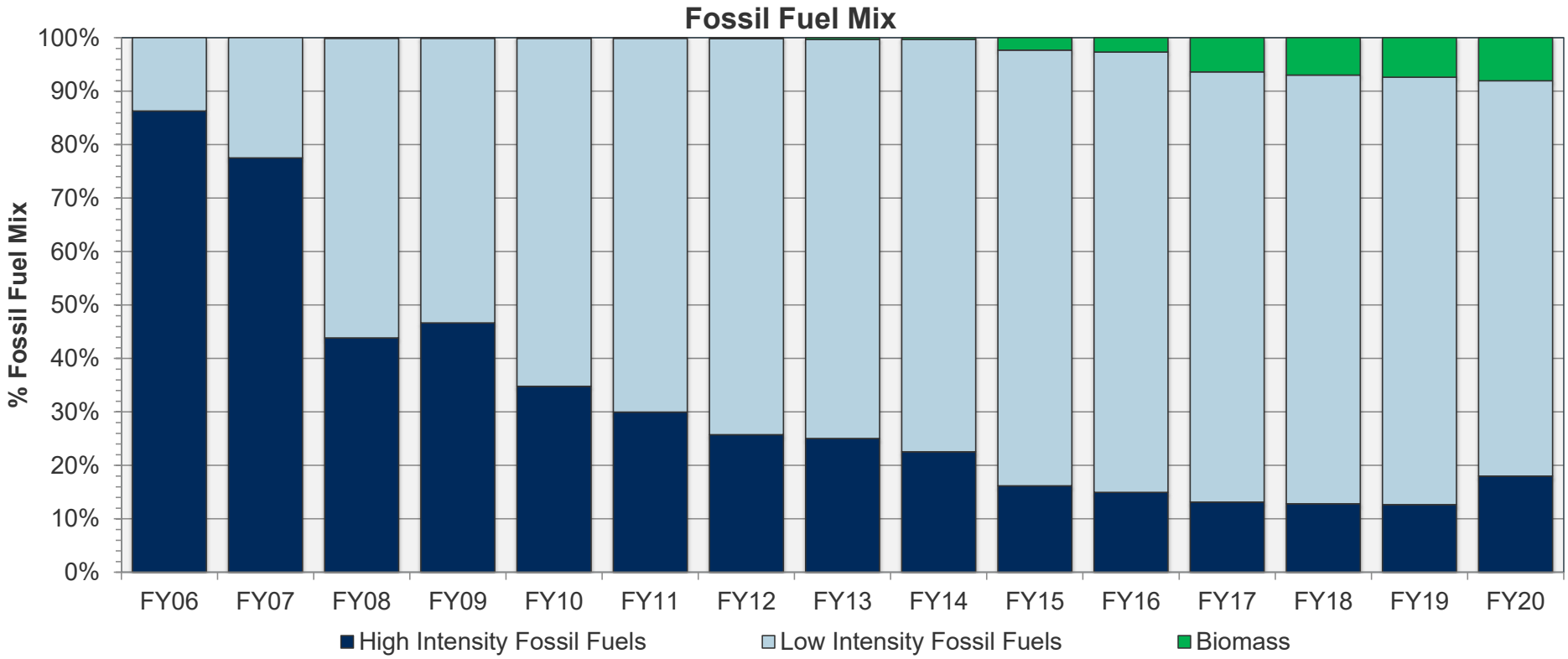
High Intensity Fossil Increases as Low Intensity Decreases



**High intensity fuels include oil #2 and oil #6*

***Low intensity fuels include natural gas and propane*

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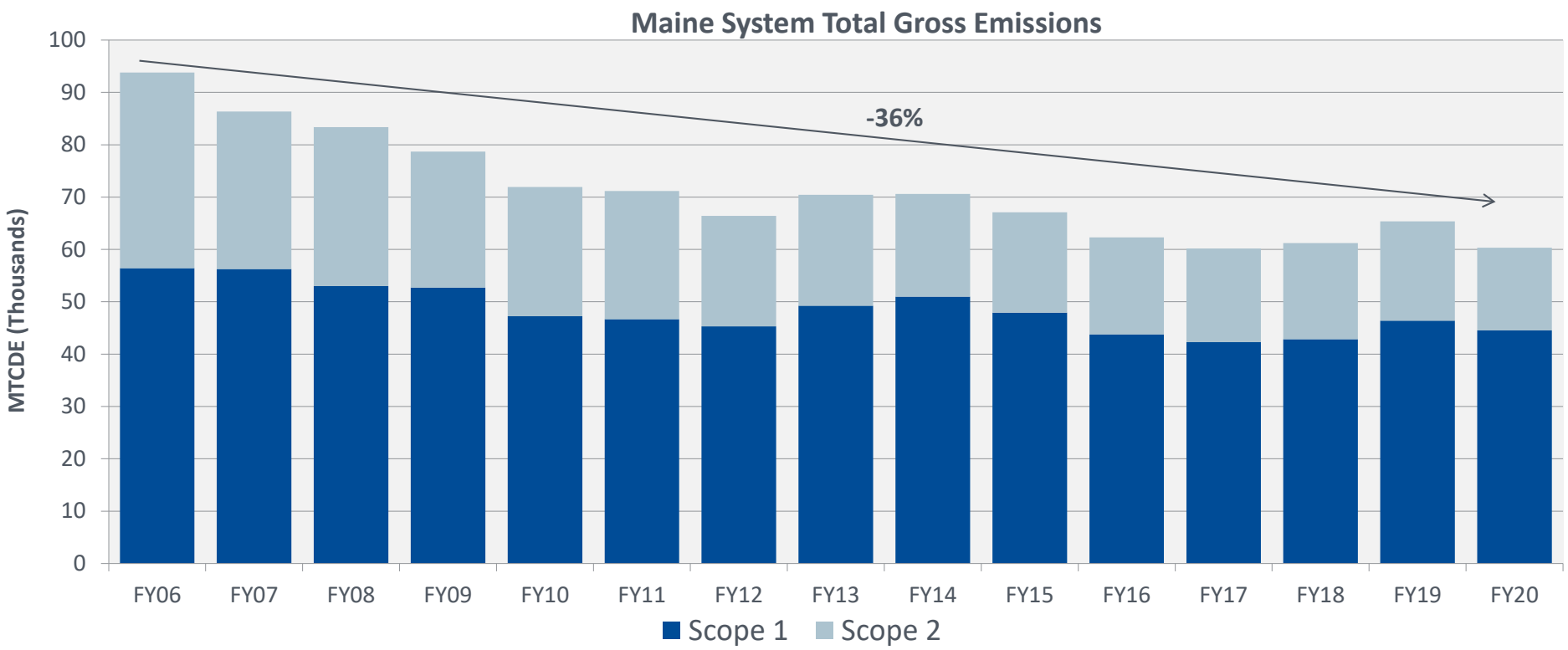
Fuel Mix and Consumption Drive Emission Rates



MTCDE = Metric Tons of Carbon Dioxide Equivalent

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Asset Value Change

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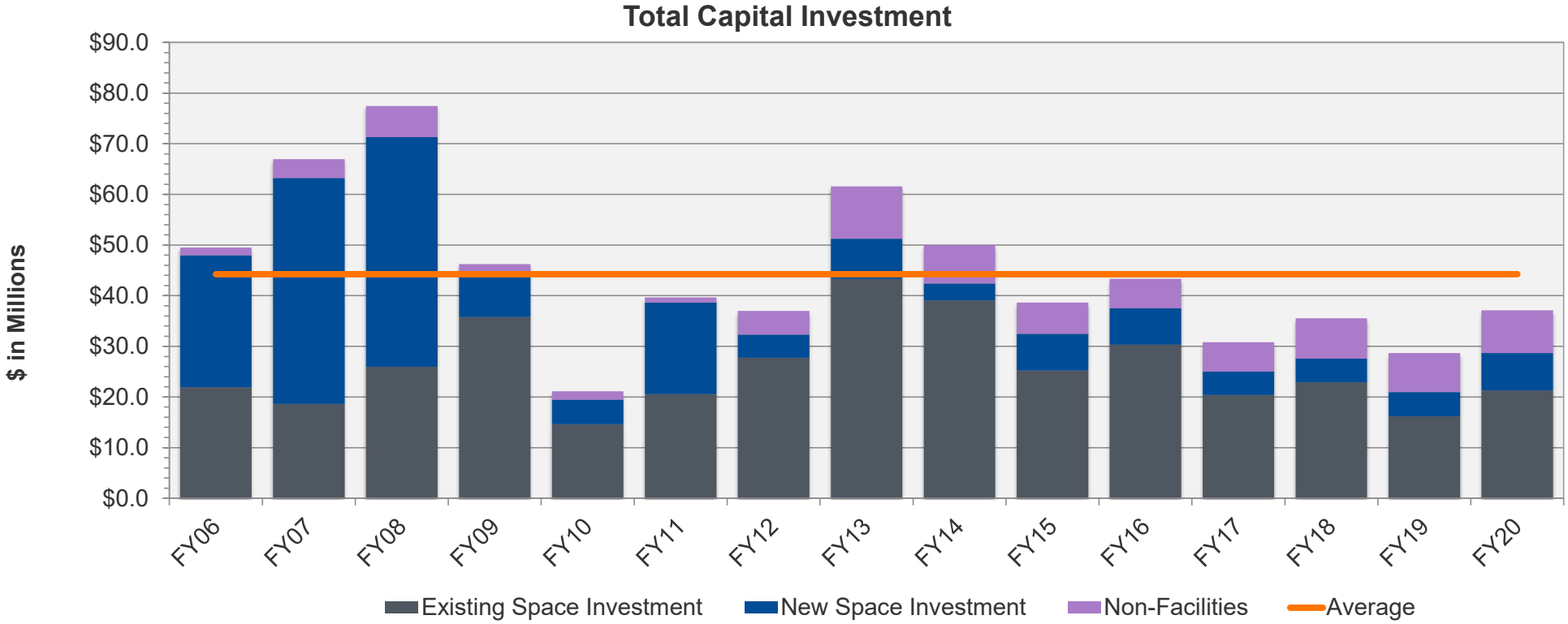
Total Capital Investment Increases $8.4M in FY20

Total Capital Investment at Highest Level Since FY16



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

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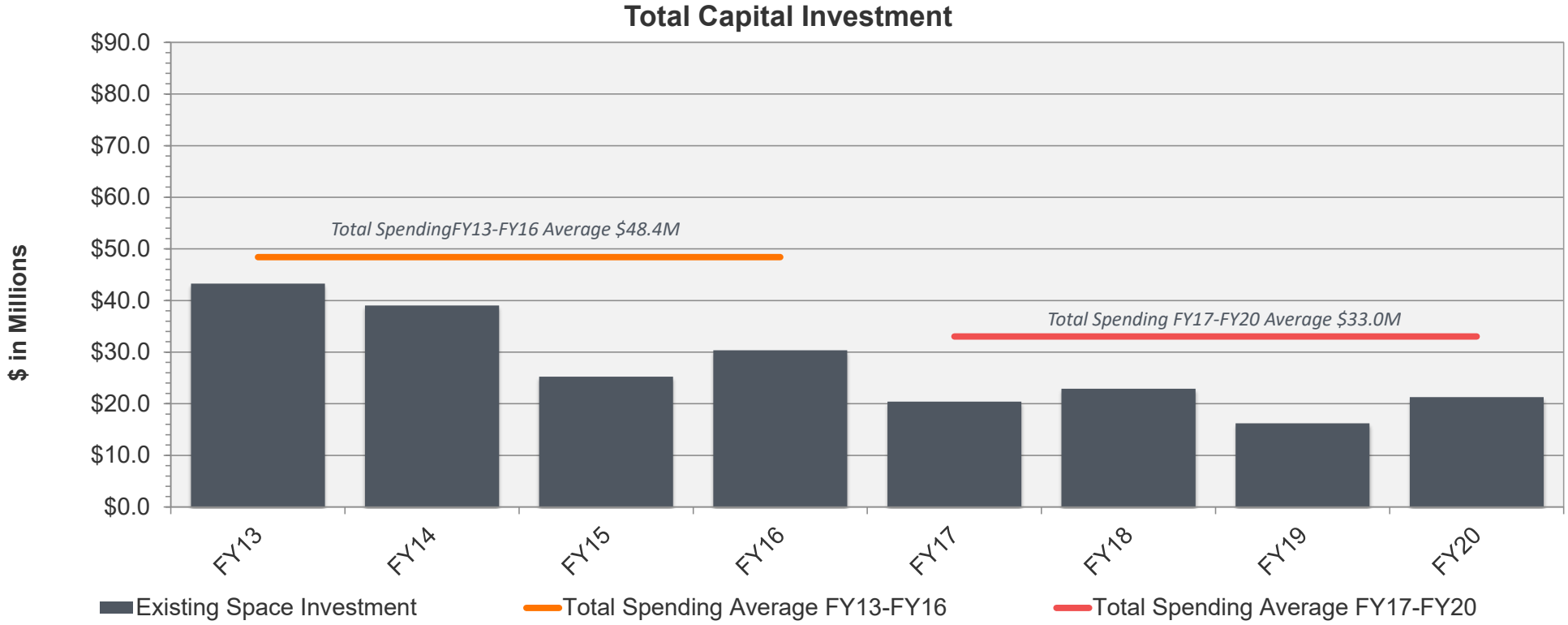
Capital Investment Profile Decreases Over Time

FY17-FY20 Capital Investment Decreases 31% from FY13-FY16 Average



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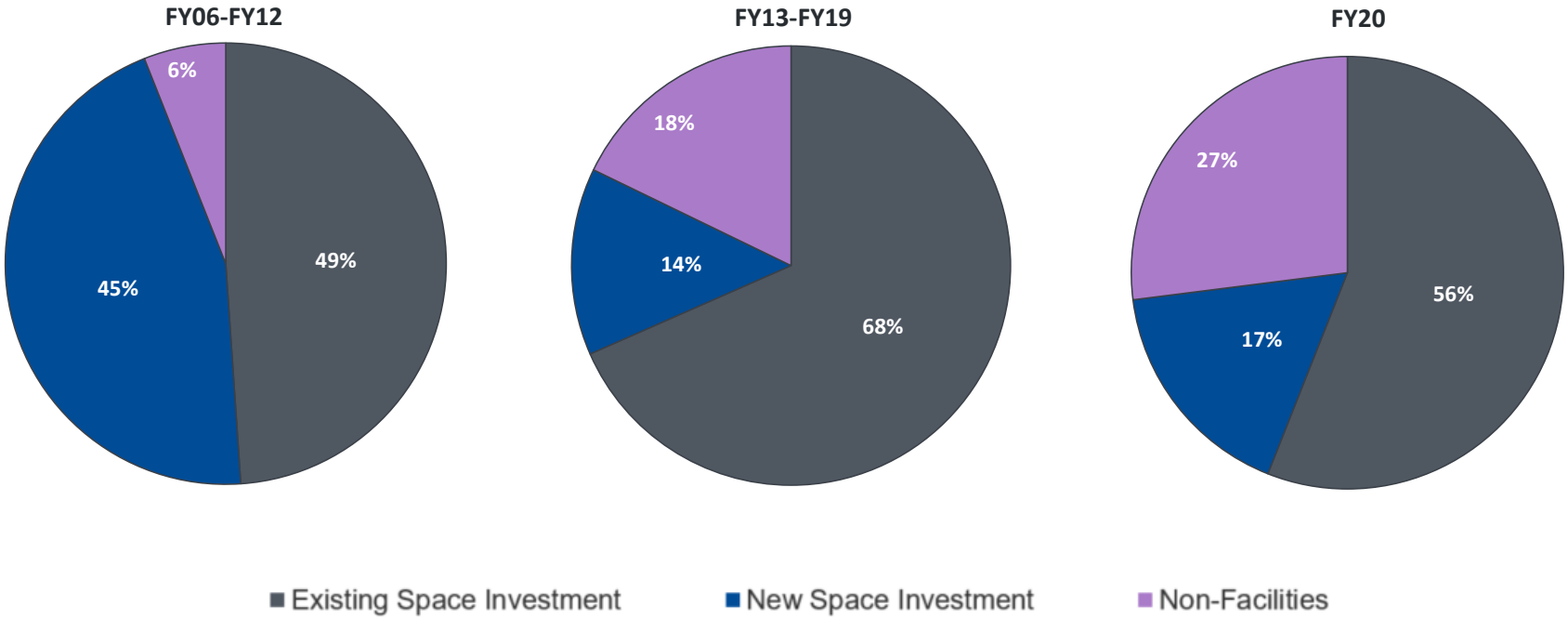
Investments Focus on Existing Space in FY20

Existing space investments help to slow backlog growth



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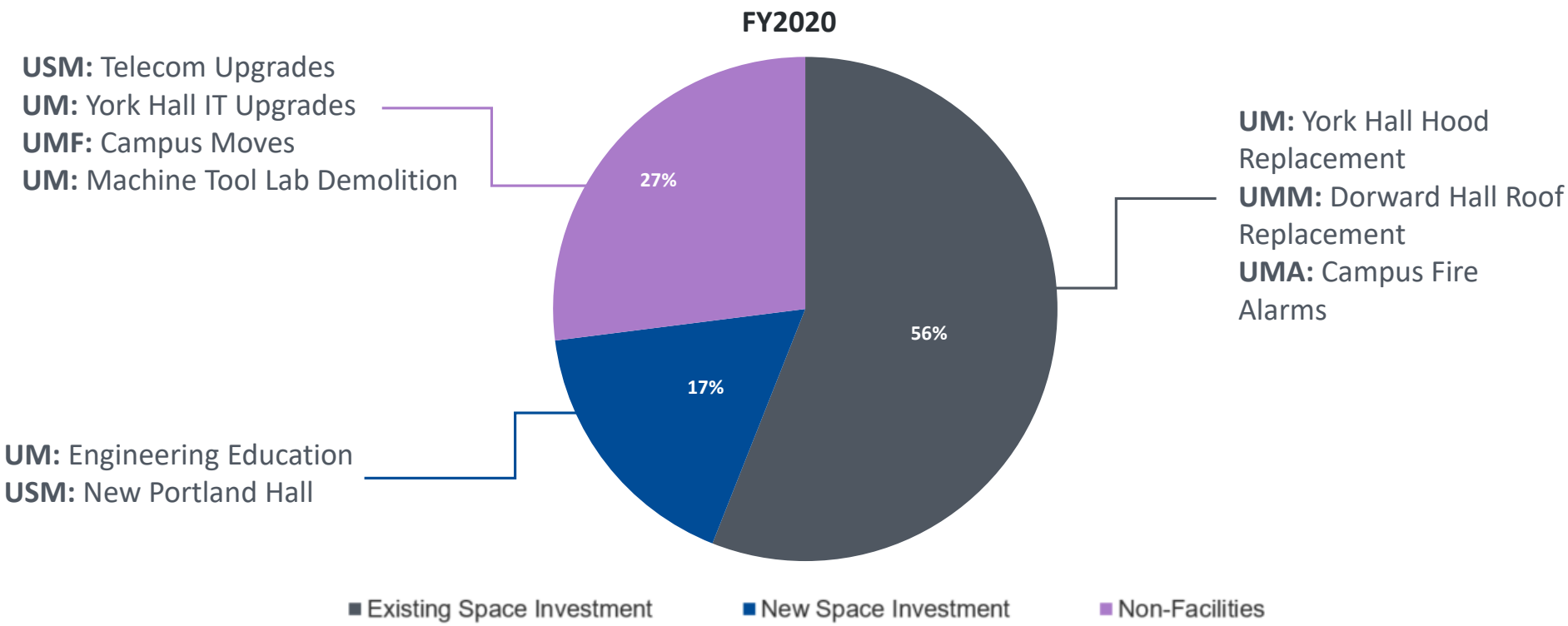

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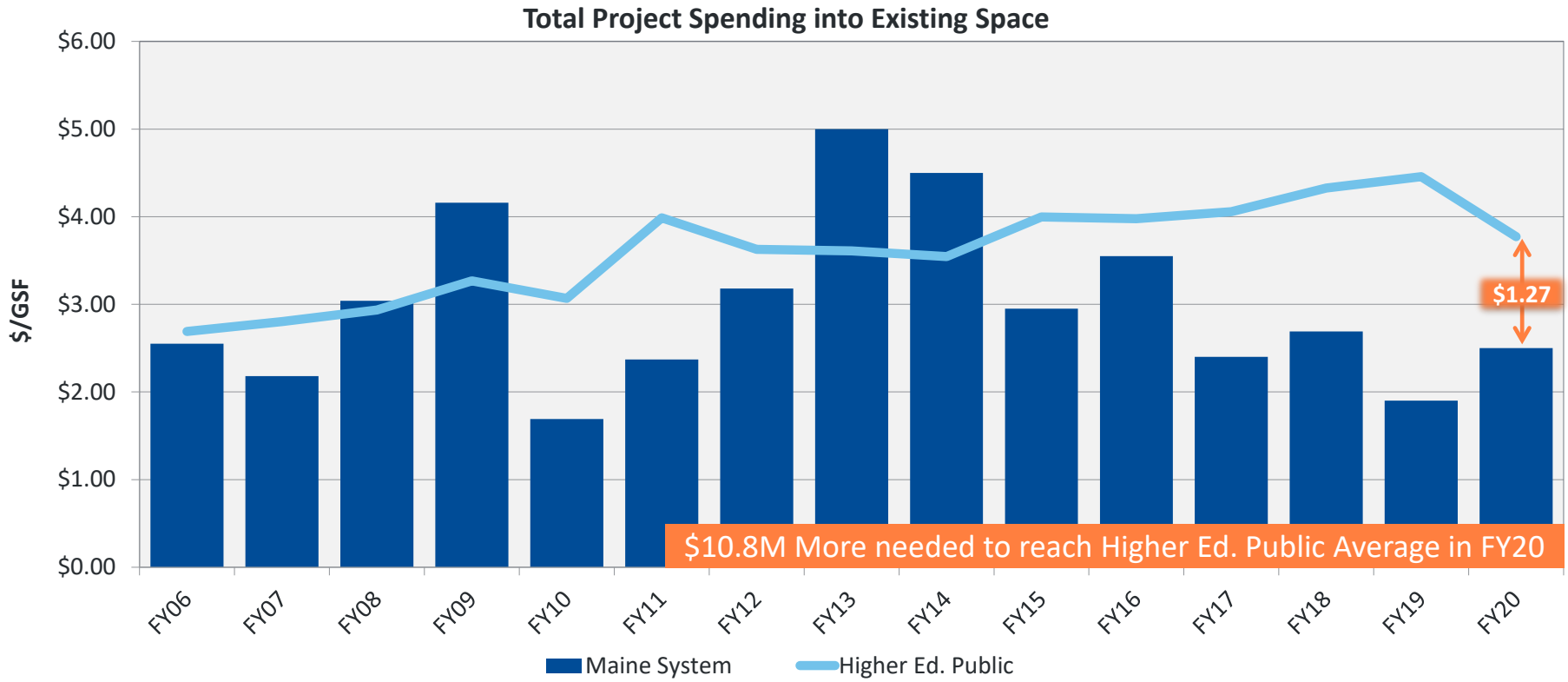
Gap In Investment Against Peer Systems Decreases in FY20

UMaine System closes gap to Public Institutions to $1.27/GSF in FY20



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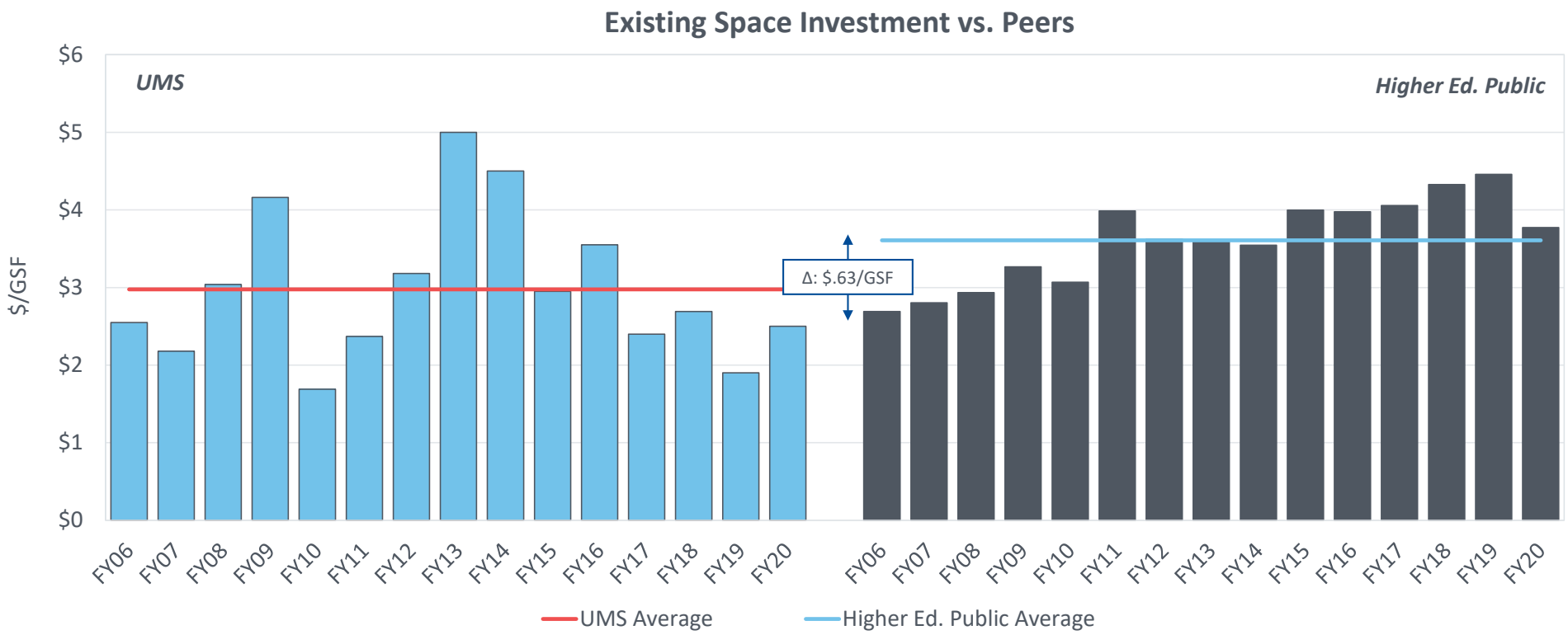
Existing Space Investment vs. Public Institutions

Peers invest an average of $.63/GSF more than UMS from FY06-FY20



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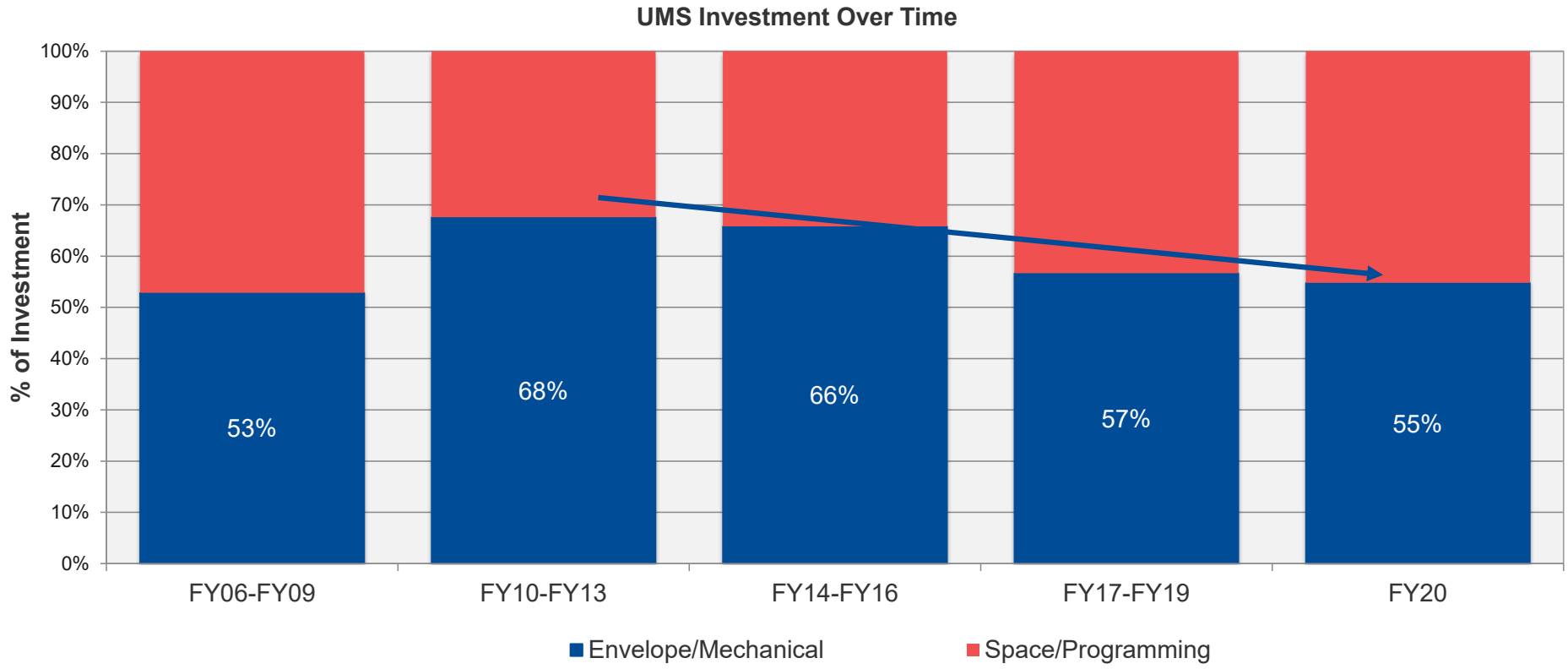
Investment Focus Shifts Towards Space/Program

ROI is higher in envelope/mechanical investments than space/program



Does not include infrastructure investments.

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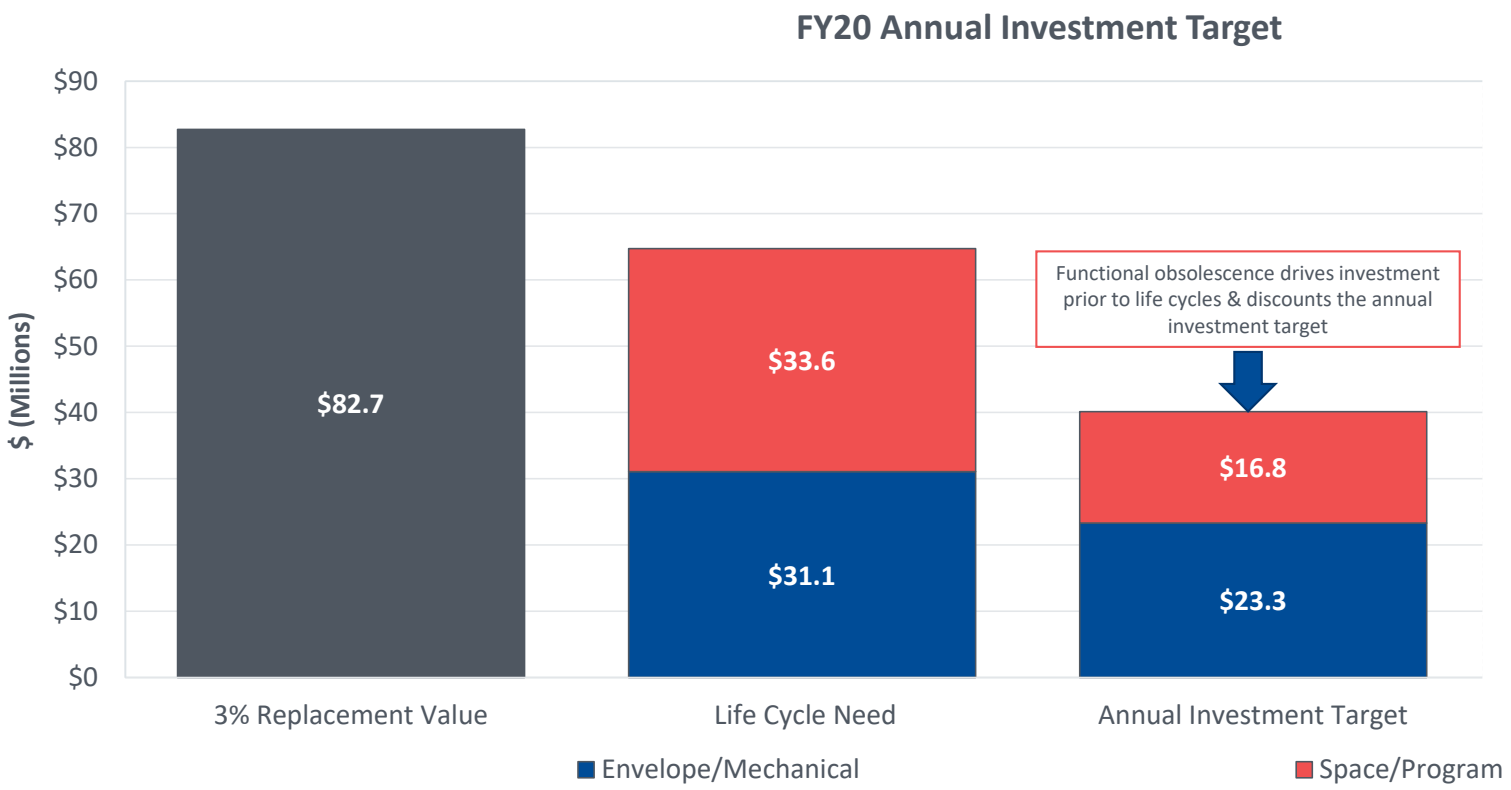
UMS FY20 Annual Investment Target: $40.1M



Replacement Value: ***$2.8B***

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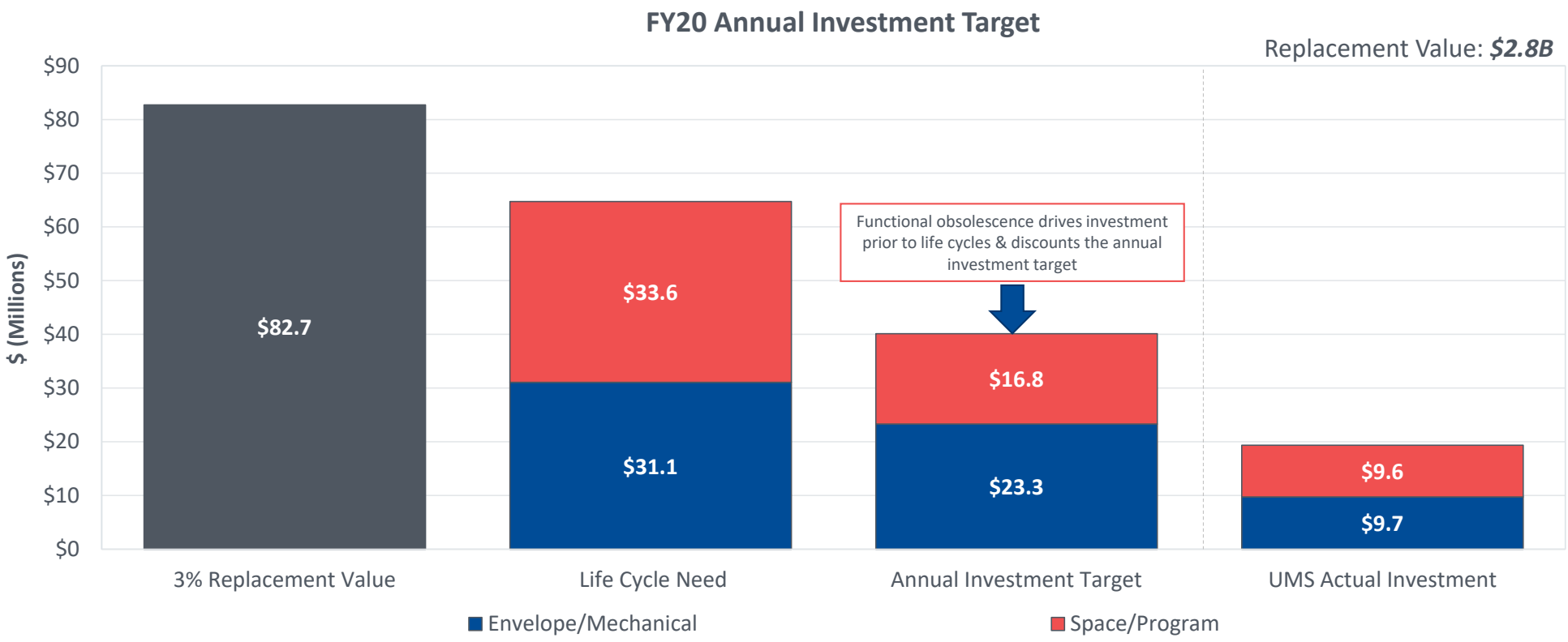
UMS FY20 Annual Investment Target: $40.1M



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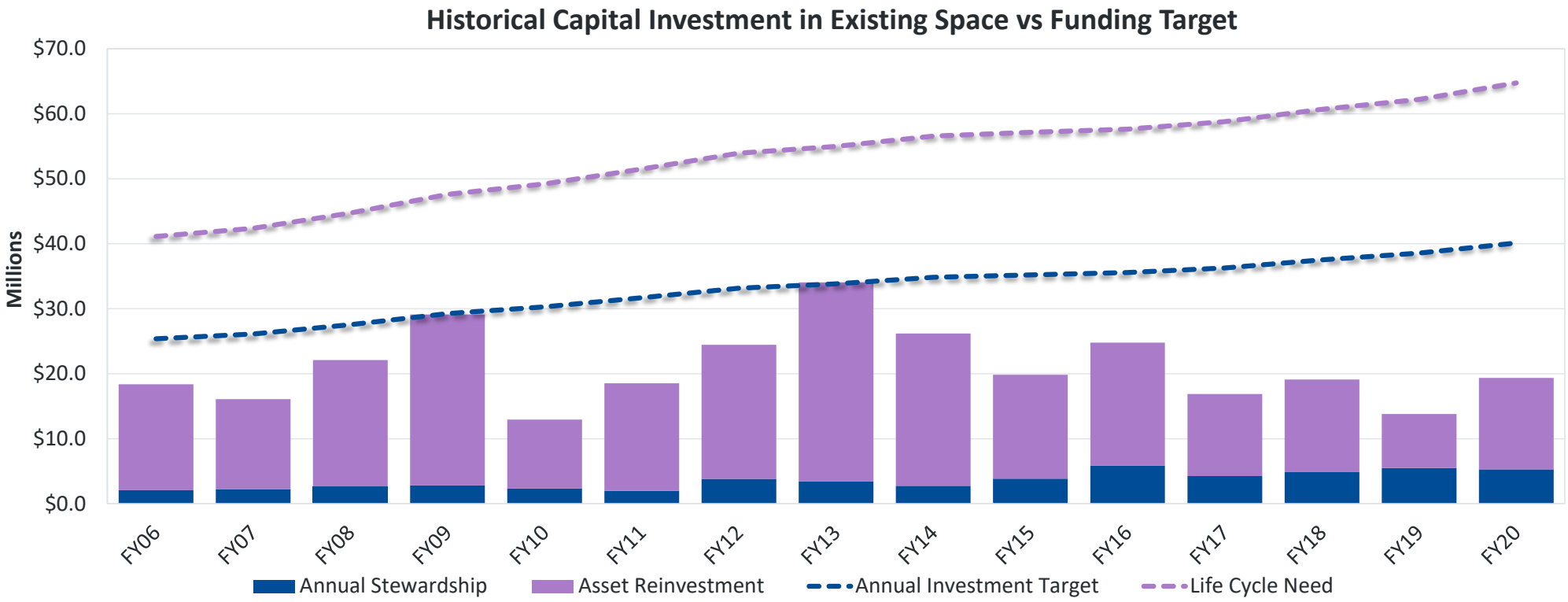
UMS Falls $20.8M Short of Annual Investment Target in FY20

Deferral to Backlog of Need Continues in FY20



Does not include infrastructure, new space or non-facilities spending

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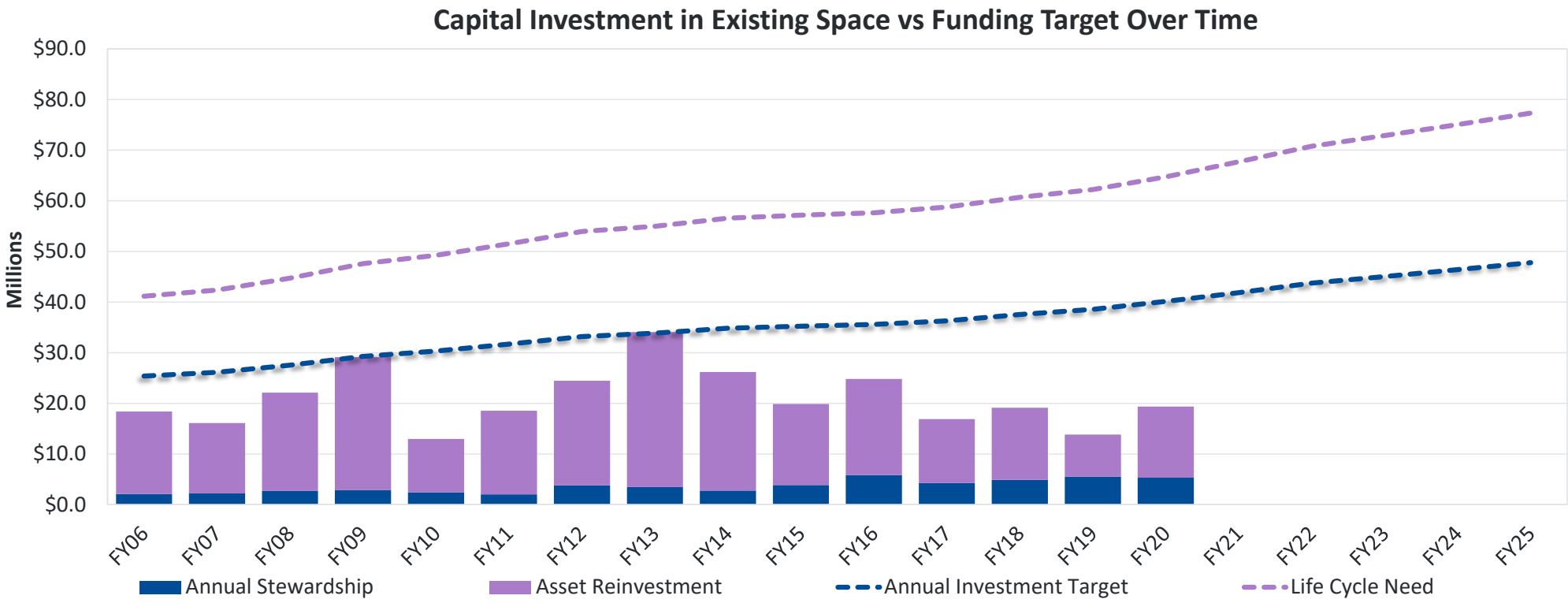
Sightlines' Targets Continue to Increase Over Time

Approximately $50-$60M needed each year to keep System assets at steady NAV



Does not include infrastructure, new space or non-facilities spending

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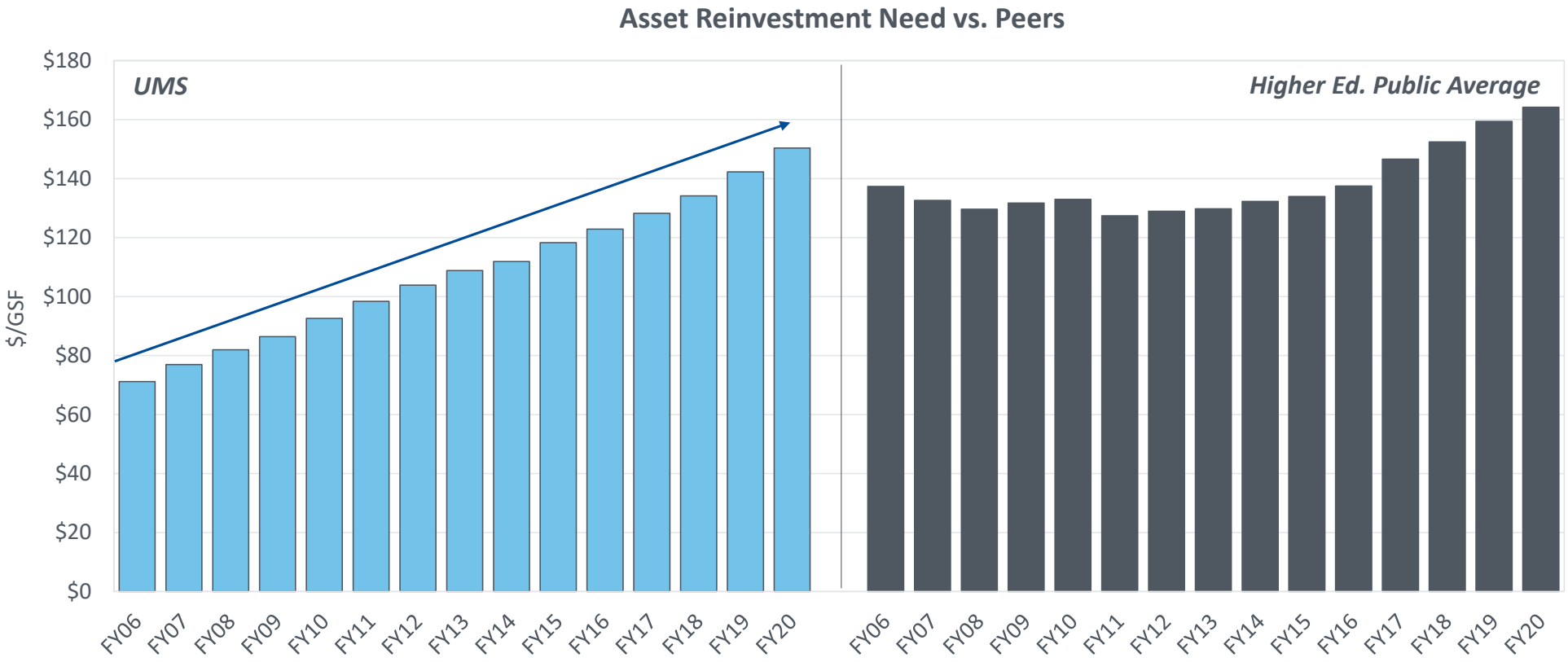
Asset Reinvestment Need Growth Similar to Higher Ed. Public



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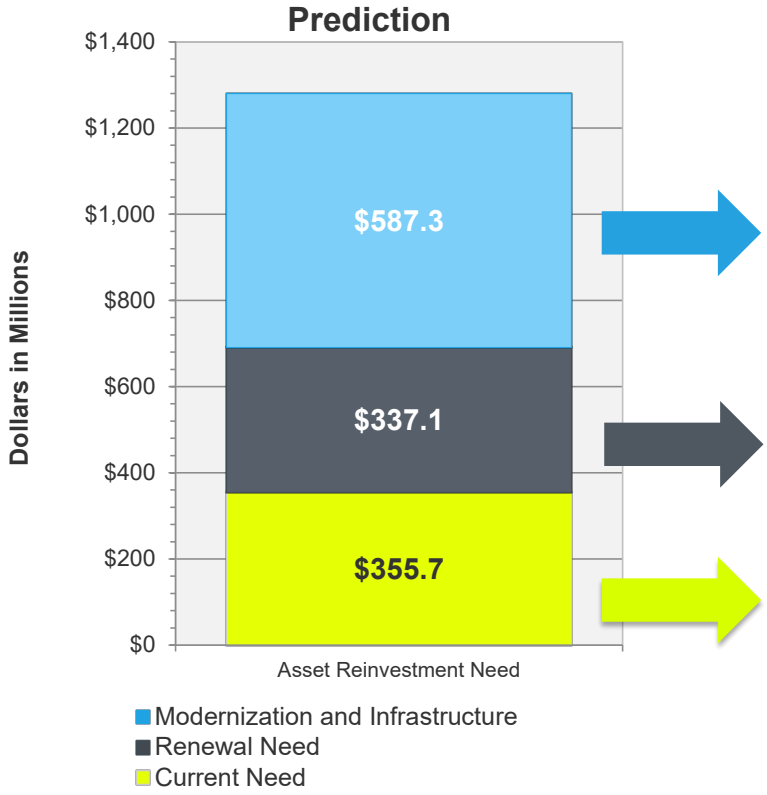
$1.28B of Need at UMS Over the Next 10 Years

Current Need or Deferred Maintenance accounts for 28% of total need, $355.7M



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

✓ Combination of Funds

- ✓ Life Cycle Needs coming due between FY21 – FY30

✓ "Keep-Up" Funds

- ✓ Deferred Maintenance
- ✓ The subsystem has already failed
- ✓ The subsystem is functioning with substantial degradation of efficiency or performing at increased cost

✓ "Catch-Up" Funds

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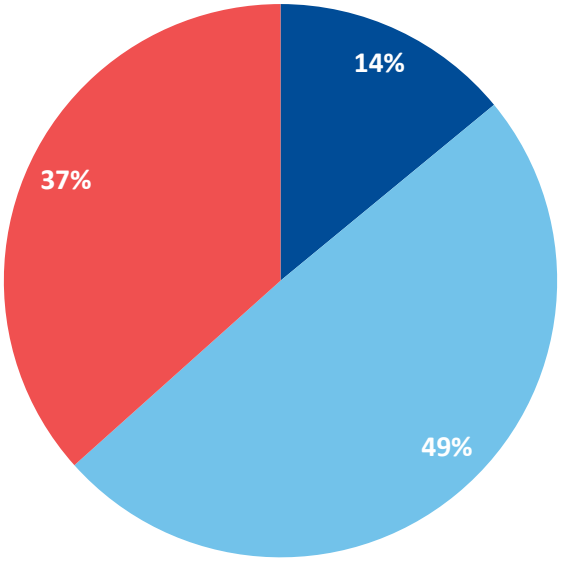
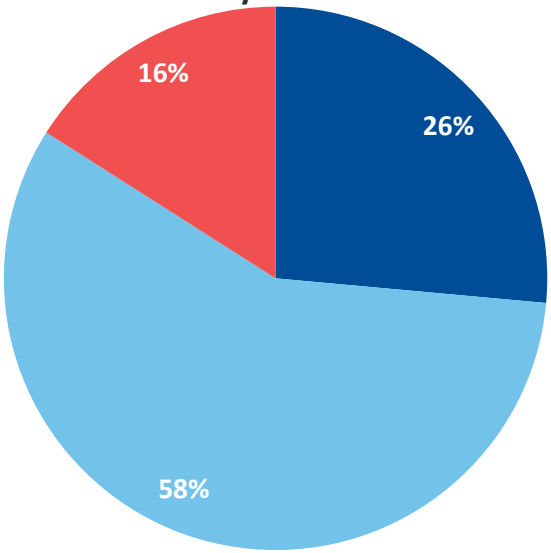
UMS Aligns Spending With Highest Need: Mechanical

Continued investment in mechanical and envelope work needed in future years

FY06-FY20 Historical Project Investment



Distribution of Maine System Need* by System



Envelope Mechanical Interiors

$296M Invested

$554M of Need

**Need includes backlog and renewal projects, not modernization or infrastructure work*

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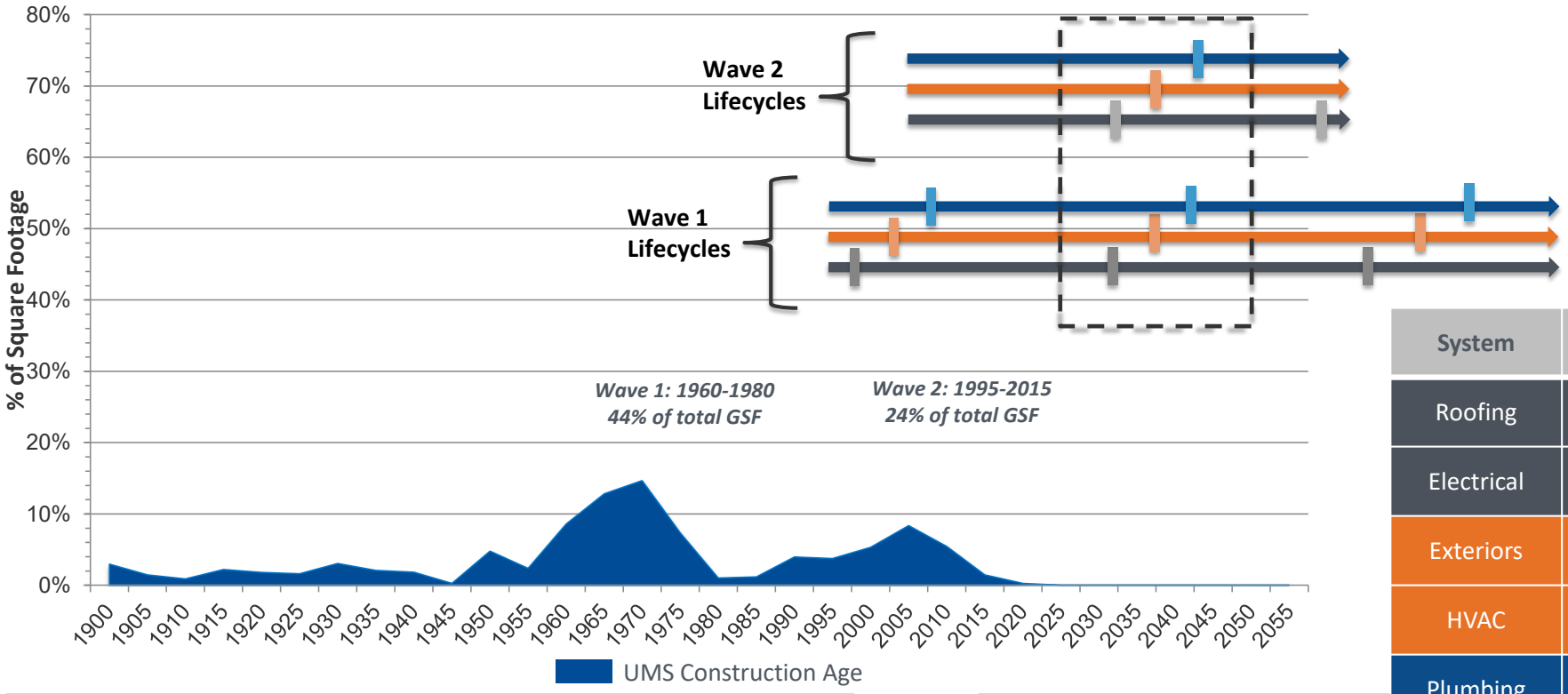
Future Forecast Determined by Life Cycle Models



System	Life Cycle
Roofing	25 years
Electrical	25 years
Exteriors	30 years
HVAC	30 years
Plumbing	35 years

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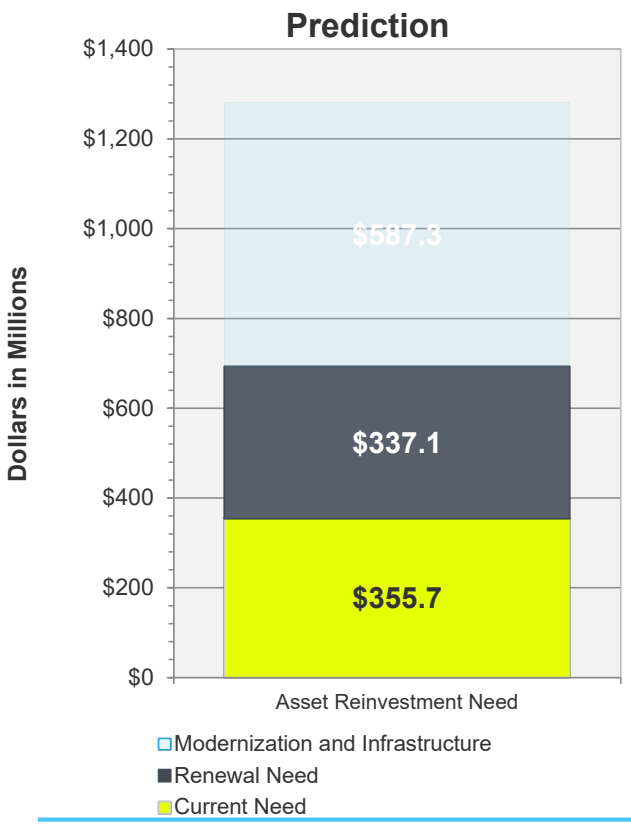
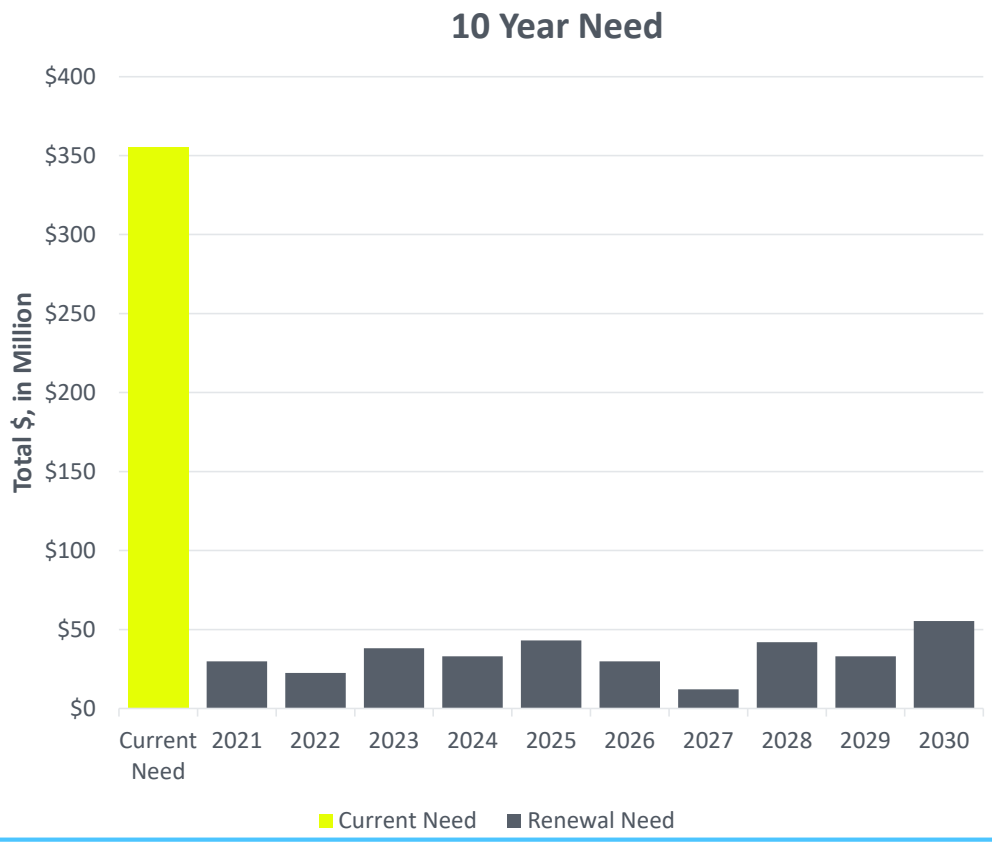
Planning Investments Over the Next Ten Years





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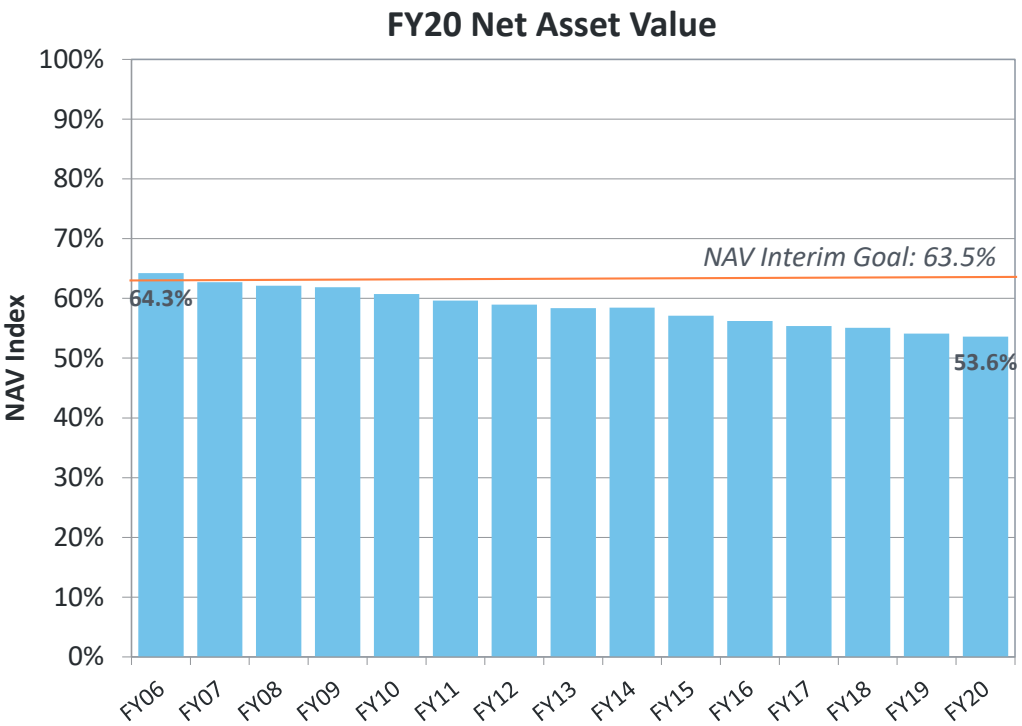
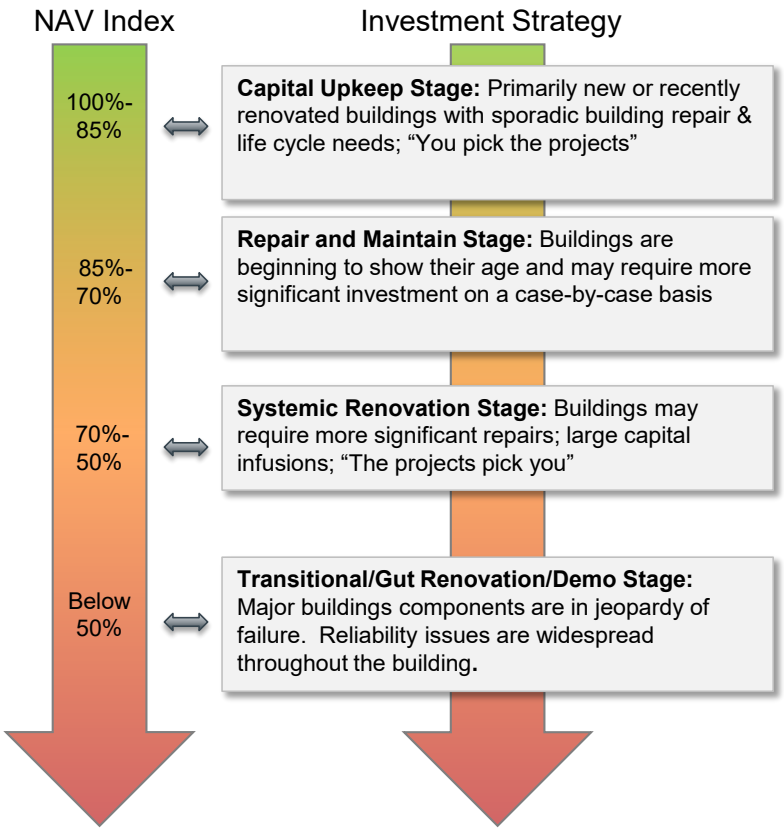
Rate of Deferral Slows But NAV Continues to Decrease





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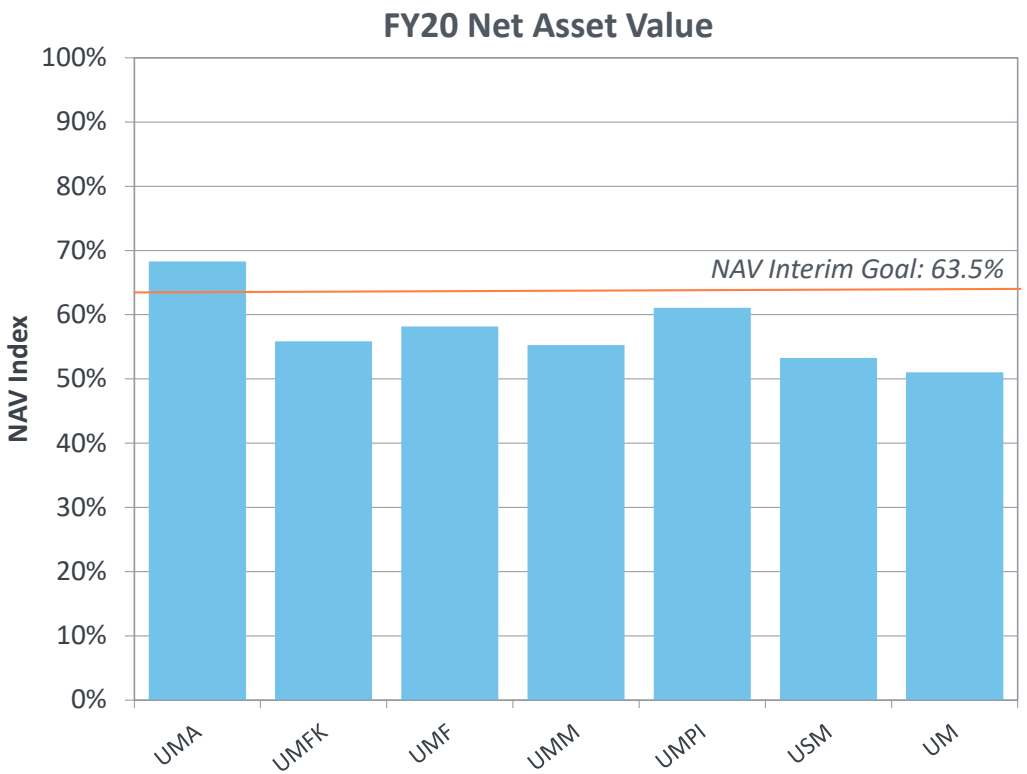
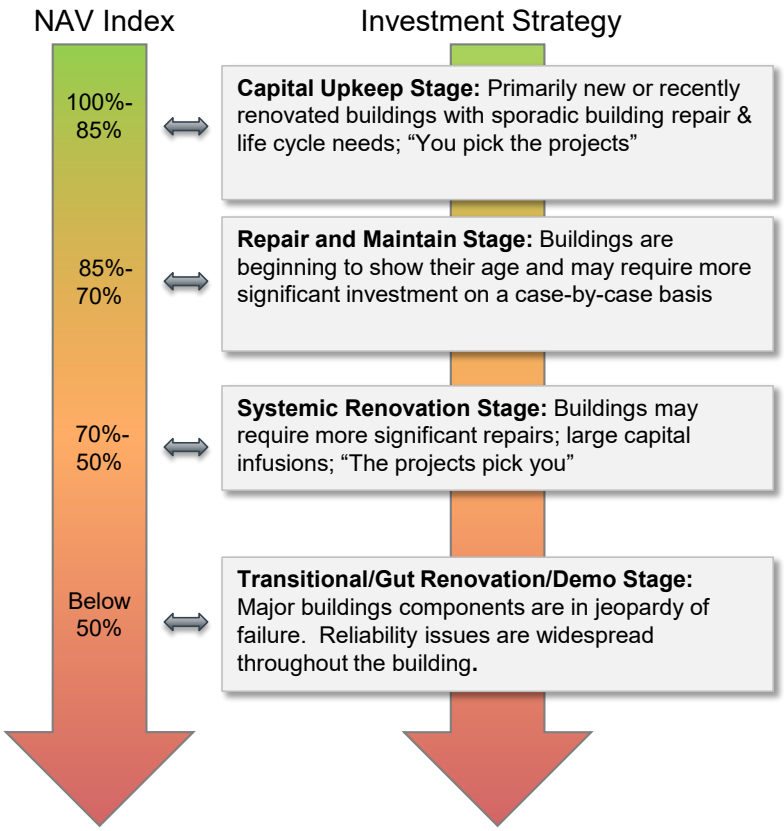
68

$$\text{Net Asset Value} = \frac{\text{Replacement Value} - \text{Backlog}}{\text{Replacement Value}}$$

FY20 Net Asset Value By Campus





$$\text{Net Asset Value} = \frac{\text{Replacement Value} - \text{Backlog}}{\text{Replacement Value}}$$

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Concluding Comments

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Key Takeaways

- **Campus is aging and will face a series of life cycles coming due. These life cycles will require investments for replacement/updates in the next 10 years and will be competing for the same resources.**
  - UMS will need $50-$60M each year to slow the aging process and mitigate deferred maintenance.

- **UMS has an opportunity to improve customer satisfaction and reporting consistency through the work order process. Campuses facilities should work to understand what data helps tie capital needs to operational costs in a manner that is easily communicated to those outside of facilities.**
  - How can data be used to target limited resources to the highest needs?

- **How will campus shift in the post pandemic era regarding space management? Will similar space be needed if employees and students operate in a more remote fashion?**
  - Which assets are not long term assets?
  - Which assets are core to the mission/strategy of the institution?

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Questions and Comments

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Appendix: UMS Key Performance Indicators

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Using Sightlines Data to Monitor UMS KPIs

1. Density: Number of users ▪ Current UMS measure: 297 ▪ Interim Goal: 332 ▪ Peer/Industry standard: 460 ▪ Long-term System goal: 415	**2. NAV: Net Asset Value** ▪ Current UMS measure: 59% ▪ Interim Goal: 63.5% ▪ Peer/Industry standard: 75% ▪ Long-term System goal: 70%	**3. Capital Expenditures on Existing Space;** *%CRV* ▪ Current UMS measure: 1.88-2.34% ▪ Peer/Industry standard: <1.5% ▪ Periodic reporting recommended.
4. Annual Facilities Operating Expenses; *Maintenance, Custodial, Grounds, & Paid Utilities % GIR* ▪ Current UMS measure: 9.67% ▪ At this time, there are no commonly accepted standards in this area. UMS will continue to track, report, & internally benchmark their progress.	**5. Total Cost of Ownership (TCO);** ▪ UMS should formally consider lifetime cost of a facility and other KPIs in planning and decision making, not only one-time construction costs.	**6. Energy Cost;** *per GSF* ▪ Current UMS measure: $1.72 ▪ Peer/Industry standard: $1.98 ▪ Periodic reporting recommended.
7. Annual Facilities Operating Expenses; *Maintenance, Custodial, Grounds, & Paid Utilities % CRV* ▪ Current UMS measure: 2.89 - 3.60% ▪ Peer/Industry standard: TBD ▪ Periodic reporting recommended.	**8. Annual Facilities Operating Expenses;** *Maintenance, Custodial, Grounds, & Paid Utilities per GSF* ▪ Current UMS measure: $6.70 ▪ Peer/Industry standard: $6.13 ▪ Establishment of specific goals to be revisited in FY17.	**9. Preventive Maintenance/ Demand Maintenance;** *% Annual Expenditures* ▪ Current UMS measure: 3% ▪ Peer/Industry standard: in evaluation ▪ Establishment of specific goals to be revisited in FY17.
10. Coverage: FTE (Maintenance, Custodial, Grounds); *per GSF* ▪ Continue to monitor GSF/FTE ratios. ▪ Strive to meet or exceed APPA/Sightlines benchmarks, i.e.: Custodial target zone: 29,213 – 37,000 GSF/FTE	**11. Energy Cost;** *per Million BTUs* ▪ Current UMS measure: $17.73 ▪ Peer/Industry standard: $19.00 ▪ Periodic reporting recommended.	**12. Energy BTUs;** *per GSF* ▪ Current UMS measure: 97,015 ▪ Peer/Industry standard: 121,131 ▪ Continue to meet/exceed peer/industry standards, strive to improve existing UMS performance, & establish specific goal for FY16.

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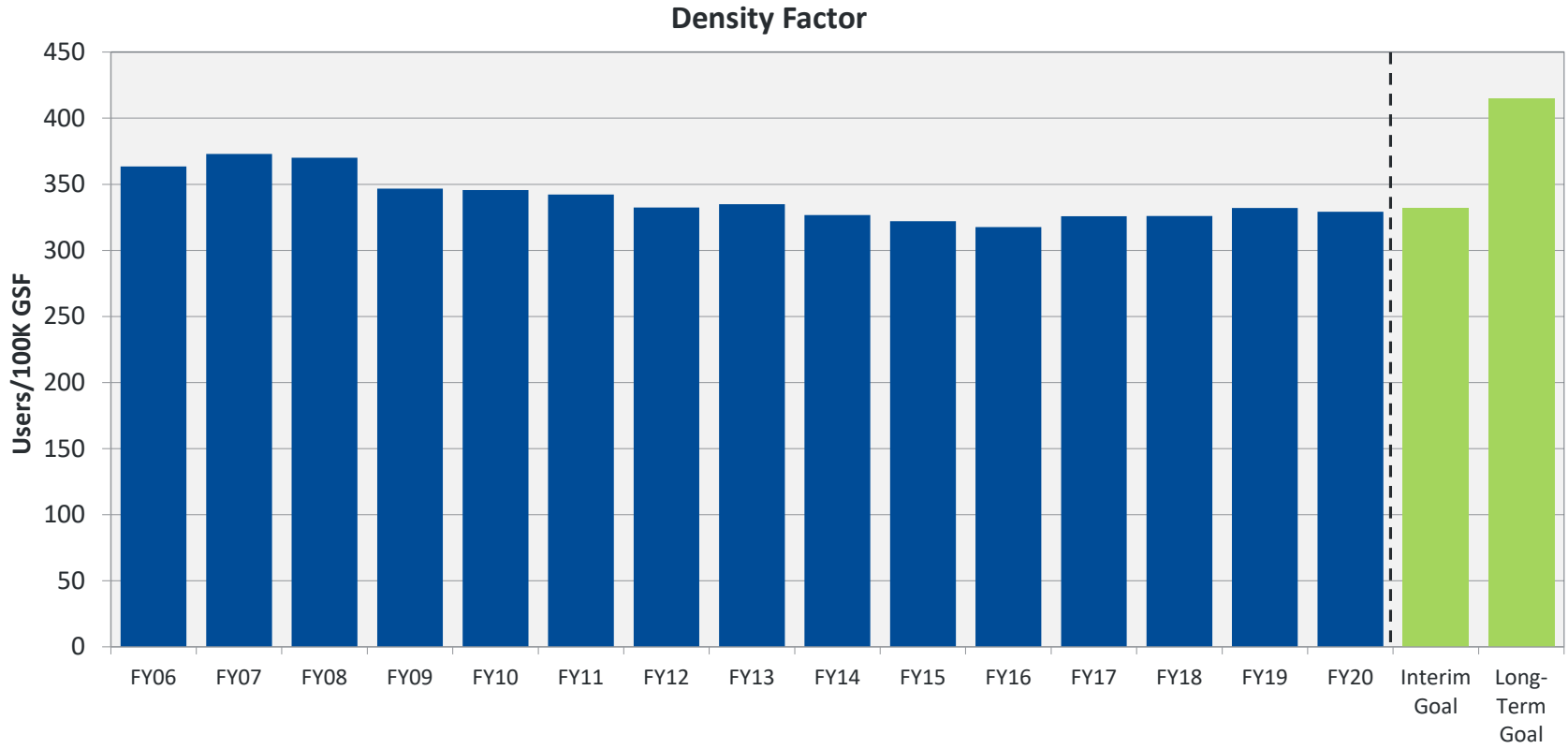
Density Factor

Density: Measures number of users per 100,000 GSF



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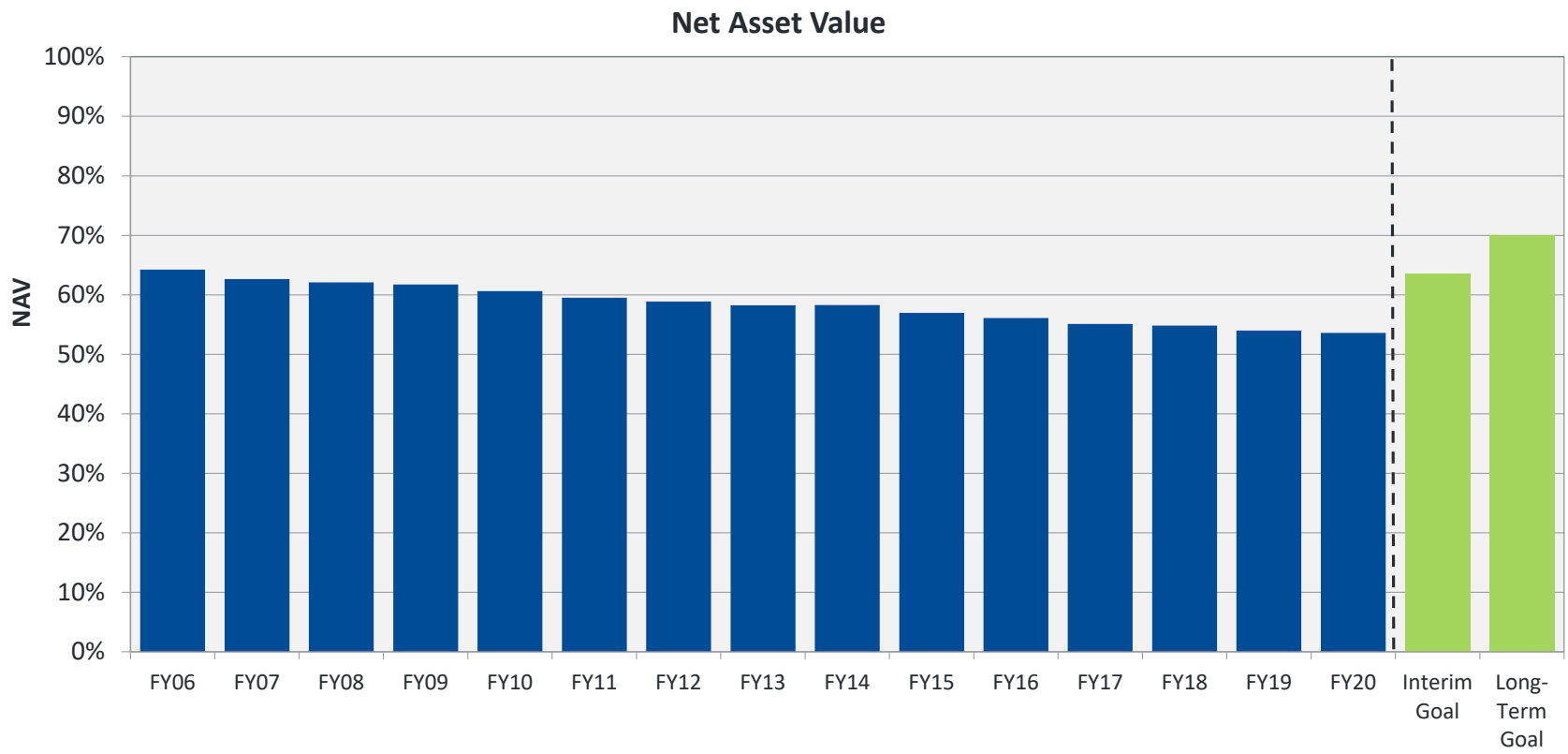
Net Asset Value



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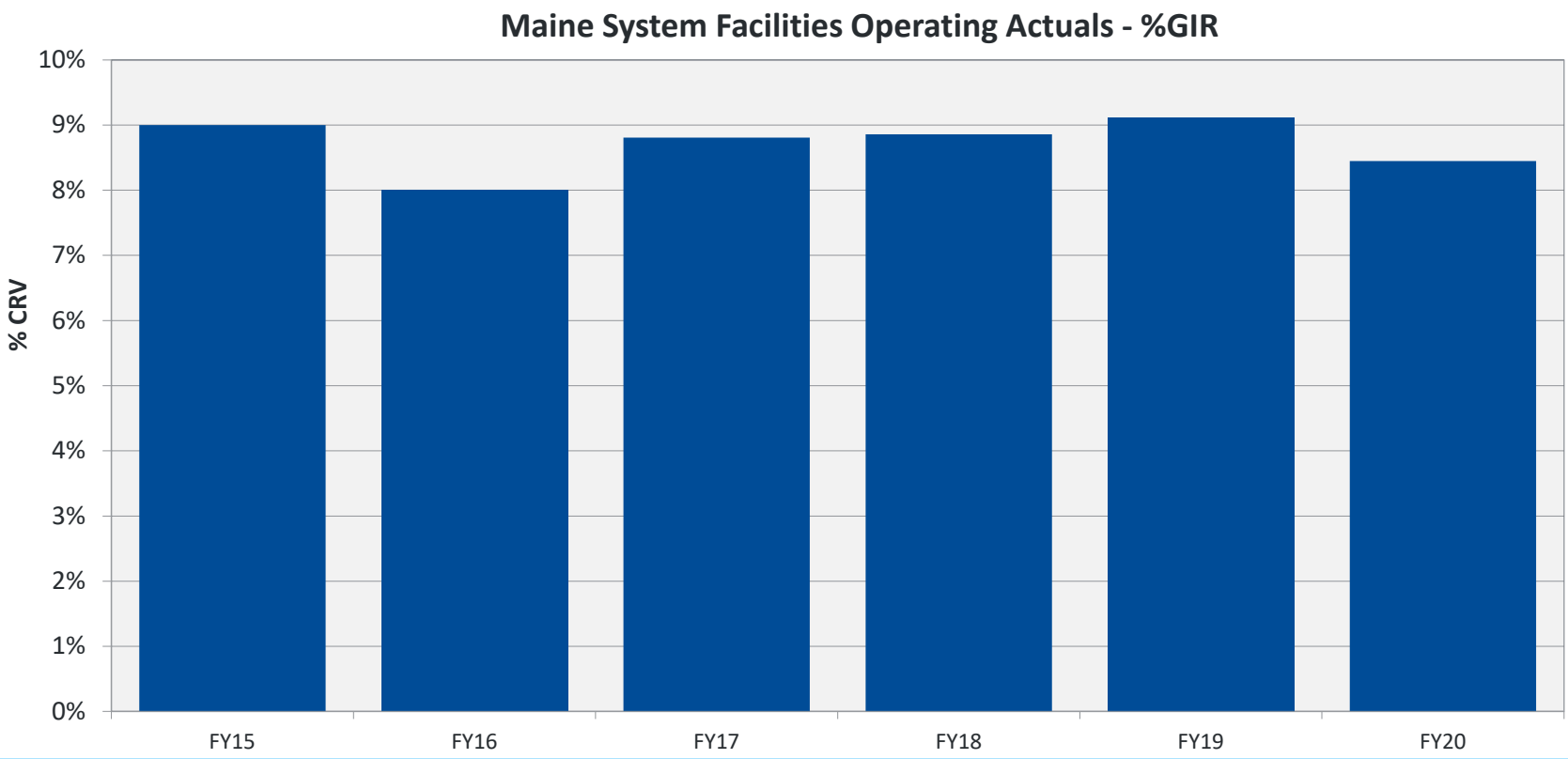
Facilities Operating Actuals as % of GIR



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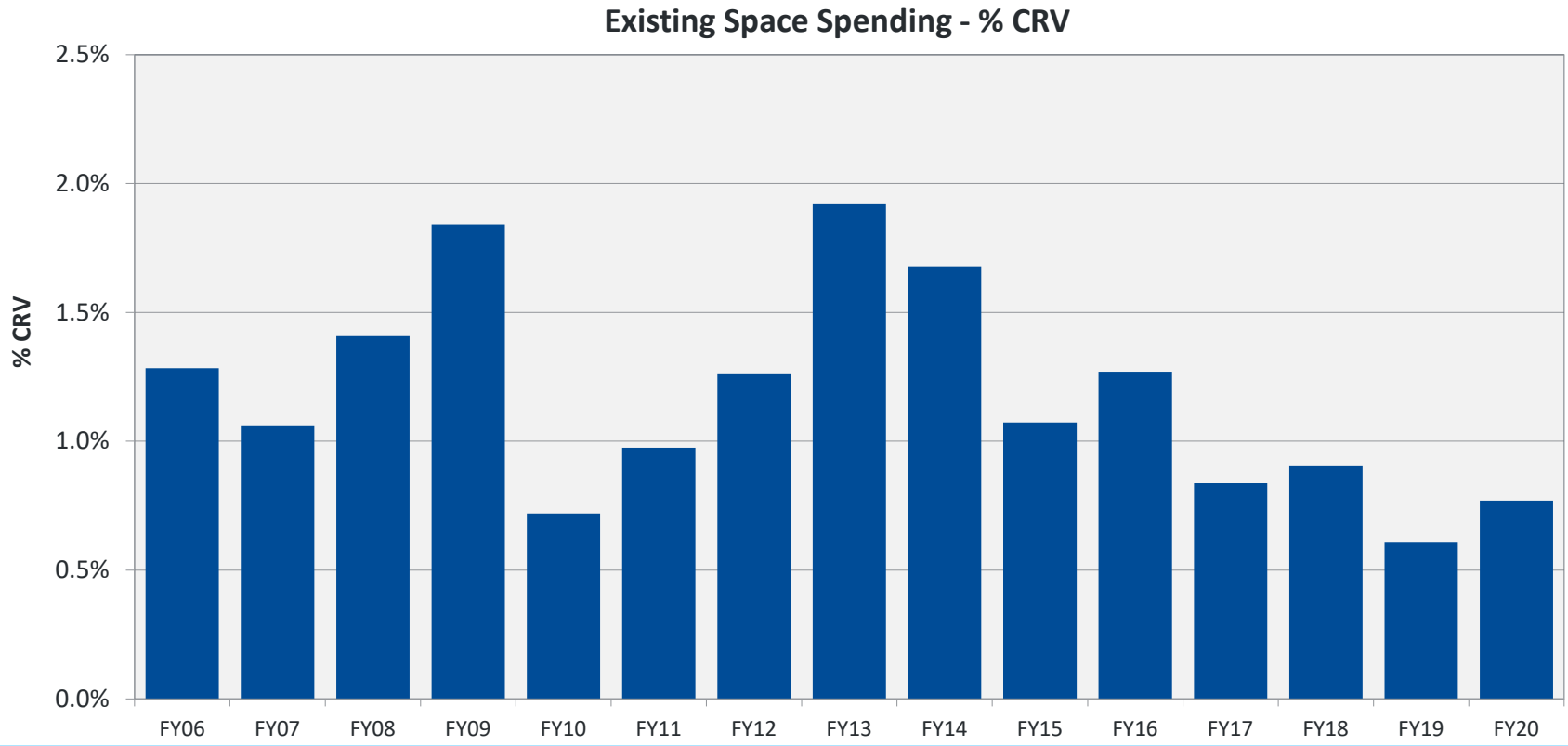
Capital Spending - % CRV

Existing space investment only



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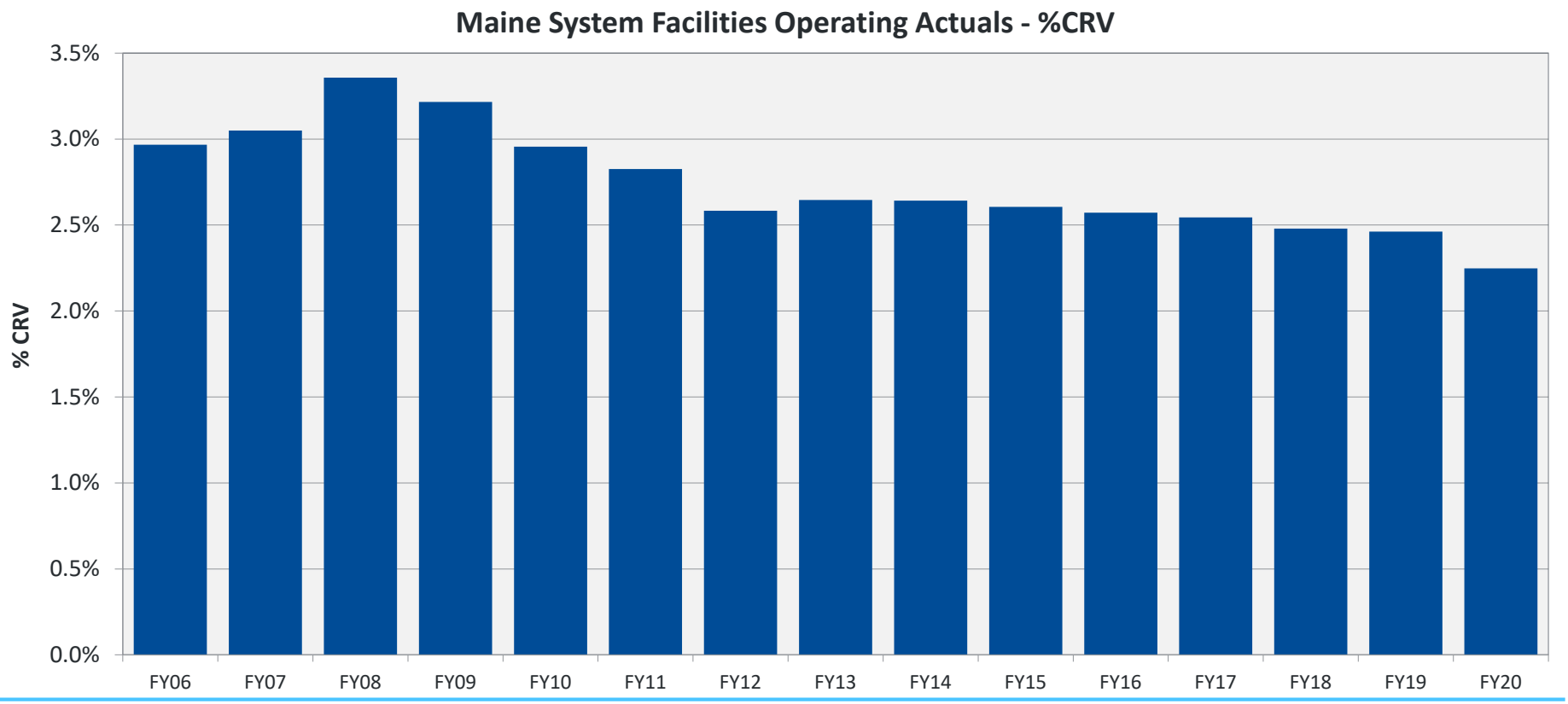
Facilities Operating Actuals as % of CRV



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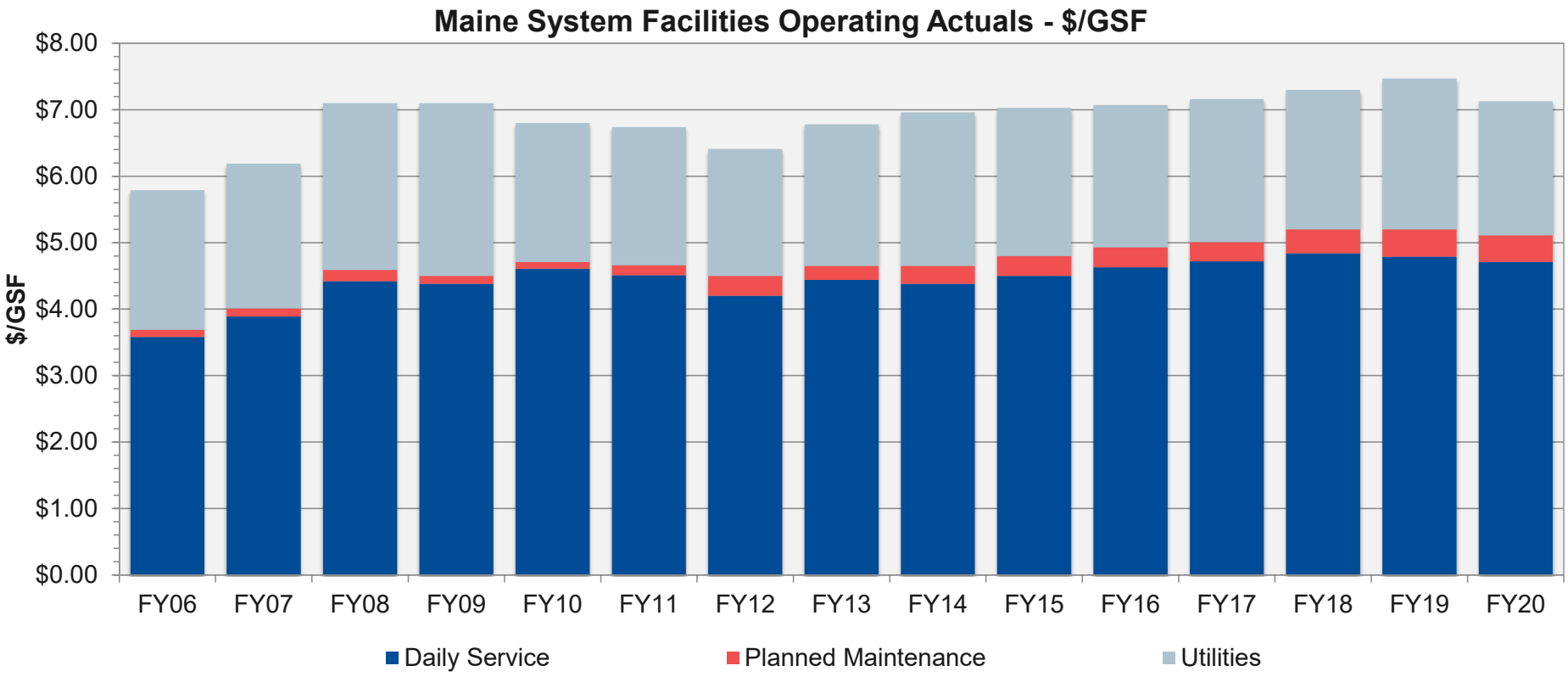
Facilities Operating Budget Actuals



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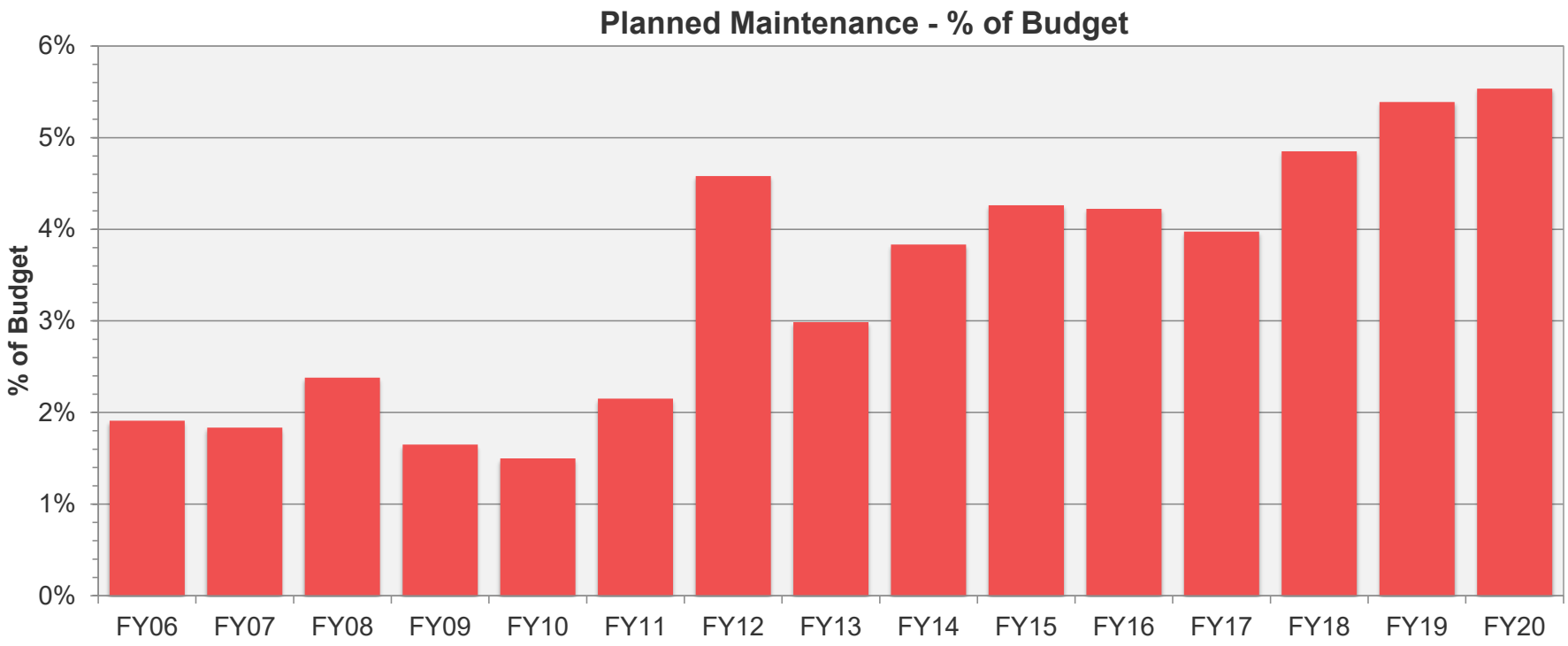
Planned Maintenance



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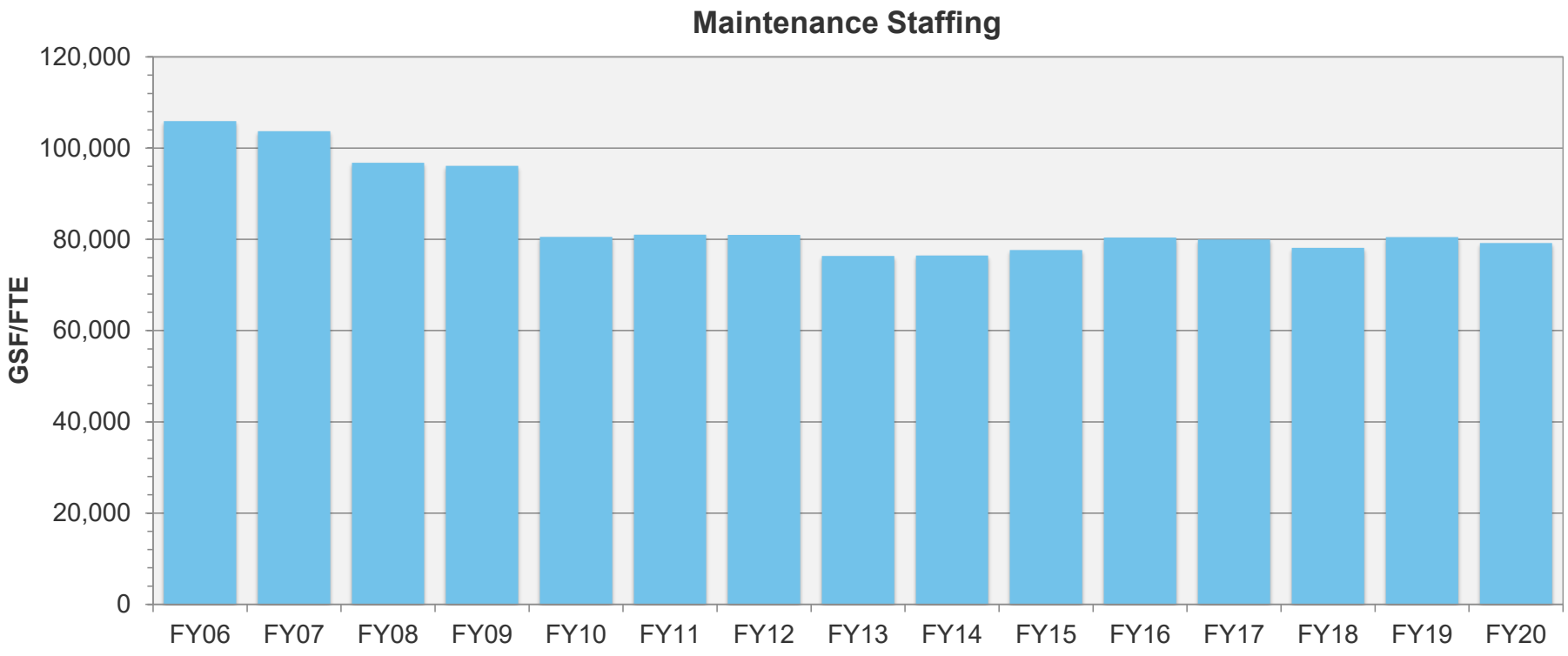
Maintenance Staffing



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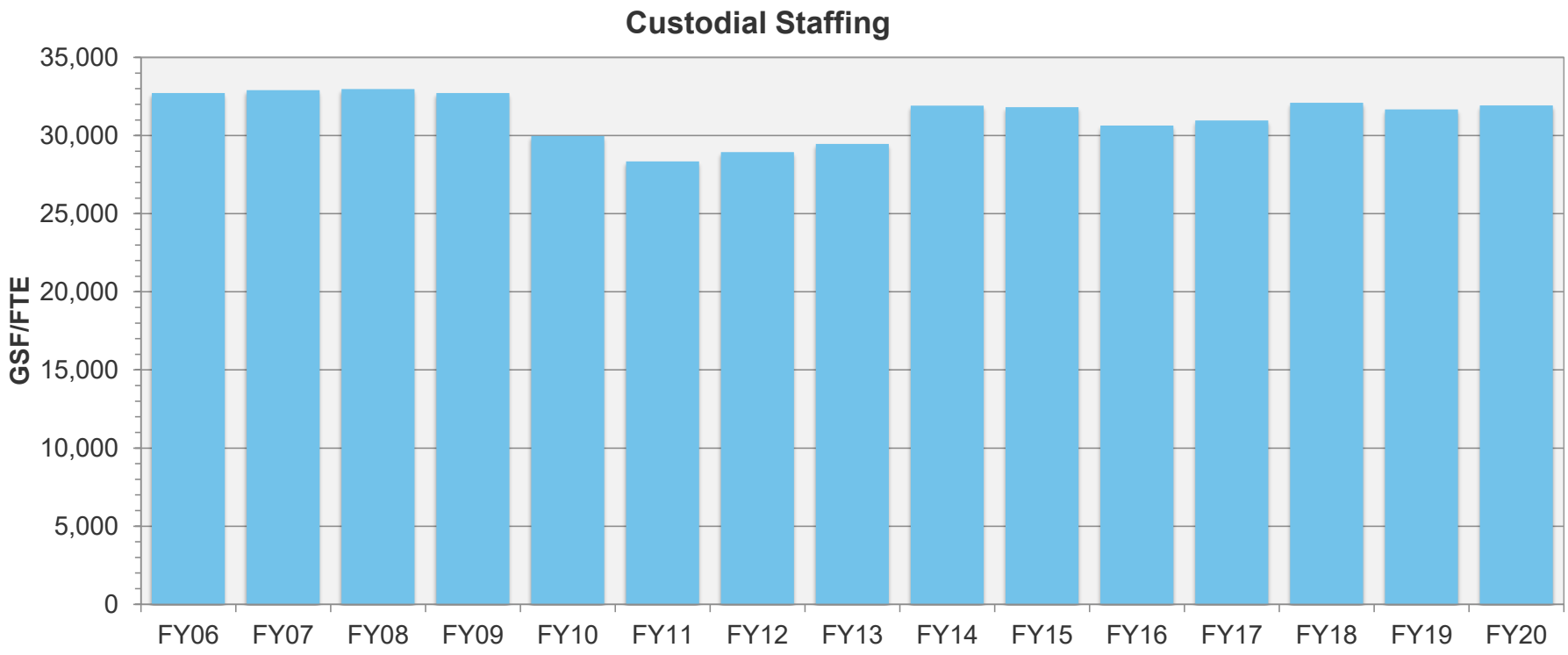
Custodial Staffing



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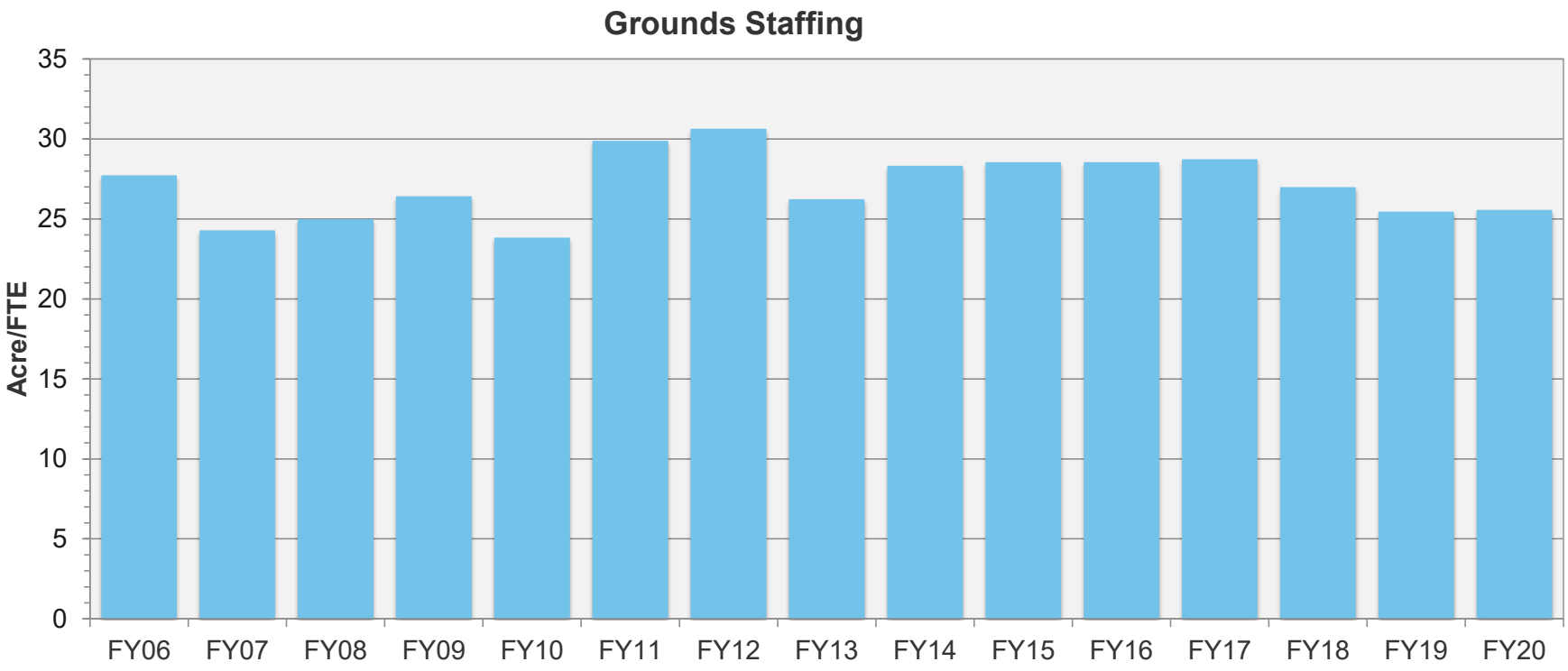
Grounds Staffing



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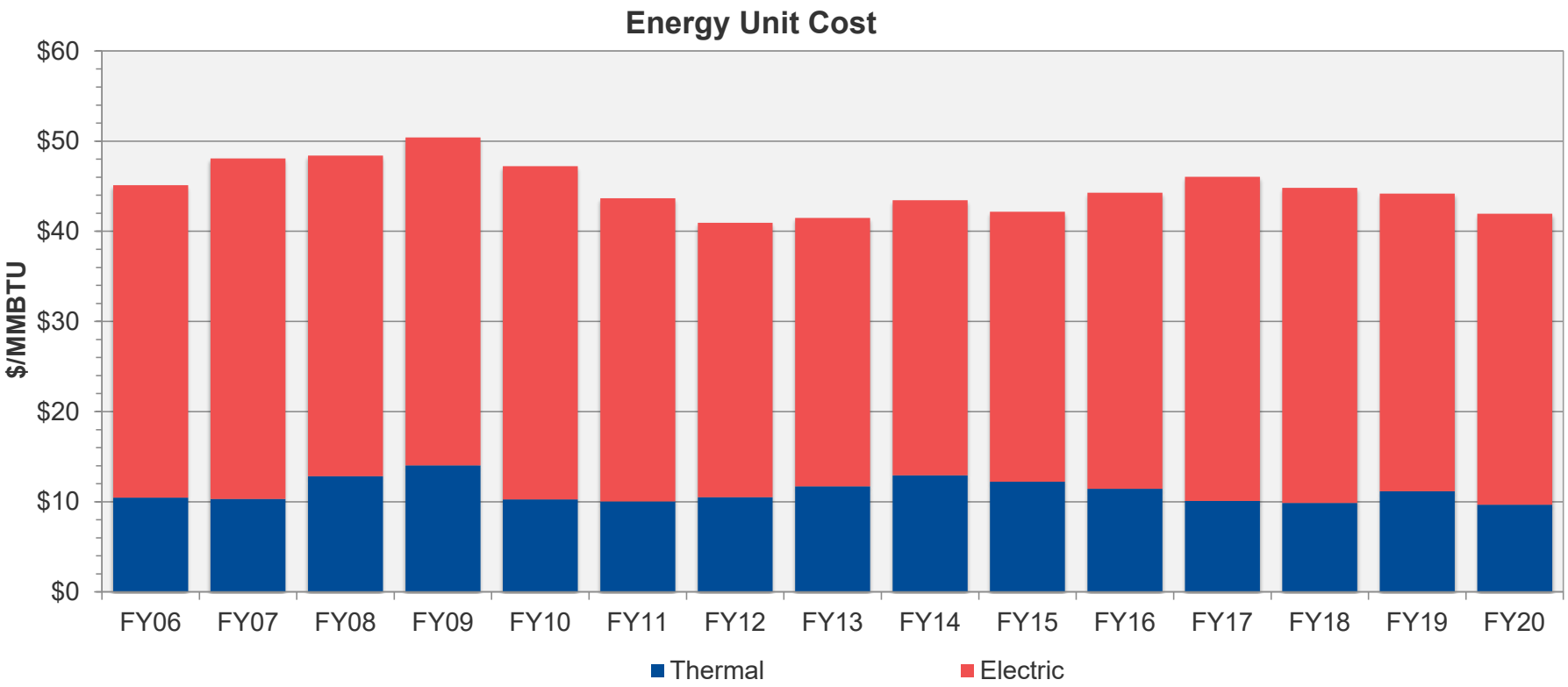
Energy Costs



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

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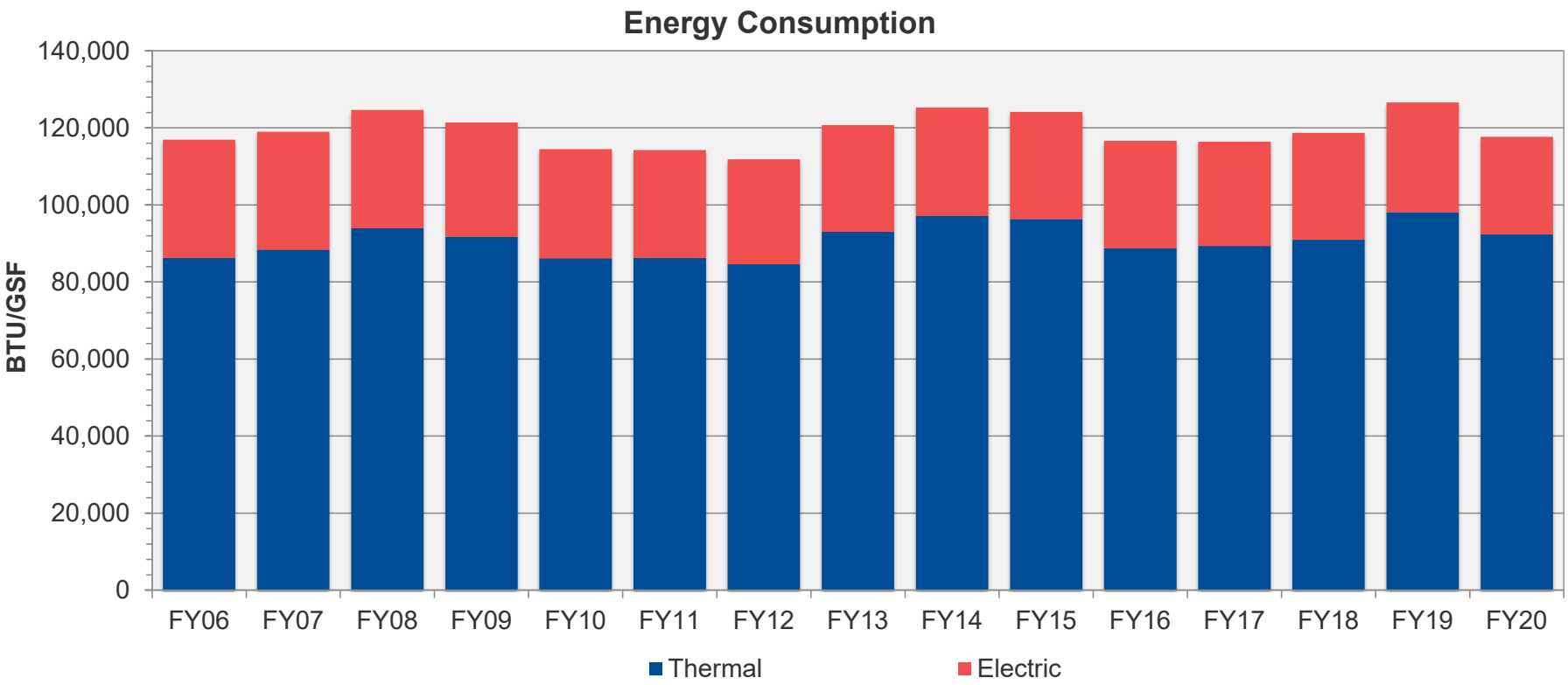
Energy Consumption



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

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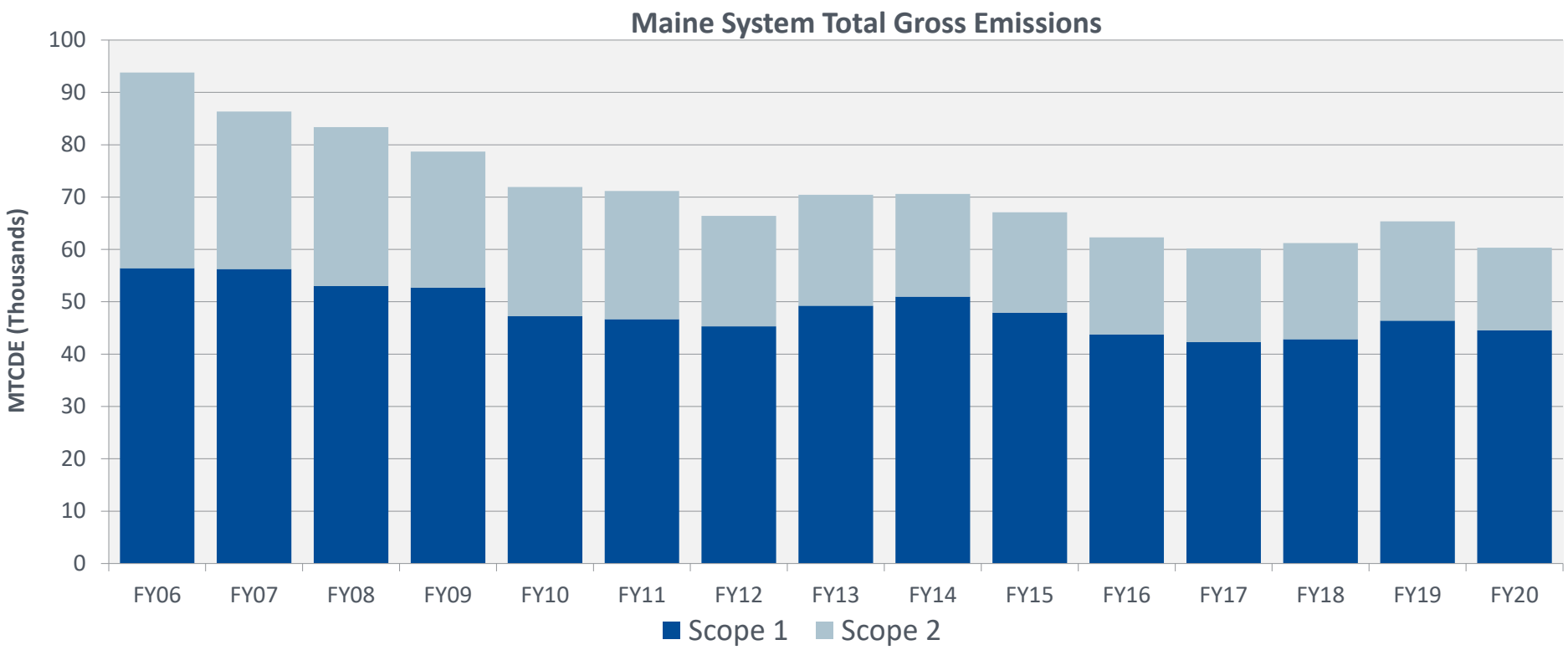
Emission Rates



MTCDE = Metric Tons of Carbon Dioxide Equivalent

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Finance / Facilities / Technology Committee

Facilities Update

Maine's Public Universities
UNIVERSITY OF MAINE SYSTEM

Ryan Low, Vice Chancellor for Finance and Administration

April 9, 2021

Agenda

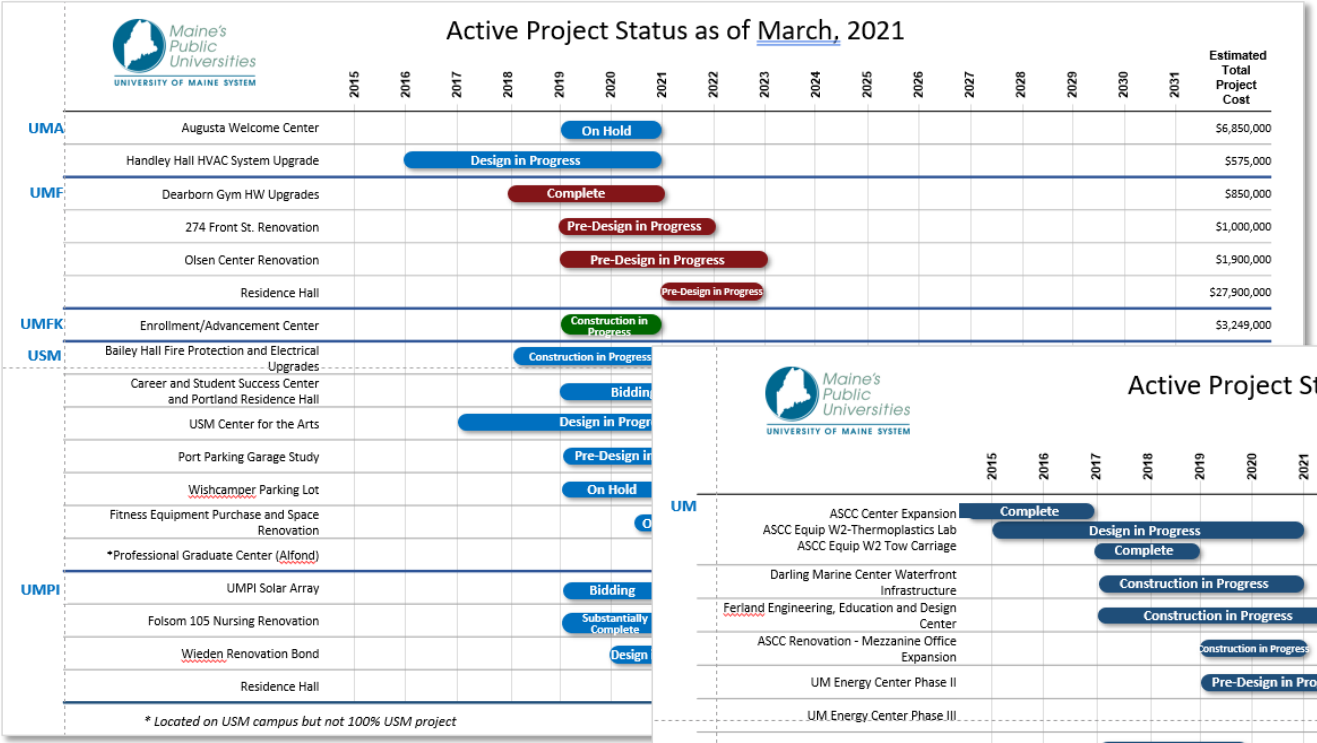
1. Construction at UMS
2. Gordian Report – UMS Action Plan

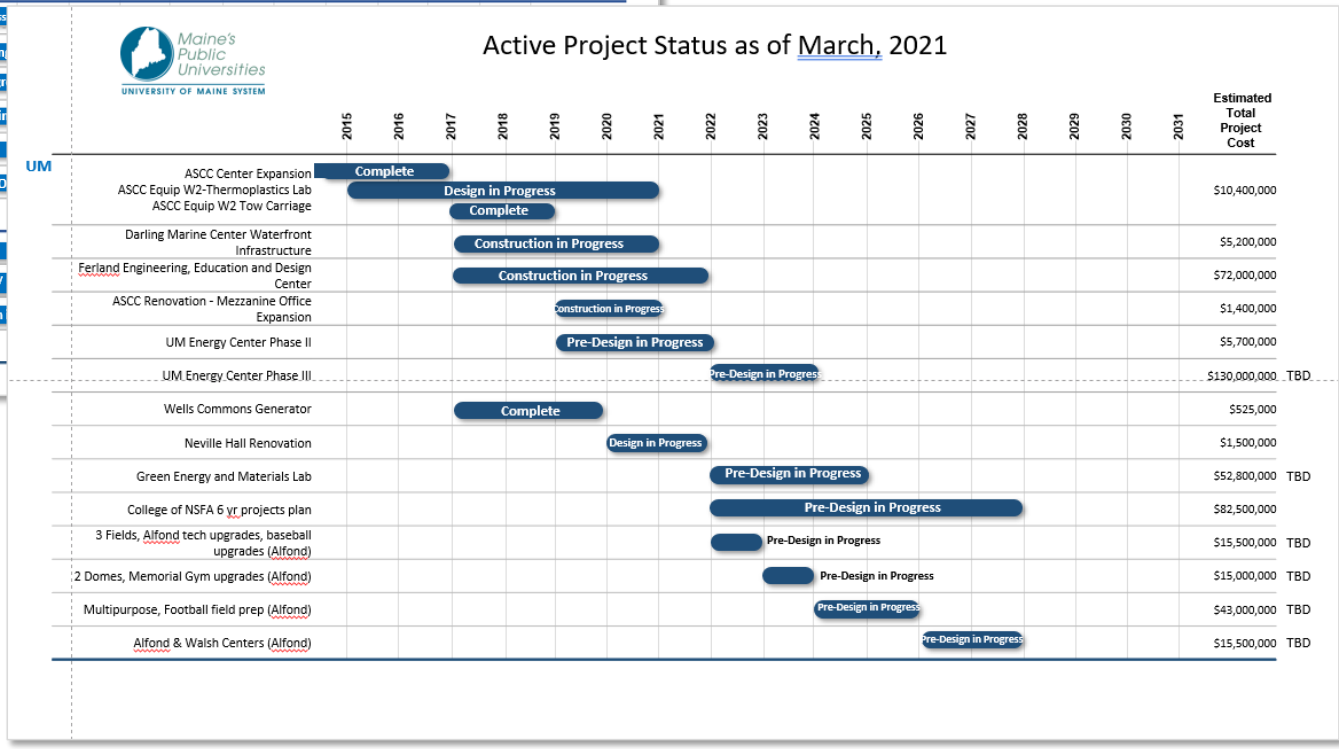
Board of Trustees Meeting - March 2021 - Reports

Capital Project Status Report
Board Approved Projects
March 2021 - Board of Trustees
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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
UMA									
Augusta Welcome Center (1100077)	2018 State Bond (100%)	Hold	2021	2021	$6,850,000	$6,850,000	$350,388	5%	Board approved $6.85M in January 2020.
Handley Hall HVAC System Upgrade (1200029)	2018 State Bond (100%)	Design in Progress	2020	2021	$575,000	$575,000	$26,433	5%	Board approved $575K in September, 2019.
UM									
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 Complete	2014	2021	$6,400,000	$10,400,000	$9,517,995	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.
Darling Marine Center Waterfront Infrastructure (5100459, 5100460, 5100461)	Grants (64%), Campus E&G Funds (36%)	Construction in Progress	2017	2021	$3,000,000	$5,200,000	$4,135,153	80%	Board approved $3M in July, 2017. Board approved increase of $2.2M in September, 2019.
UM Ferland Engineering, Education and Design Center (5100458, 5100493, 5100546, 5200604)	Gifts (7%), Campus Funds (4%), Campus Reserves (6%), State Appropriations (83%)	Construction in Progress	2024	2024	$1,000,000	$72,000,000	$13,570,252	19%	Board approved $1M in September, 2017. Board approved additional $8M in May, 2018. Additional $63M BOT approved March, 2020 Initial occupancy of this facility is expected in 2022; final completion in 2024.
ASCC Renovation - Mezzanine Office Expansion (5100525)	Campus E&G Funds (31%) Grants (69%)	Construction in Progress	2020	2021	$450,000	$1,400,000	$452,077	32%	Board approved $1,400,000 March, 2020
UM Energy Center Phase II (5100516, 5100517)	Campus (91%) / Grants 9%)	Pre-Design in Progress	2023	2022	$5,700,000	$5,700,000	$335,599	6%	Board approved $5.7M March, 2019.
***Wells Commons Generator (5100433)	Campus Auxiliary Operating (62%) Campus Auxiliary Reserves (38%)	Complete	2019	2020	$525,000	$525,000	$332,094	63%	Board approved $525,000 January, 2018.
UMF									
**Dearborn Gym HW Upgrades (2100087)	2018 State Bond (100%)	Complete	2019	2021	$600,000	$850,000	$803,228	94%	Board approved $600K in March, 2019. Board approved additional $250K in May, 2019.

UNIVERSITY OF MAINE SYSTEM
TRANSFORMS
Maine's Public Universities


Maine's Public Universities
UNIVERSITY OF MAINE SYSTEM
Active Project Status as of March, 2021
2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031
Estimated Total Project Cost
UMA
Augusta Welcome Center
On Hold
$6,850,000
Handley Hall HVAC System Upgrade
Design in Progress
$575,000
UMF
Dearborn Gym HW Upgrades
Complete
$850,000
274 Front St. Renovation
Pre-Design in Progress
$1,000,000
Olsen Center Renovation
Pre-Design in Progress
$1,900,000
Residence Hall
Pre-Design in Progress
$27,900,000
UMFK
Enrollment/Advancement Center
Construction in Progress
$3,249,000
USM
Bailey Hall Fire Protection and Electrical Upgrades
Construction in Progress
Career and Student Success Center and Portland Residence Hall
Biddin
USM Center for the Arts
Design in Progr
Port Parking Garage Study
Pre-Design in
Wishcamper Parking Lot
On Hold
Fitness Equipment Purchase and Space Renovation
*Professional Graduate Center (Alfond)
UMPI
UMPI Solar Array
Bidding
Folsom 105 Nursing Renovation
Substantially Complete
Wieden Renovation Bond
Design
Residence Hall
* Located on USM campus but not 100% USM project


Maine's Public Universities
UNIVERSITY OF MAINE SYSTEM
Active Project Status as of March, 2021
2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031
Estimated Total Project Cost
UM
ASCC Center Expansion
Complete
ASCC Equip W2-Thermoplastics Lab
ASCC Equip W2 Tow Carriage
Design in Progress
Complete
$10,400,000
Darling Marine Center Waterfront Infrastructure
Construction in Progress
$5,200,000
Ferland Engineering, Education and Design Center
Construction in Progress
$72,000,000
ASCC Renovation - Mezzanine Office Expansion
Construction in Progress
$1,400,000
UM Energy Center Phase II
Pre-Design in Progress
$5,700,000
UM Energy Center Phase III
Pre-Design in Progress
$130,000,000 TBD
Wells Commons Generator
Complete
$525,000
Neville Hall Renovation
Design in Progress
$1,500,000
Green Energy and Materials Lab
Pre-Design in Progress
$52,800,000 TBD
College of NSFA 6 yr projects plan
Pre-Design in Progress
$82,500,000
3 Fields, Alfond tech upgrades, baseball upgrades (Alfond)
Pre-Design in Progress
$15,500,000 TBD
2 Domes, Memorial Gym upgrades (Alfond)
Pre-Design in Progress
$15,000,000 TBD
Multipurpose, Football field prep (Alfond)
Pre-Design in Progress
$43,000,000 TBD
Alfond & Walsh Centers (Alfond)
Pre-Design in Progress
$15,500,000 TBD

UMS Action Plan

1. Annual budgeting commitment
2. Policy changes
3. Space reduction

1.

Annual budgeting commitment

- FY22 Budget instructions

  FY21 base budget + restored campus curtailment ($1M) plus 5% increase

- 18% increase in capital investment
- 66% of depreciation expenses funded, up by 11%

2.

Policy Changes

Historically UMS has had a disconnect between budget and actual spending due to mid/end of year adjustments.

FY22 change

All dollars budgeted for capital must be spent on capital investments. Resources not transferred to capital projects by year-end will be moved into a capital reserve account.

Note: current policy requires capital reserve dollars must be spent on capital.

3.

Space Reduction

History

Continued work on a space management plan will focus discussion on which assets are not essential to the core mission and strategy of each institution. Divesting facilities will lower costs, increase density and increase NAV.

Pre-2020 Space Reduction Efforts

From 2010 – 2019, UMS removed dozens of buildings and more than 100,000 gsf of space. Most of that work was at our smaller campuses. The removal of Kimball Hall in 2017 at UMM, which was nearly 28,000 gsf, was the most prominent of those projects.

FY20-FY21 Space Reduction Efforts

24 Buildings & more than 68,000 gsf are targeted for demolition. Almost half is already completed.

3.

System-wide Demolition plan

Demolition Projects

UMM Kimball Hall

UM Machine Tool Lab

USM Woodbury Center

3.

Space Reduction Plan

Proposal / Impact

Leverage existing dollars to jump start space removal efforts.

For FY23, repurpose annual commitment to demolition efforts, plus freed up debt service to support a revenue bond to fund system-wide demolition plan

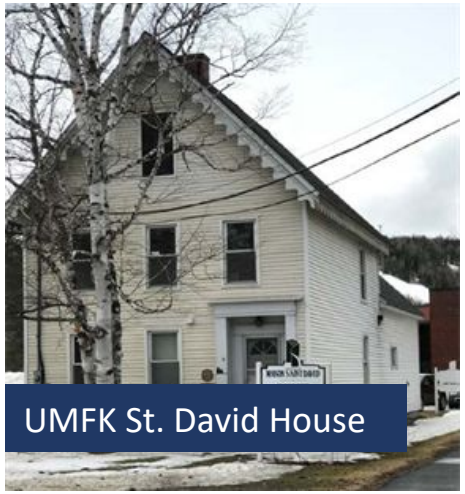
Draft Impact:

- Removes 63 Buildings / 550,000 sq feet
- Average NAV of buildings targeted: 40%
- Eliminates $70M of needed reinvestment

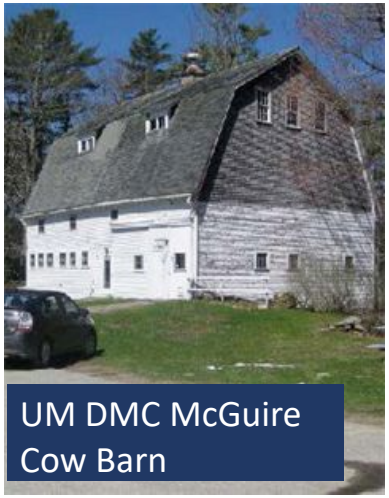
3.

System-wide Demolition plan

What's Next?



UMFK St. David House



UM DMC McGuire Cow Barn

UMF Brinkman House

UM School of Law

UMPI Normal Hall

University of Maine System
Board of Trustees

AGENDA ITEM SUMMARY

NAME OF ITEM: FY2022 Budget Changes/Updates

INITIATED BY: James O. Donnelly, Chair

BOARD INFORMATION: **X** **BOARD ACTION:**

BOARD POLICY:

UNIFIED ACCREDITATION CONNECTION:
N/A

BACKGROUND:

Vice Chancellor Ryan Low will discuss any changes from the first reading of the FY2022 budgets, prior to the second reading scheduled for May 5, 2021.

3/29/2021

FY2022 Budget Materials

Full budget materials are located in the meeting materials from the March 26, 2021 Finance, Facilities, & Technology Committee meeting.

The presentation for this meeting will highlight changes to the originally presented budget.

HEERF INSTITUTIONAL FUNDS

3/15/21

	HEERF I CARES	HEERF I -CARES Remaining as of 3/15/21	HEERF II (CRRSAA)	HEERF II - (CRRSAA) Remaining	HEERF III (Sam's Est) ARP	HEERF III - (ARP) Remaining	**Total HEERF - Institutional Available as of 3/15/21**	**PROJECTIONS** FY21 Forecast	FY22 Budget	**Available**
UMA	$ 742,308	$ 294,644	$ 2,999,428	$ 2,999,428	$ 2,655,733	$ 2,655,733	**$ 5,949,805**	$ (227,392)	$ -	**$ 5,722,413**
UMF	$ 1,185,152	$ 106,123	$ 2,434,892	$ 2,434,892	$ 3,026,466	$ 3,026,466	**$ 5,567,481**	$ (3,603,611)	$ (1,688,840)	**$ 275,030**
UMFK	$ 344,413	$ 115,261	$ 1,098,095	$ 1,098,095	$ 1,182,827	$ 1,182,827	**$ 2,396,183**	$ -	$ (750,000)	**$ 1,646,183**
UMM	$ 353,390	$ 12,615	$ -	$ -	$ -	$ -	**$ 12,615**	$ -	$ -	**$ 12,615**
UM	$ 3,801,847	$ -	$ 8,866,116	$ 8,866,116	$ 11,187,421	$ 11,187,421	**$ 20,053,537**	$ (17,654,426)	$ -	**$ 2,399,111**
USM	$ 2,538,503	$ 158,513	$ 6,590,284	$ 6,590,284	$ 7,344,243	$ 7,344,243	**$ 14,093,040**	$ (2,295,091)	$ -	**$ 11,797,949**
UMPI	$ 335,927	$ 9,039	$ 1,059,545	$ 1,059,545	$ 1,112,345	$ 1,112,345	**$ 2,180,929**	$ (820,993)	$ (1,131,396)	**$ 228,540**
	$ 9,301,540	**$ 696,195**	**$ 23,048,360**	**$ 23,048,360**	**$ 26,509,035**	**$ 26,509,035**	**$ 50,253,590**	**$ (24,601,513)**	**$ (3,570,236)**	**$ 22,081,841**