

Board of Trustees  
**Finance, Facilities & Technology Committee**  
August 23, 2023 at 9:00 am  
Zoom Meeting – No Physical Location Available

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 – 9:05am Call the meeting to order and Roll Call
- 9:05am – 9:40am **EXECUTIVE SESSION**  
The Finance, Facilities, & Technology Committee will enter Executive Session under the provision of: 1 MRSA Section 405 6-C
- 9:40am – 9:50am  
**TAB 1** Reimbursement Resolution, UM Factory of the Future
- 9:50am – 10:00am  
**TAB 2** Campus Lighting Project Authorization under an Energy Savings Performance Contract, UM
- 10:00am – 10:10am  
**TAB 3** University of Maine, Advanced Structures and Composite Center (ASCC), Secure Smart Textiles Laboratory Authorization Increase
- 10:10am – 10:20am  
**TAB 4** Dental Clinic Expansion, UMA
- 10:20am – 10:30am  
**TAB 5** Renewal of Allagash Wilderness Camp Land Lease, UMFK
- 10:30am – 10:50am  
**TAB 6** Review of IT Projects with a Value of \$250,000 or Greater
- 10:50am – 10:55am  
**TAB 7** Capital Project Status Report and Bond Projects Update, UMS
- 10:55am – 11:00am  
**TAB 8** FY2024 Finance, Facilities, & Technology (FFT) Committee Work Plan
- 11:00am – 11:30am  
**TAB 9** 5 Year Capital Plan
- 11:30am – 12:00pm  
**TAB 10** Multi-Year Financial Analysis Presentation

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:** Reimbursement Resolution, UM Factory of the Future

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

712 – Debt Policy

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

The University of Maine System (UMS) acting through the University of Maine (UM) requests the Board to adopt the attached Resolution for Reimbursement of Project Expenditures in order to preserve flexibility for the reimbursement of costs incurred in connection with the construction of the Green Engineering and Materials (GEM) “Factory of the Future” with proceeds of future debt should the campus decide to seek financing for such costs.

On September 12, 2022, the Board approved authorization to expend up to \$13,800,000 in Maine Jobs & Recovery Act funds, in addition to the previously authorized \$1,500,000 campus reserves, for a total of \$15,300,000 to complete design for facility and equipment and ancillary pre-construction costs of the GEM Factory of the Future.

This project has mixed sources of funding, which are still being finalized, but which are expected to include University revenue bonds.

The resolution allows project expenditures for the GEM Factory of the Future made prior to bond issuance to be reimbursed with bond proceeds. It does not authorize the issuance of University revenue bonds for this purpose. The University will seek additional approval for the construction of the GEM “Factory of the Future” and the financing thereof at a future Board meeting.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee, approves the following resolution to be forwarded for Board of Trustee approval at the September 11, 2023, Board Meeting.

That the Board of Trustees accepts the recommendation of the Finance, Facilities, & Technology Committee and approves the Reimbursement of Project Expenditures prior to bond issuance.

**Attachments:**

Reimbursement of Project Expenditures

Previously Approved AIS - ASCC Building Addition Increase, UM; Green Engineering and Materials (GEM) “Factory of the Future, September 12, 2022

## RESOLUTION OF THE TRUSTEES OF THE UNIVERSITY OF MAINE SYSTEM

**REIMBURSEMENT OF PROJECT EXPENDITURES**

Be it resolved that, for purposes of U.S. Treasury Regulation §1.150-2, the University of Maine System reasonably expects (1) to incur debt to reimburse expenditures (including expenditures made within the last 60 days) temporarily advanced from University resources, such expenditures to be made to pay the cost, or a portion of the cost, of planning, design, acquisition, construction, reconstruction, improvement, renovation, rehabilitation and equipping of the projects described below (the “Projects”) and (2) that the maximum principal amount of debt to be issued by the University of Maine System for the Projects including for reimbursement purposes is Fifteen Million Three Hundred Thousand Dollars \$15,300,000.

***PROJECT*****University of Maine:**

Construction, furnishing and equipping of the Green Engineering and Materials (GEM) “Factory of the Future”, a proposed addition to the Advanced Structures and Composites Center at the University of Maine.

This Resolution shall take effect immediately.

ADOPTED: September 12, 2023

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** ASCC Building Addition Increase, UM; Green Engineering and Materials (GEM) "Factory of the Future"

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

Continued strategic and opportunity-driven growth in research at the University of Maine in the areas of 3-D printing technologies and with integration of AI opens enormous possibilities for educating engineering and computing students across the University of Maine System. Through the partnership that is developing with the University of Maine and the University of Southern Maine engineering and computing faculty as a result of the Harold Alfond Foundation UMS TRANSFORMS initiative, a vision for the Maine College of Engineering, Computing, and Information Science is underway. Educational and research learning opportunities in frontier areas of engineering and computing will be available to students across the System through GEM, thereby using some of the key affordances of unified accreditation to share opportunities across campuses.

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests to increase the authorization for the Green Engineering and Materials (GEM) Factory of the Future project by up to \$13,800,000 in external funds for a new total of \$15,300,000. The scope of this phase will include the full design of facilities and equipment and ancillary pre-construction costs for the GEM, a proposed addition to the Advanced Structures and Composites Center at the University of Maine. An Architectural & Engineering team has been competitively selected to complete this design and has recently concluded the visioning and technical definition phase and is now prepared to start the full design. This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 and any increases to those projects, be considered by the Board of Trustees or its Finance, Facilities & Technology (FFT) Committee. The request is that the FFT Committee forward the recommendation for Board consideration at the September 11-12, 2022 meeting.

**b. Overall requested budget and funding source:**

Funding for the \$13,800,000 is from external funds the University has received from the Maine Jobs & Recovery Act to support the GEM project, including design, construction and workforce development activities. In May of 2021, the Board authorized an initial \$1,500,000 in campus reserves.

**c. Confirmation of whether the project was included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees.**

GEM is identified within the University’s 10-year rolling master plan, Long Term capital plan, and 1-year capital plan approved by the Trustees.

**d. More detailed explanation of rationale for project and metrics for success of the project:**

No changes from prior Board authorizations.

**e. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above:**

No changes from prior Board authorizations.

**f. Changes, if any, in net square footage or ongoing operating costs resulting from the project:**

No changes from prior Board authorizations.

**g. Budget for the project and further elaboration on funding source and selection as needed to supplement (b):**

Full design of GEM will be funded by the recently awarded \$15 million from Maine Jobs & Recovery Act (MJRP), of which \$13.8 million of the award is for use in the design and construction of GEM.

Based on recently completed preliminary design of the GEM, the total project is estimated to cost \$95 million of which approximately \$69 million is for design and construction of the building and \$26 million for equipment. The University has identified the following funding sources however not all have been secured; the University is seeking funds up to approximately \$107 million.

Building Funding \$81.55 million

Source	Amount	Status
UMaine E&G Capital	\$1,500,000	Committed
Maine Jobs & Recovery Act	\$13,800,000	Committed
National Institute of Standards and Technology (NIST) FY22	\$10,000,000	Committed
EDU Grant, including UMaine Match	\$16,250,000	Pending Award Decision
NIST FY23	\$10,000,000	Pending Appropriations
Remaining TBD	\$30,000,000	

Board of Trustees Approved September 12, 2022

Equipment \$26 million

Source	Amount	Status
FY22 Defense Appropriations	\$13,000,000	Appropriated, pending award
FY23 Defense Appropriations	\$13,000,000	Pending appropriations

**h. Alternatives that were considered to meet the need being addressed by this project:**

No changes from prior Board authorizations.

**i. Timeline for start, occupancy, and completion:**

The University anticipates full design to start immediately and completed by summer of 2023.

**j. Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this Project if full authority is not being requested from the outset.**

The University will seek additional approval for the construction of the Green Engineering and Materials (GEM) "Factory of the Future" upon completion of design. Additional approval is anticipated for spring or summer of 2023.

**k. Additional information that may be useful for consideration of the item.**

Addressed in prior Board meetings.

The Finance, Facilities and Technology Committee approved this item to be forwarded to the September 11-12, 2022 Board of Trustees meeting, for approval of the following resolution:

**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees accepts the recommendation of the Finance, Facilities and Technology Committee, and authorizes the University of Maine System, acting through the University of Maine to expend up to \$13,800,000 in Maine Jobs & Recover Act funds, in addition to the previously authorized \$1,500,000 campus reserves, for a total of \$15,300,000 to complete design for facility and equipment and ancillary construction costs of a Green Engineering and Materials (GEM) "Factory of the Future," with all final terms and conditions subject to review and approval of the University of Maine System Treasurer and General Counsel.

Attachment

[Green Engineering and Materials \(GEM\) Factory of the Future Update – Background Materials](#)

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Campus Lighting Project Authorization under an Energy Savings Performance Contract, UM

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION: X**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

712 – Debt Policy

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System acting through the University of Maine requests authorization to spend up to \$2.1 million to pursue an energy savings performance contract (“ESPC”) to save energy, reduce costs, reduce carbon emissions, and improve the indoor environmental quality of campus space.

This request is pursuant to Board policy 701 which requires Board approval for projects with a value of \$500,000 or greater. Also, Board Policy 712 applies at it states that UMS “will consider off-balance sheet financing (e.g., public/private partnerships) when it is desirable to work with a third party, for risk sharing, and for leasing.”

**b. Overall requested budget and funding source:**

The budget of \$2.1 million includes replacing in excess of 6,000 light fixtures with energy saving LED light fixtures in over 60 buildings on campus. The work will be financed through the University of Maine Foundation, to be repaid from savings achieved by the project.

**c. Confirmation of whether the project was included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees.**

This project is identified in the 1-year capital plan most recently approved by Trustees.

**d. More detailed explanation of rationale for project and metrics for success of the project (ROI or other):**

The project is expected to reduce energy use by approximately 1.3 million kWh per year. At current market rates, that would be an estimated annual savings in excess of \$350,000. The actual savings will depend not only on the actual avoided energy consumption but also on changes in the market and contract rates for energy.

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**e. Explanation of the scope and substance of the project as needed to supplement (a) and (d) above.**

UMaine has been working with Honeywell to pursue demand-side opportunities within the campus grounds and building infrastructure that promise many expected benefits: improving the indoor environmental quality of the learning environment, conserving energy and increasing efficiencies, reducing the university's environmental impact, reducing energy and utility costs, and renewal of critical utility infrastructure throughout the campus and within campus buildings that are essential to fulfillment of the University's mission.

To date, UMaine has commenced this demand-side initiative through an investment grade audit ("IGA") for eight key campus buildings, which the University believes may greatly benefit from this initiative. The IGA also includes a lighting audit for much of the campus interior space and most of the exterior space. Honeywell has achieved a 60% development of the IGA for most of the measures identified. However, in the interest of executing known beneficial opportunities, UMaine has expedited development of the interior lighting project.

Working with Honeywell, the University is continuing development of measures identified through the process of the IGA. Upon substantive advancement of these initiatives, the University will return to the Board for further consideration of project authorizations.

**f. Changes, if any, in net square footage or ongoing operating costs resulting from the project:**

This project will not change any net square footage. The University anticipates reduced operating costs from the installation of modern LED light fixtures.

**g. Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above):**

This project is self-funding, the investment cost to be paid through the reduced energy consumption that is estimated to result in more than \$350,000 savings annually.

**h. Alternatives that were considered to meet the need being addressed by this project:**

N/A

**i. Timeline for start, occupancy and completion:**

Upon Board approval, the University will seek to execute financing and contracts for the work with Honeywell. The work could commence this fall and is expected to last approximately 12 months in duration.

**j. Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this project if full authority is not being requested from the outset.**

The University does not anticipate any further consideration or action needed by the Board or its committees.

**k. Additional information that may be useful to consideration of the item.**

This item pertains to Strategic Plan Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).

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**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee approves the following resolution to be forwarded for Board of Trustee approval at the September 9<sup>th</sup> & 10<sup>th</sup>, 2023 Board Meeting.

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee, and authorizes The University of Maine System acting through the University of Maine to spend up to \$2.1 million to pursue an energy savings performance contract (“ESPC”) to save energy, reduce costs, reduce carbon emissions, and improve the indoor environmental quality of campus space. Final terms and conditions of the financing to be approved by the Vice Chancellor for Finance & Administration and Treasurer.

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** University of Maine, Advanced Structures and Composite Center (ASCC), Secure Smart Textiles Laboratory Authorization Increase

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:** 701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:** N/A

**BACKGROUND:**

**a. Summary of the request**

The University of Maine System, acting through the University of Maine, requests to increase the authorization for phase 2 of the Secure Smart Textiles Laboratory within the Advanced Structures and Composite Center (ASCC) by an additional \$1,880,738 million. The Board of Trustees approved \$2,451,268 in March of 2022; thus, this additional request would bring the total approved expenditure up to \$4,332,006. This request is the second of three requests that will be needed for full completion and occupancy of the laboratory.

This project is in direct support of UMS Strategic Plan 2023-2028, Commitment 1, Research Actions, Goal 1.1. This project investment in infrastructure will enhance UMaine's research capacity. This request is pursuant to Board Policy 701, which requires projects with a total cost of more than \$500,000 and any increases to those projects, be considered by the Board of Trustees or its Finance, Facilities & Technology (FFT) Committee. In this case the Committee's recommendation will be forwarded to the Full Board for consideration.

**b. Overall requested budget and funding source:**

Full funding for this work (second phase) will be in the amount of \$4,282,006 and has been secured from U.S. Army Natick Soldiers System Center (Natick) contracts.

**c. Confirmation of whether the project was included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees.**

The ASCC secure smart textiles laboratory is identified within the University's 10-year rolling master plan, 5-year capital plan, and 1-year capital plan approved by the Trustees.

**d. More detailed explanation of rationale for project and metrics for success of the project:**

Due to funding constraints, phase 1 approved scope of the secure lab with limited occupancy due to access and means of egress limitations; this current (second) phase will allow the

ASCC to begin production of the textiles for research in a provisionally compliant limited occupancy mode, and allows the lab to meet research contract obligations. Full occupancy would necessitate ADA compliant access to be later appended to an enclosed elevator-stair tower as a subsequent (third) phase.

Textile technologies are used throughout many ASCC research projects, and the proposed lab will allow these projects to be supported internally and expand further research opportunities. Capabilities and projects will further the development of green and bio-friendly materials for use in textiles, lightweight structures and 3D printing. “Smart” material systems will be developed, refined, and prototyped to the level of a commercial product.

**e. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above:**

The scope includes addition of HVAC service and construction of an enclosed stair tower and an unenclosed exterior egress stair tower to meet provisional egress requirements for limited occupancy of the laboratory. This will yield a provisional, limited-occupancy functional laboratory for meeting research deliverables and milestones under the Natick contracts. An additional (third) phase would supplement the unenclosed exterior egress stair tower with an enclosed elevator stair tower and support regular occupancy and ADA accessibility.

**f. Changes, if any, in net square footage or ongoing operating costs resulting from the project:**

The design will add 960 square feet for an entry vestibule, stairways, and elevator shaft. The current (second) phase will add 510 square feet not including exterior staircase, the subsequent (third) phase will add an enclosed elevator-stair tower. Operating costs for this laboratory will be paid by University ASCC via facility and administrative (F&A) rates charged to federal projects that use the space.

**g. Budget for the project and further elaboration on funding source and selection as needed to supplement (b):**

Funding for construction is available in the correct accounts within US Army Natick contracts. These contracts allocate a budget of \$4,332,006 for design and construction of the laboratory for smart textile and rapidly deployable shelter systems through completion of phase two. Additional funding will need to be secured for the completion of the project in phase three.

**h. Alternatives that were considered to meet the need being addressed by this project:**

Available space to accommodate the activities required to be accomplished in the laboratory is presently not available within the ASCC or on the UMaine campus.

**i. Timeline for start, occupancy, and completion:**

Construction (phase one) is currently in process and phase two would start late fall of 2023 with limited occupancy anticipated by fall of 2024, subsequent regular occupancy could be provided by end of 2027.

- j. **Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this Project if full authority is not being requested from the outset.**

Additional authorization for costs of an additional (third) phase that includes the construction of a stair tower and elevator to meet code requirements for regular occupancy of the space will be presented once funding is secured. The University anticipates approval for the additional (third) phase in 2025 or 2026.

- k. **Additional information that may be useful for consideration of the item.**

Funds to complete construction of phase two are fully available and committed to this project through several contracts with them (Natick). This lab will allow expanded textile research and open new funding opportunities for textile and deployable shelter research with Natick and other funding agencies. The project is necessary to execute research tasks focused on developing advanced textile materials for the Department of Defense.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee, approves the following resolution to be forwarded for consideration at the September 10-11, 2023, Board Meeting:

That the Board of Trustees accepts the recommendation of the Finance Facilities and Technology Committee and authorizes the University of Maine System, acting through the University of Maine, to expend an additional \$1,880,738 for a total of \$4,332,006 to renovate a portion of the existing ASCC facility to accommodate installation of a Secure Smart Textiles Laboratory to be utilized for research on smart materials.

**Attachment**

[Previously Approved ASCC](#)

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Secure Laboratory, Advanced Structures and Composite Center (ASCC), UM

**INITIATED BY:** Dannel P. Malloy, Chancellor

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:**

The Secure Lab will be located at the University of Maine campus and will include highly-specialized research facilities and equipment that can be leveraged for researchers across the University of Maine System.

**BACKGROUND:**

a. **Summary of the request.**

The University of Maine System acting through the University of Maine requests authorization to expend up to \$2,451,268 to construct approximately 4,000 square feet of space mostly within the Advanced Structures and Composites Center (ASCC) located at the University of Maine to create a secured clean laboratory for textiles research. Funds to complete construction are fully available and committed to this project through several contracts with the U.S. Army Natick Soldiers System Center (Natick).

b. **Overall requested budget and funding source.**

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 Committee's recommendation will be forwarded to the Consent Agenda for Board of Trustee approval at the March 2022 Board meeting. The budget for this project is funded through a multi-year, multi-million-dollar contract with the U.S. Army Natick Soldier System Center. The additional square footage is dedicated to and in support of research activity so does not require Trustee authorization.

c. **More detailed explanation of rationale for project and metrics for success of the project (ROI or other).**

This project is the second and final part of a two-phase construction project that included secure offices and secure lab space. An initial phase of this project included construction of secure offices within the ASCC. That phase is now completed and the offices are occupied. This next phase will provide for construction of the secured clean lab space. This will include adding a 2nd floor above the existing, high bay, Thermoplastics Lab located at the ASCC.

This lab will allow expanded textile research and open new funding opportunities for textile and deployable shelter research with Natick and other funding agencies. The project is necessary to execute research tasks focused on developing advanced textile materials including photovoltaic wires and color changing filaments.

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Textile technologies are used throughout many ASCC research projects and the proposed lab will allow these projects to be supported internally and expand the options of what can be explored with further research. Capabilities and projects will further the development of green and bio-friendly materials for use in textiles, lightweight structures and 3D printing. "Smart" material systems will be developed, refined, and prototyped to the level of a commercial product.

**d. Explanation of the scope and substance of the project as needed to supplement (a) and (c) above.**

The second-floor construction above the existing Thermo-Plastic / Robotics Laboratory will include installation of a structural steel frame and concrete deck, stairs, mechanical, electrical, life safety/fire alarm, sprinkler, AV/IT, and architectural finishes to develop the second-floor space and all necessary requirements for continued operation of the first-floor laboratory.

**e. Changes, if any, in net square footage or ongoing operating costs resulting from the project.**

The design being developed will create an estimated 4,000 square feet, most of which is within the existing building footprint. Any increases in operating costs will be covered by ASCC contracts which support these costs through Facilities and Administrative (F&A) rates charged on research projects.

**f. Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above.**

Funding for this construction phase is available and unencumbered in the correct accounts within contract W911QY-18-C-0101 P00006 and W911QY-20-C-0053.

**g. Alternatives that were considered to meet the need being addressed by this project.**

Many alternatives within and around the existing ASSC footprint were studied but found to be inadequate or cost prohibitive. Available space to accommodate the activities required to be accomplished in the Secure Laboratory are presently not available within the ASCC or cleanrooms at the UMaine campus.

**h. Timeline for start, occupancy and completion**

Design is currently in process with construction anticipated to start in the fall of 2022, with completion for occupancy in summer of 2023.

**i. Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this project if full authority is not being requested from the outset.**

The present action is expected to accomplish the requirements of the laboratory with the funding available.

**j. Additional information that may be useful to consideration of the item.**

None

The Finance, Facilities & Technology Committee approved this recommendation to be forwarded to the Consent Agenda for Board of Trustee approval at the March 27-28, 2022 Board meeting.

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**TEXT OF PROPOSED RESOLUTION:**

That the Board of Trustees, accepts the recommendation of the Finance, Facilities and Technology Committee, and authorizes the University of Maine System acting through the University of Maine to expend up to \$2,451,268 to construct approximately 4,000 square feet of space mostly within the existing ASCC facility to accommodate installation of a Secure Laboratory to be utilized for research on smart materials.

Board of Trustees approved March 28, 2022

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Dental Clinic Expansion  
University of Maine at Augusta

**INITIATED BY:** Roger J. Katz, Chair

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

**BOARD POLICY:**  
701 – Budgets, Operations and Capital

**UNIFIED ACCREDITATION CONNECTION:**  
Provides the ability to expand UMA’s Dental Programs which increases enrollment and expands the dental workforce throughout Maine.

**BACKGROUND:**

**a. Summary of the request**  
The University of Maine System acting through the University of Maine at Augusta requests approval to expand the Dental Clinic located at the Lewiston-Auburn Campus in Lewiston, Maine.

The request is pursuant to Board of Trustees Policy 701 – Budgets, Operating and Capital which requires approval from the Finance, Facilities and Technology Committee to approve capital budgets of at least \$500,000 and less than \$1,000,000.

**b. Overall requested budget and funding source:**  
The total project cost is estimated to be \$665,000 including construction, equipment, furnishings, instruction, and student support. Funding for the project comes from a \$665,000 grant from the Northeast Delta Dental Foundation.

**c. Confirmation of whether the project was included or reflected in the Master Plan, Long Term capital plan or 1-year capital plan most recently approved by Trustees.**  
The project is not included in the 1-year capital plan as the grant was received after the plan was already developed.

**d. More detailed explanation of rationale for project and metrics for success of the project (ROI or other):**  
The State of Maine continues to experience a significant shortage of formally trained oral health professionals. Over the past decade, access to oral health care has become an emergent concern. Despite efforts to improve the oral health of Maine’s population, oral health

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disparities continue. These disparities are characterized by compromised oral health status for certain vulnerable populations, including the poor, children, racial and ethnic minorities, people with special needs, and the elderly. One of the factors believed to influence access to oral health services and contribute to these disparities is the available supply of oral health professionals. With this expansion, the Dental Clinic in Lewiston will expand its annual Dental Assisting Program enrollment from six to 12 students. The Expanded Function Dental Assisting Program will increase its annual enrollment from 12 to 18 students. Combined with the programs located in Bangor, Maine, UMA will be providing 24 dental assistants and 30 expanded function dental assistants each year to the statewide workforce shortage.

**e. Explanation of the scope and substance of the project as needed to supplement (a) and (d) above.**

Thanks to the grant, the proceeds of which have already been received by UMA, all costs associated with construction, furnishings, equipment, instruction, and student support are covered.

**f. Changes, if any, in net square footage or ongoing operating costs resulting from the project:**

Through a Mutual Understanding with the University of Southern Maine and the University of Maine at Augusta, an additional 474 square feet will be allocated to UMA for the Dental Clinic expansion at an increased cost to UMA of \$4,740. The total amount of space allocated to UMA is now 6,038 square feet at a cost to UMA of \$60,380 annually, which covers any additional operating expenses incurred by USM. No additional square footage is being added to the Lewis-Auburn Campus.

**g. Budget for the project and further elaboration on funding source and selection as needed to supplement (b) above):**

Approximately \$200,000 will go toward construction, with the remainder of the grant covering the cost of furnishings, equipment, instruction, and student support.

**h. Alternatives that were considered to meet the need being addressed by this project:**

Other locations in the Lewiston area were considered, but economically it was determined that utilizing LAC was more feasible and better for UMS.

**i. Timeline for start, occupancy, and completion:**

Work will begin immediately upon approval with an anticipated completion in the spring of 2024 and occupancy shortly thereafter.

**j. Timeline for any further consideration or action anticipated to be needed by the Board or its committees regarding this project if full authority is not being requested from the outset.**

Not applicable.

**k. Additional information that may be useful to consideration of the item.**

None

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**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities and Technology Committee approves the expenditure of \$665,000 for the expansion of the University of Maine at Augusta Dental Clinic located on the Lewiston-Auburn Campus in Lewiston, Maine.

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University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Renewal of Allagash Wilderness Camp Land Lease

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:**

**BOARD ACTION:** X

**BOARD POLICY:** 801 Acquisition of Real Property

**UNIFIED ACCREDITATION CONNECTION:**

In 2019 this longstanding lease within Maine Public Reserved Lands was amended to include language allowing usage of the camp by “other University of Maine System campuses for the purpose of natural resource-based education or research.”

**BACKGROUND:**

In 1998 an agreement was entered into between the University of Maine System (d/b/a UMFK) and the Maine Department of Conservation Bureau of Parks and Lands for a no-cost lease of a 2.3 acre parcel of land located in T13 R12 WELS, Round Pond Unit of Maine Public Reserved Lands. A wilderness camp was built on this remote site, within the proximity of the Allagash River watercourse, for instructional and other educational purposes. In 2019 the restricted use was amended to allow usage of the camp by “other University of Maine System campuses . . . for the purpose of natural resource-based education or research.” This request is simply to renew the no-cost lease for an additional term of ten (10) years.

**TEXT OF PROPOSED RESOLUTION:**

That the Finance, Facilities, and Technology Committee approves the following resolution to be forwarded for Board of Trustee approval at the September 10, 2023 Board Meeting.

That the Board of Trustees accepts the recommendation of the Finance, Facilities, and Technology Committee, and authorizes the renewal of a ten (10) year no-cost lease of a 2.3 acre parcel of land in T13 R12 WELS, Round Pond Unit of Maine Public Reserved Lands as the continuing site for the Allagash Wilderness Camp.

**Attachment**

[UMFK as Lessor, ME Department of Agriculture, Conservation, and Forestry](#)

**STATE OF MAINE**  
**Department of Agriculture, Conservation, and Forestry**

**Maine Department of Conservation**  
**Bureau of Parks and Lands**

5.1

**LEASE**

Pursuant to 12 M.R.S.A., Section 1852 (3) the State of Maine, acting by and through the Director of the Bureau of Parks and Lands, Maine Department of Conservation (hereinafter referred to as “the Bureau” leases to the University of Maine System, acting through the University of Maine at Fort Kent, (hereinafter referred to as “the University”) the following land under the following terms and conditions:

1. **LOCATION:** a parcel of land two and one third (2.3) acres in size, located on Public Reserved Land in T13-R12 W.E.L.S., adjacent to the so-called “Sweeney Brook Road”, approximately one (1) mile in a westerly direction from its intersection with the so-called “Blanchette Road,” as depicted on the plan attached hereto as Exhibit A.
2. **TERM:** This Lease shall be for the term of ten (10) years commencing July 22, 2023 ending at midnight July 21, 2033.
3. **ANNUAL RENTAL PAYMENT:** There shall be no annual rental fee.
4. **USE:** Except as provided below, the University agrees that the property shall be used solely as the location of a base camp for educational and scientific studies, regardless of discipline. The facility may be used by other University of Maine System campuses or other educational organizations solely for the purpose of natural resource-based education or research. The facility may be used for campus-related administrative programs, recruitment initiatives, or other similar uses. The property may not be used for commercial or recreational purposes.

Occupancy of any building(s) constructed by the University on this premises shall not exceed a total of eighteen (18) persons in the aggregate, at any given time. The University may only use the premises when at least one faculty member and/or staff member is present. Faculty and students shall not access Round Pond or the Allagash River except by authorized access points on the Allagash River. Equipment, including but not limited to vehicles, canoes, trailers, tents, and snowmobiles shall not be left within the Restricted Zone of the Allagash Waterway.

Use of the premises, including buildings shall be conducted in such a manner as to be invisible and inaudible from the Allagash River watercourse. Round Pond and the Waterway’s Restricted Zone and shall not detract from the experience of visitors to the Waterway.

**5. TERMINATION:** The bureau reserves the right to terminate this Lease at any time, when in its sole discretion it determines that termination is in the best interests of the State. No adjustment or compensation will be due to the University on account of any such termination. The University shall have the right to terminate this Lease for any or no reason upon ninety (90) days prior written notice to the Bureau.

**6. PROPERTY:** Upon termination of the Lease for any reason, the University will have 180 days to remove its real and personal property from the premises and restore the site to its condition at the beginning of this Lease. Any property not removed from the premises, including buildings, shall become the sole and exclusive property of the Bureau.

**7. ROADS:** The University shall construct no roads on or to the premises without the prior written approval of the Bureau. The Bureau shall have no obligation to erect or maintain any roads or paths or otherwise to provide access to the premises.

**8. ALTERATIONS:** The University may not install any structure or permanent improvement or make any addition or alteration to any structure or permanent improvement without the prior written consent of the Bureau Director. Structures or permanent improvement shall include, without limitation, buildings, foundations, added rooms, outbuildings, septic systems and roads.

**9. CONDITIONS:** The University shall comply with each and every condition set forth herein below, together with such other reasonable conditions as the Bureau may, in its own discretion, add hereto by written notice to the University. Upon receipt of such notice, the University shall have the option to terminate the Lease. The University may exercise that option to terminate by notifying the Bureau within 30 days after the Bureau's notice of additional conditions. Said termination will become effective immediately upon the University's notice of termination. If the University does not exercise its right to terminate under this section, the Bureau's additional conditions will become effective 31 days after the Bureau's notice of additional conditions.

A. Buildings shall be sided with logs or wooden shingles. Clapboards, boards and battens, tar paper, imitation brick or stone, asphalt shingles, canvas or sheathing paper shall not be used for exterior siding. Development of the property shall not detract from the existing character of the site. Equipment such as canoes, boats, trailers and vehicles shall be stored in a neat and orderly manner, screened from view. The Bureau may require any vegetative screening it deems appropriate to protect the predominantly natural character of the setting.

B. The University shall not cut or kill any living tree greater than four inches in diameter (four feet above the ground), without the prior written consent of the Bureau.

C. The University shall prevent all accelerated erosion of soils or sediment from the property into any waters, and shall use no chemical defoliant, brush killers or residuals pesticides on the property.

D. The University shall maintain the property, including all improvements thereon, in a good neat and clean condition. No trash or solid waste shall be permitted to accumulate on the property and no incineration shall be permitted thereon.

E. Each chimney shall be equipped with a screen of one-quarter (1/4) inch mesh or smaller. Overhanging branches or foliage within three (3) feet horizontally or ten (10) feet vertically from the top of any chimney or stove pipe shall be removed.

F. The University shall not close or otherwise restrict access along any road or right-of-way without the prior written consent of the Bureau. At no time shall parked cars obstruct any road open to travel.

G. The Bureau, its employees, and its agents shall have the right to go onto and pass over the premises for any reasonable purpose, including inspection of the leased premises, during reasonable hours and shall have the right to make such use of the premises as shall not unreasonably interfere with the use thereof by the University, provided that the Bureau shall not use the building(s) and/or other improvements without the prior written consent of the University. Corner posts and lot lines indicating lot boundaries shall not be disturbed in any way.

H. The University shall be liable to the Bureau for loss and expenses incurred by the Bureau by reason of the University's failure to comply with the present or future conditions of this Lease.

I. The University shall comply with State Plumbing Code Subsurface Waste Water Disposal Regulations, the laws and rules of the Land Use Regulation Commission, and all other Federal, State and local laws, regulations, or requirements, including those of the Bureau that apply to the use of the Allagash Wilderness Waterway by the general public.

**10. SURRENDER:** Upon termination of this Lease for any reason, the University shall deliver the premises to the Bureau in reasonable good condition clear of trash and debris.

**11. LIENS:** The University shall be responsible for all tax levies, assessments, license fees and permit fees associated with the Lease. The University shall keep the demised premises free and clear from all mechanics liens for work or labor done, services performed, appliances, water supplied, sewerage disposed of, power contributed, used or furnished in or about the premises for or in connection with any operation of the University, or any alterations, improvements, repairs, or additions which the University may make or permit or cause to be made, or any work in connection, by, for, or permitted by the University on or about the premises.

**12. INDEMNITY:** The University shall indemnify, defend, and hold harmless the Bureau and its agencies, officers, agents, and employees, against and from all cost, expenses, liabilities, losses, damages, inspections, suits, actions, fines, penalties, claims, and demands of every kind and nature, including reasonable counsel fees, asserted by or on behalf of any person, utility or governmental authority whatsoever arising out of (a) any failure by the University to perform

any of the agreements of this Lease on the University's part to be performed, (b) the use of the premises by the University or its employees, licensees, agents, guests, invitees, customers, contractors, or officers; (c) any accident, injury or damage that occurs in or about the leased premises by the University, or appurtenances thereof, however, occurring during the term of this Lease or any renewal thereof and (d) any matter or thing growing out of the condition, occupation, maintenance, alteration, repair, use of operation of the demised premises, appurtenances thereto or any part during the term of this Lease or any renewal thereof. This indemnification shall not extend to any claim or cost that is caused by the Bureau, its employees, agents, contractors or licensees. This indemnification provision is for purposes of allocating, as between the University and the Bureau, the risk of liability exposure, but this provision is not intended, and shall not be construed, to alter or waive the scope or limits of liability of the University, the Bureau, or the State of Maine under the Maine Tort Claims Act, 14 M.R.S.A. Section 8101 et seq. and other applicable law.

**13. NONDISCRIMINATION:** The University will not discriminate against any employee or applicant for employment because of race, sex, creed, color, or national origin, and will take affirmative action to insure that employees and applicants are afforded equal employment opportunities without discrimination because of race, sex, creed, color, or national origin. Such action shall be taken with reference but not limited to: recruitment, employment, job assignment, promotion, upgrading, demotion, transfer, layoff or termination, rates of pay or other forms of compensation and selection for training. The University will state, in all solicitations or advertisements for employees placed by or on behalf of the University, that all qualified applicants will be afforded equal employment opportunities without discrimination because of race, sex, creed, color or national origin.

**14. NOTICES:** Unless otherwise noted, wherever it is provided in this Lease that notice, demand, request, or other communication shall or may be given to or served upon either of the parties by the other, and whenever either of the parties desires to give or serve upon the other any notice, demand, request or other communication with respect to this Lease or the leased premises, each such notice, demand, request or other communication shall be in writing, and addressed to the University or the Bureau at the following addresses:

Director, Bureau of Parks and Lands	President, University of Maine at Fort Kent
22 State House Station	23 University Drive
Augusta, Maine 04333-0022	Fort Kent, Maine 04743-1292

A copy of all notices to the University should be sent to the Chief Financial Officer and Treasurer, University of Maine System, 107 Maine Avenue, Bangor, Maine 04401.

**15. AMENDMENT:** This Lease may only be amended, renewed or modified in a writing signed by both parties.



**16. GENERAL PROVISIONS**

A. **Governing Law.** This Lease shall be construed and interpreted in accordance with the laws of the State of Maine.

B. **Savings Clause.** The invalidity or unenforceability of any provision of this Lease shall not affect or impair the validity of any other provision. To the extent any provision herein is inconsistent with applicable State statute, the statute shall govern.

C. **Paragraph Headings.** The paragraph headings herein are for reference and convenience only and shall not affect the interpretation of this Lease.

D. **Counterparts.** This lease may be executed in any number of counterparts, each of which shall be an original, but all of the counterparts together shall constitute one and the same instrument.

E. **Waiver.** Failure on the part of either party to complain of any action or inaction on the part of the other party no matter how long the same may continue shall not be deemed to be a waiver of any of such party's rights hereunder. Furthermore, it is covenanted and agreed that no waiver at any time of any of the provisions hereof by either party shall be construed as a waiver of any other provisions hereof and that any waiver at any time of any of the provisions hereof shall not be construed at any subsequent time as a waiver of the same provisions. The approval of either party to or for any action by the other requiring that party's consent or approval shall not be deemed to waive or render unnecessary the party's consent or approval to or of any subsequent similar act by the other party.

F. **Entire Agreement.** This document constitutes the entire agreement between the parties; and no other representation, written, spoken, or implied, shall be binding upon either party, except as amendments to this Lease may be duly authorized and attached hereto.

G. **Lessee's Representations.** Lessee represents and warrants to Lessor that this Lease has been duly authorized by all necessary action on the part of Lessee.

IN WITNESS WHEREOF the parties have executed this Lease as of the day and year first above written.

**LESSEE:**

University of Maine System  
23 University Drive  
Fort Kent, ME 04743-1292

\_\_\_\_\_  
Authorized Agent

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

**LESSOR:**

State of Maine  
Department of Agriculture, Conservation  
and Forestry. Bureau of Parks and Lands

\_\_\_\_\_  
Andrew R. Cutko, Director

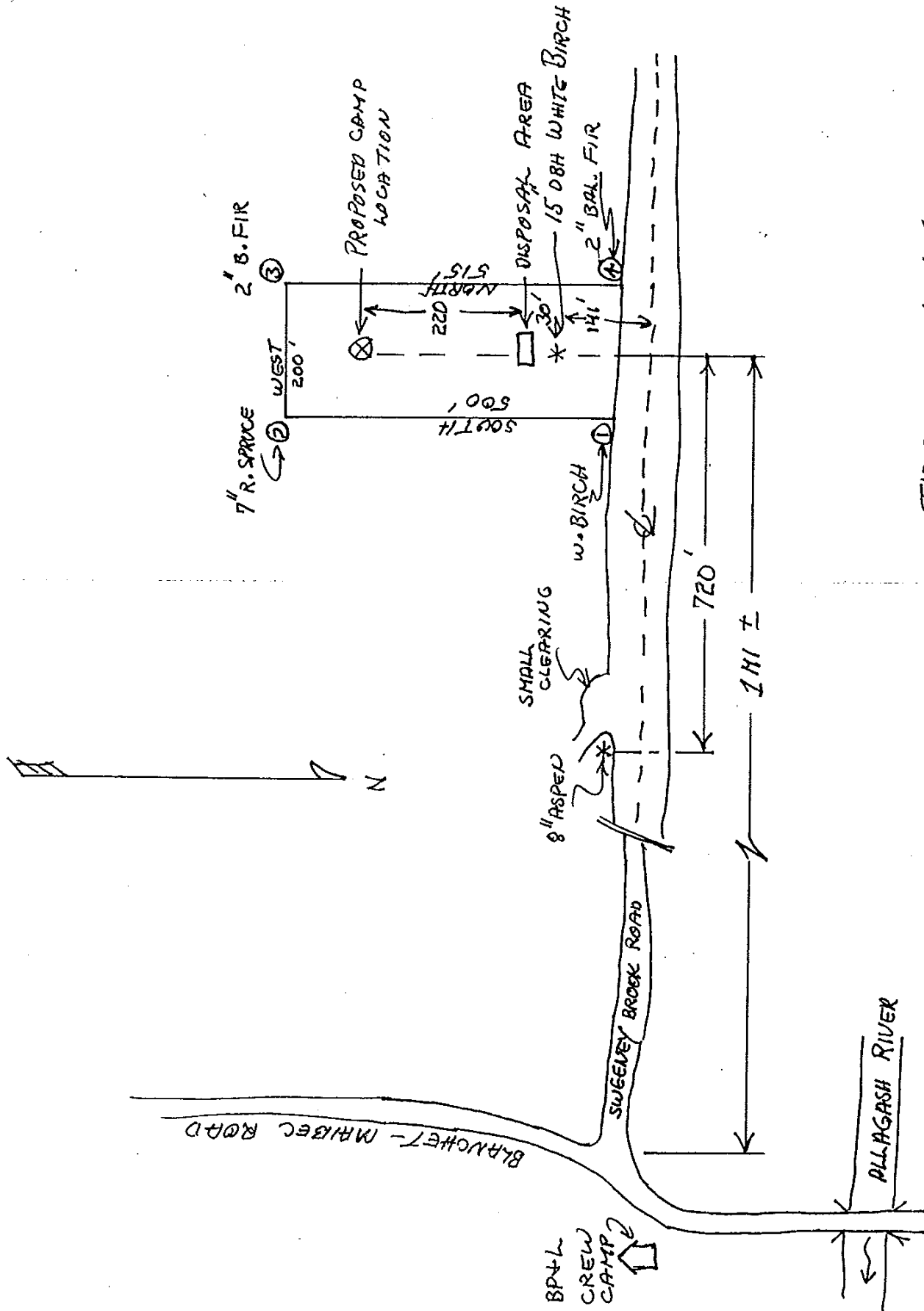
\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

5.1

EXHIBIT A



TIBR12 6/22/98  
NO SCALE L.H.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Review of Projects with a Value of \$250,000 or Greater

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

N/A

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

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

- Managed Print Services
- Repaving MaineStreet

**Attachment**

[IT Projects Summary Status Report](#)

[UMS IT Project Review](#)

## UMS:IT Project Summary Status Reports

<b>Report Date</b>	August 8, 2023
<b>Report Period</b>	July 2023 – August 2023

<b>PROJECT NAME:</b>	<b>Managed Print Services (Xerox)</b>				
<b>Sponsor</b>	<b>Original End Date</b>	<b>Current End Date</b>	<b>Total Budget</b>	<b>Budget Expended</b>	<b>% Complete</b>
Aaron Gagnon	6/2023	9/2023	\$2,600,000	\$2,709,270	95%
<b>Project Health</b>	Overall <span style="color: green;">■</span> Budget <span style="color: green;">■</span> Schedule <span style="color: green;">■</span> Risk <span style="color: green;">■</span>				
<b>Project Summary Update:</b>	All Xerox devices have been received. Approximately 20 devices remain to be deployed at remote sites or areas that are pending completion of renovations or construction.				

6.1

<b>PROJECT NAME:</b>		<b>Repaving MaineStreet</b>		<a href="#">Link to Full Report</a>
<b>Initiation Date</b>	<b>Sponsor</b>	<b>Start Date</b>	<b>Initial Budget</b>	<b>Current Budget Balance</b>
September 2021	David Demers	March 2022	\$16,800,000	\$10,076,825
<b>Project</b>		<b>Phase</b>	<b>Estimated Go-live Date</b>	<b>Project %</b>
Oracle Cloud HCM		Executing	July 2024	43%
Oracle Cloud ERP/EPM		Executing	July 2024	25%
CS Reimplementation		Planning	December 2026	N/A

### Project Summary Update

#### Oracle Cloud HCM and ERP Projects:

The HCM project team is focused on completing data conversions and finalizing business decisions required for HCM App2.0 Review sessions. Although substantial progress has been made in both areas, the App2.0 Review sessions, originally scheduled for mid-August, are now planned for mid-October. This schedule adjustment will allow the additional time needed to complete the required data conversions, finalize business process decisions, and for the Drivestream team to build the App2.0 environment. Among the pending decisions are future processes for position approvals, evaluating the adoption of Oracle Cloud Recruiting and Onboarding modules for student employee recruitment and hiring, and finalizing Time & Labor module decisions related to web clock punch-in and punch-out procedures.

The ERP project team is preparing for the Purchasing and Accounts Payable App1.0 Review sessions scheduled for the week of August 14. Recent decisions include finalizing a new Chart of Accounts (COA) structure for the cloud and a

standard set of Finance and HR Department codes. Additionally, the team is collaborating with Drivestream to determine strategies for how the current Jaggaer (purchasing) and Concur (travel/expense management) platforms will coexist with Oracle Cloud.

The UMS and Drivestream technical teams collaborated to identify strategies to streamline data conversion efforts, which have required substantial time and manual effort from the UMS technical team. To address this challenge, plans are underway to enable Drivestream resources to extract data from PeopleSoft staging tables. This approach will greatly reduce the need for the UMS technical team to manage data extractions, enabling them to focus on essential pre-conversion requirements and integration review tasks.

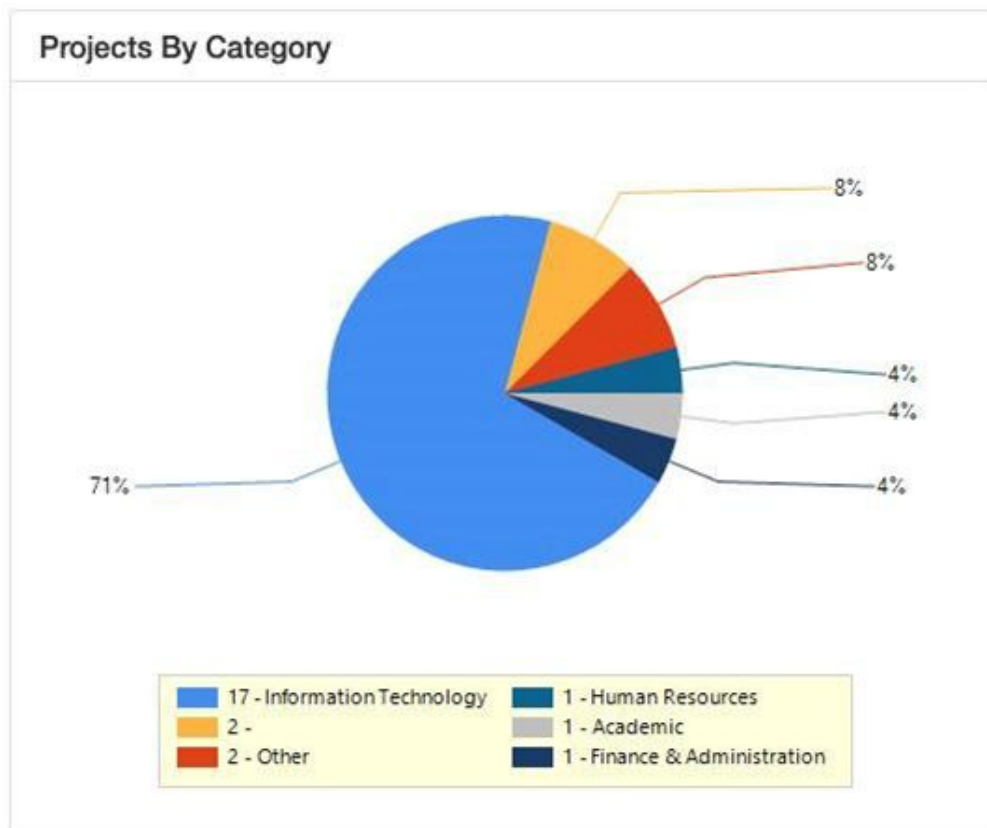
**CS Reimplementation Project:**

Functional and technical Business Process Assessment (BPA) Sessions continue. ERPA continues to develop the BPA document with a target date for completion of August 31, at which time walk-through/ Q&A sessions will be scheduled to review the documents with the UMS. This in-depth documentation will include recommendations for future business processes, configurations, and development efforts that will support UMS short-term and long-term strategic priorities.

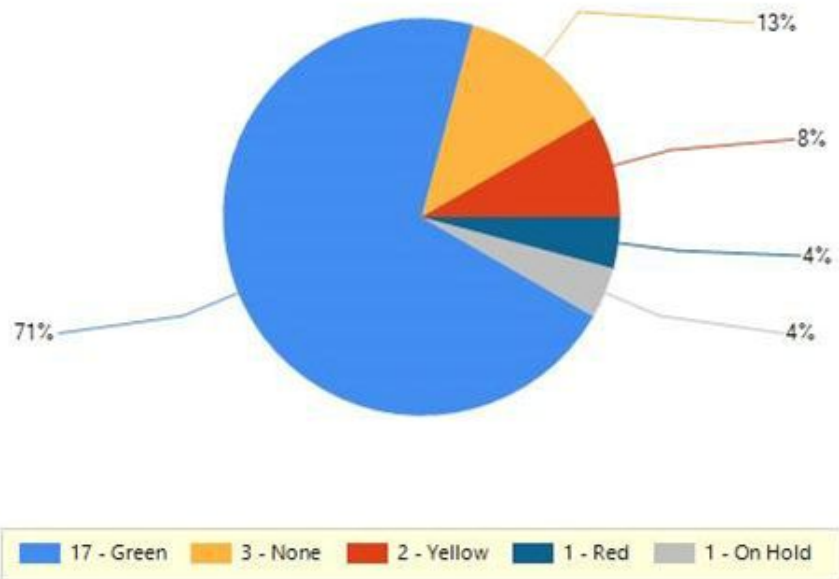
Additionally, the UMS and ERPA project teams have been focusing on the UMM/UMaine merger, specifically the Admissions module. The merger required an innovative approach to displaying applicant requirements/checklist items in self-service to prevent duplication. The automation that has been developed as part of this solution will greatly improve processing for admissions offices and international programs and will augment functionality currently being used in CS while reserving additional enhancements to admissions processing for future phases/roll-outs. The processes were implemented on August 1 in time to support the processing of applications for the Fall 2024 semester.

The team is closely collaborating with the Oracle Cloud HCM and ERP technical teams to ensure alignment of any interdependencies between the systems, both in short and long-term scenarios.

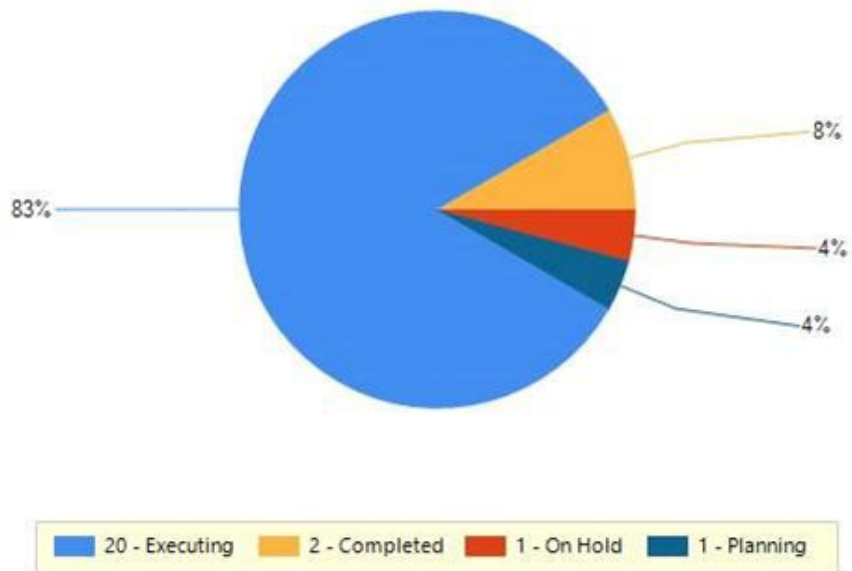
6.1



Projects By Health



Projects By Status



1

**Project Budget - \$2.6M**

Remaining	-\$109,270
Expended	\$2,709,270

**August 2023 (95% Compl)**

Initiation Date	Sponsor	Original Estimated Completion Date	Current Estimated Completion Date	Estimated Budget	Budget Committed to date	Project % Complete
08/2022	Aaron Gagnon	06/30/2023	09/01/2023	\$2,600,000	\$2,709,270	95%

Overall ■ Budget ■ Schedule ■ Risk ■

2



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

### Managed Print Services (Xerox)

UNIVERSITY OF MAINE SYSTEM

- **Expiration of Canon Device & Support Contract – 9/30/22**
  - Average age of Canon MFDs: 7.6 years
  - Projected service life: 5-6 years
- **RFP conducted early 2022**
  - Awarded Managed Print Contract to Xerox
- **Focus of Managed Print Services:**
  - *Consistent End User Experience*
  - *Security*
  - *Environmental Sustainability*
  - *Efficiency & Fiscal Responsibility*

3

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

### Managed Print Services (Xerox)

UNIVERSITY OF MAINE SYSTEM

- **Project Milestones & Timelines**

October 2022	November 2022	December 2022	January 2023	June 2023
<b>Campus Assessments &amp; Infrastructure Built</b> Xerox completes onsite campus assessments  Papercut Server Infrastructure and critical integrations completed	<b>Financial Model &amp; Equipment Orders</b> Unified financial model adopted by campuses/CBOs  All major campus equipment orders submitted	<b>Automations</b> Consumption-based chargeback automations developed based on final financial model (all-inclusive per-print charge)	<b>Initial Device Deployment</b> Bulk deployment of Xerox devices begins early 2023	<b>Final Device Deployment</b> Majority of Xerox devices deployed by June 2023.  Full suite of functionality available

4

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

### Managed Print Services (Xerox)

#### Completed

- All Xerox devices have been received. Approximately 20 devices remain to be deployed at remote sites or areas being renovated.
  - Devices Installed: 640 (reduction from 1,203 Canon devices)
  - Pages Printed: > 1,600,000
  - Active users: 4,210
- Find-Me printing reduces waste, cost, environmental impact, and security risk.
  - Pages NOT Printed: 138,136
  - Trees Saved: 11.66
  - Value of Jobs NOT Printed: \$8,878

#### Risk

- Continued communication necessary regarding cost are charged to departments.
- Many installations have occurred since the end of the spring semester when faculty and students are not on campus. This may increase the need for support at the start of the fall semester.

5

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

### Repaving MaineStreet

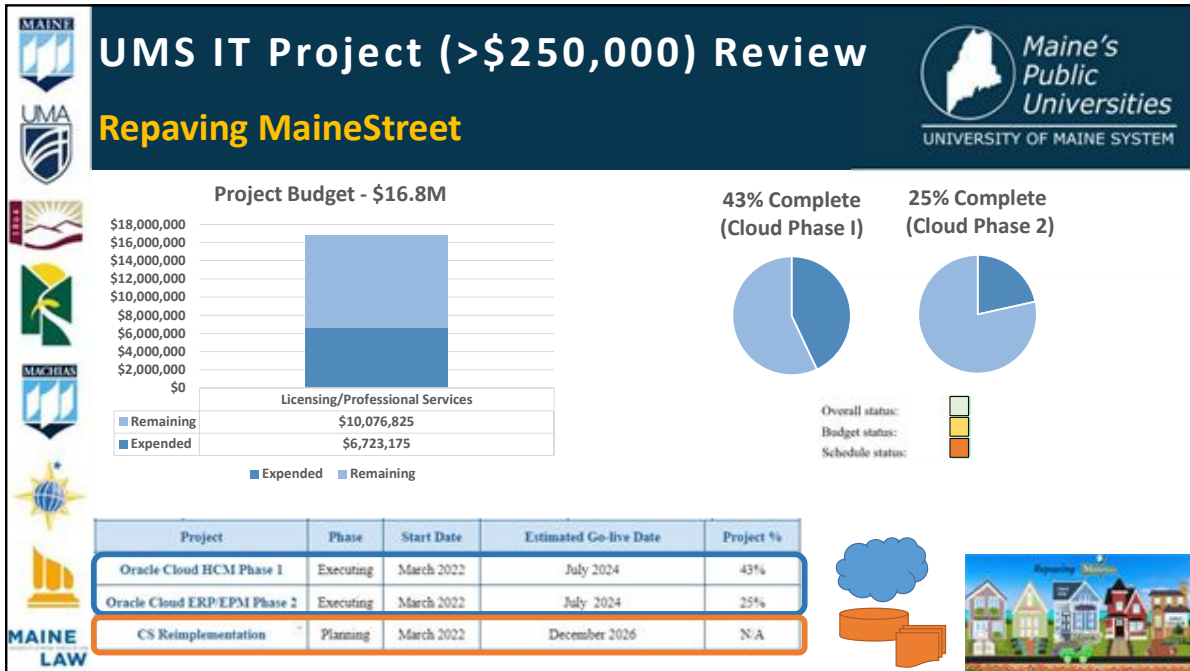
#### Project Overview

- Reimplementation of Campus Solutions SIS, Implementation of cloud-enabled HR and Finance solutions to support Unified Accreditation, address UMS strategic priorities, and promote operational efficiency

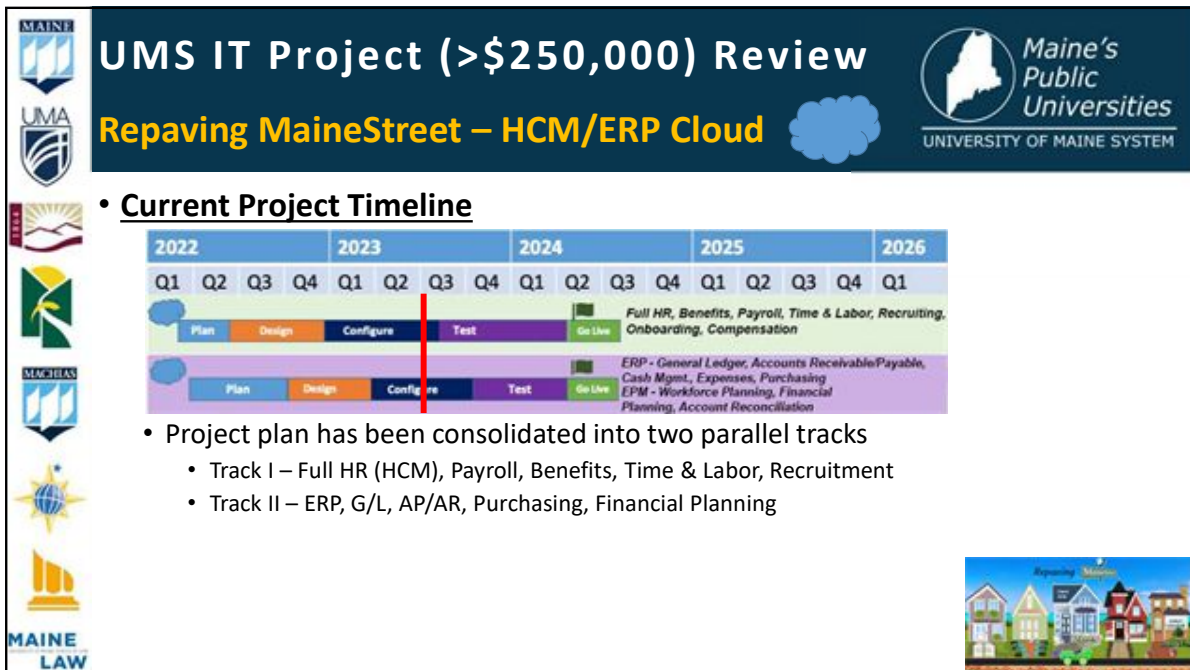
#### Key Recommendations

- Leverage experience to **re-implement the Campus Solutions SIS** with **Unified Accreditation** and **Coding Consistency** as guiding principles
- Take advantage of **new/emerging cloud-enabled functionality** in the ERP (**HR & FN**)
- Eliminate code customization** in favor of configurable functionality to **improve operational efficiency** and eliminate technical debt










6



7




8

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

### Repaving MaineStreet – HCM/ERP Cloud



**• Current Status**


- HCM Project **timeline has been adjusted**, progress continues
  - Revised go-live to coincide with ERP implementation (July 2024)
  - HCM App 2.0 Review sessions rescheduled for October 2023
  - Current focus on streamlining data conversion strategies, finalizing process/configuration decisions
- **ERP 1.0 App Review** underway
  - General Ledger, Accounts Receivables and Cash Management reviews completed
  - Purchasing/Accounts Payable to begin week of 8/14

**HCM Health Status:**










Schedule status:	<span style="color: red;">■</span>	The project is behind schedule
Scope status:	<span style="color: green;">■</span>	The project is currently within scope
Resource status:	<span style="color: orange;">■</span>	Periodic resource limitations

**ERP Health Status:**

Schedule status:	<span style="color: green;">■</span>	The project is currently on track
Scope status:	<span style="color: green;">■</span>	The project is currently within scope
Resource status:	<span style="color: orange;">■</span>	Periodic resource limitations




9

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

### Repaving MaineStreet – HCM/ERP Cloud



**• HCM/ERP Key/Critical Business Decisions**


- **Consolidated Chart of Accounts Structure**
  - New Department, Program, Location codes (**completed**)
- **HR Recruiting**
  - Student Recruiting system(s); IRDW session for Oracle Cloud scheduled (**pending**)
  - Streamlined/Standardized Position Request Approval Processes (**completed**)
- **Benefits**
  - Decision on outsourcing voluntary contributions with TIAA (**in progress**)
- **Payroll**
  - Payroll costing configuration; leverage upcoming labor distribution functionality (**in progress**)
- **Time & Labor**
  - Leverage available web-clock functionality for time entry/tracking (**completed**)
  - Clean up Employee Work Schedules (**pending**)
  - Required time-off requests/logging (**pending**)

**HCM Health Status:**








Schedule status:	<span style="color: red;">■</span>	The project is behind schedule
Scope status:	<span style="color: green;">■</span>	The project is currently within scope
Resource status:	<span style="color: orange;">■</span>	Periodic resource limitations

**ERP Health Status:**

Schedule status:	<span style="color: green;">■</span>	The project is currently on track
Scope status:	<span style="color: green;">■</span>	The project is currently within scope
Resource status:	<span style="color: orange;">■</span>	Periodic resource limitations




10

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


### Repaving MaineStreet – HCM/ERP Cloud










Maine's  
Public  
Universities  
UNIVERSITY OF MAINE SYSTEM

**• Rationale, Evaluation & Budget Impact**

- Extension of HCM Go-Live timeline to coincide with the ERP Go-Live - **completed**
  - Support standardization of fundamental cross-module data
  - Provide additional time to make important business decisions
  - Mitigate need for interim integrations with PeopleSoft Financials to keep the systems in sync.
  - UMS secured agreement with ImageTrend (Hiretouch vendor) to extend us of the platform through July 2024.
  - **Updated full project plan in development.**
- Drivestream has provided updated budget impact estimate for extending HCM go-live date
  - **\$720K**
  - *Assessing impact for full project budget once CS Reimplementation plan finalized*




11

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

### Repaving MaineStreet – CS Reimplementation




Maine's  
Public  
Universities  
UNIVERSITY OF MAINE SYSTEM

**• Current Project Timeline**

2022				2023				2024				2025				2026	
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
Discovery				Review	Design				Plan				Configure				Test

\*Project plan has not changed since last update



12

UMS IT Project (>\$250,000) Review

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

Repaving MaineStreet – CS Reimplementation

- Current Status**
  - Business Process Assessment (BPA) Follow-up Sessions are wrapping up
    - Include discovery for system-wide reporting needs
    - Expect initial BPA Document completed by September
  - Established Core Project Team (SSSC)
  - Completed configurations to support UM/UMM unified Admissions environment
  - Upgraded demo CS database to PeopleTools version 8.60

**Overall status:** ■ The project schedule is currently on track

**Schedule status:** ■ The project schedule is currently on track

**Scope status:** ■ The project is currently within scope

**Resource status:** ■ Resourcing for this project is currently adequate

13

UMS IT Project (>\$250,000) Review

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

Repaving MaineStreet – CS Reimplementation

- Business Process Assessment Sessions (Functional Areas)**

Academic Advising	Financial Aid	Student Financial	Student Records	Admissions
Advising Reports, Part I/II	Processing	GL/Cashiering Procedures	Student Records Topics	Admission Processing (Domestic & International)-common
Degree Progress Report Configuration & Review of Configuration	Packaging	Payment Allocation/Item Types	Curriculum Management	Admission Processing (Domestic & International)-strategic by Campus
Student Self-Service and Advisor Center	Single OPEID	Billing - Third Party Contracts	Institutional Research - Student Records Only	
Degree Progress Report Alternatives		Tuition Calculation		
Graduate Research and Evaluations		Late Fees/Housing Posting		
		Collections		
		Other UMS not covered Mods		

**Overall status:** ■ The project schedule is currently on track

**Schedule status:** ■ The project schedule is currently on track

**Scope status:** ■ The project is currently within scope

**Resource status:** ■ Resourcing for this project is currently adequate

14



University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Capital Projects Status Report and 2018 Bond Projects Update, UMS

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:** 701 Operating & Capital Budgets

**UNIFIED ACCREDITATION CONNECTION:** N/A

**BACKGROUND:**

**Executive Summary**

The Capital Project Status Report for the August 23, 2023, meeting of the Finance, Facilities, and Technology Committee of the University of Maine System is attached. This report provides a comprehensive update on the status of capital projects, market impacts, 2018 bond project status, research space approvals, and specific project details.

**Key Capital Project Highlights:**

- **Total Projects:** 39 projects are currently active, with three new additions since the last report; one at UMPI and two at UMF.
- **Approved Project Estimates:** Over \$400 million, with over 61% expended to date.
- **Project Highlighting:**
  - Yellow: Current P3 projects.
  - Green: Projects at Board approval level utilizing Harold Alfond Foundation (HAF) grant and matching money.
  - Separate Table: HAF projects below Board approval level.
- **2018 Bond Funds:** A few projects funded with 2018 bond funds remain on the Capital report pending the Percent for Art process realization.

**COVID-19 and Current Market Impacts on Capital Construction**

- Market instability, equipment delays, and labor shortages continue to create challenges for the bidding and estimating climate.

**2018 Bond Project Status Report**

- **Active Projects:** 37
- **Closed Projects:** 35
- **Total Projects:** 72
- **Funding:** Nearly all of the \$49 million in voter-approved general obligation bond funding has been allocated, with approximately \$45 million expended.
- **Supplemental Funding:** Over \$72 million, including bond funding and other resources.
- **Reporting:**



- Projects above Board Threshold also appear on Capital Project report
- As projects are closed, they are moved to the closed section and will remain on the report until all projects are completed.

### **Research Space Approvals**

- No new approvals for Chancellor-approved increases in University-owned or occupied space for research purposes.

### **Specific Project Updates**

#### ***UMF Campus ESCO Project:***

- **Interior and Exterior Lighting Upgrades:** Completed.
- **Building Envelope Improvements:** Completed.
- **HVAC Duct and Piping Thermal Insulation:** Completed.
- **Water Fixture Upgrades:** Upgrades to efficient water fixtures are complete.
- **Building Automation System and Energy Management Control Systems:** 75% complete, including the replacement of Variable Air Volume units.
- **New Biomass Boiler and Plant Addition:** In construction; on target for delivery of boiler by end of August; goal to be operational by mid-September.
- **Roof Top Units:** Awaiting delivery on some; installation will be coordinated around building occupancy.
- **Residence Halls Work:** Completed.
- **Completion Timeline:** Most work will be complete by Fall 2023, with some items extending to summer 2024.

#### ***UMF Early Childhood Education Center Project:***

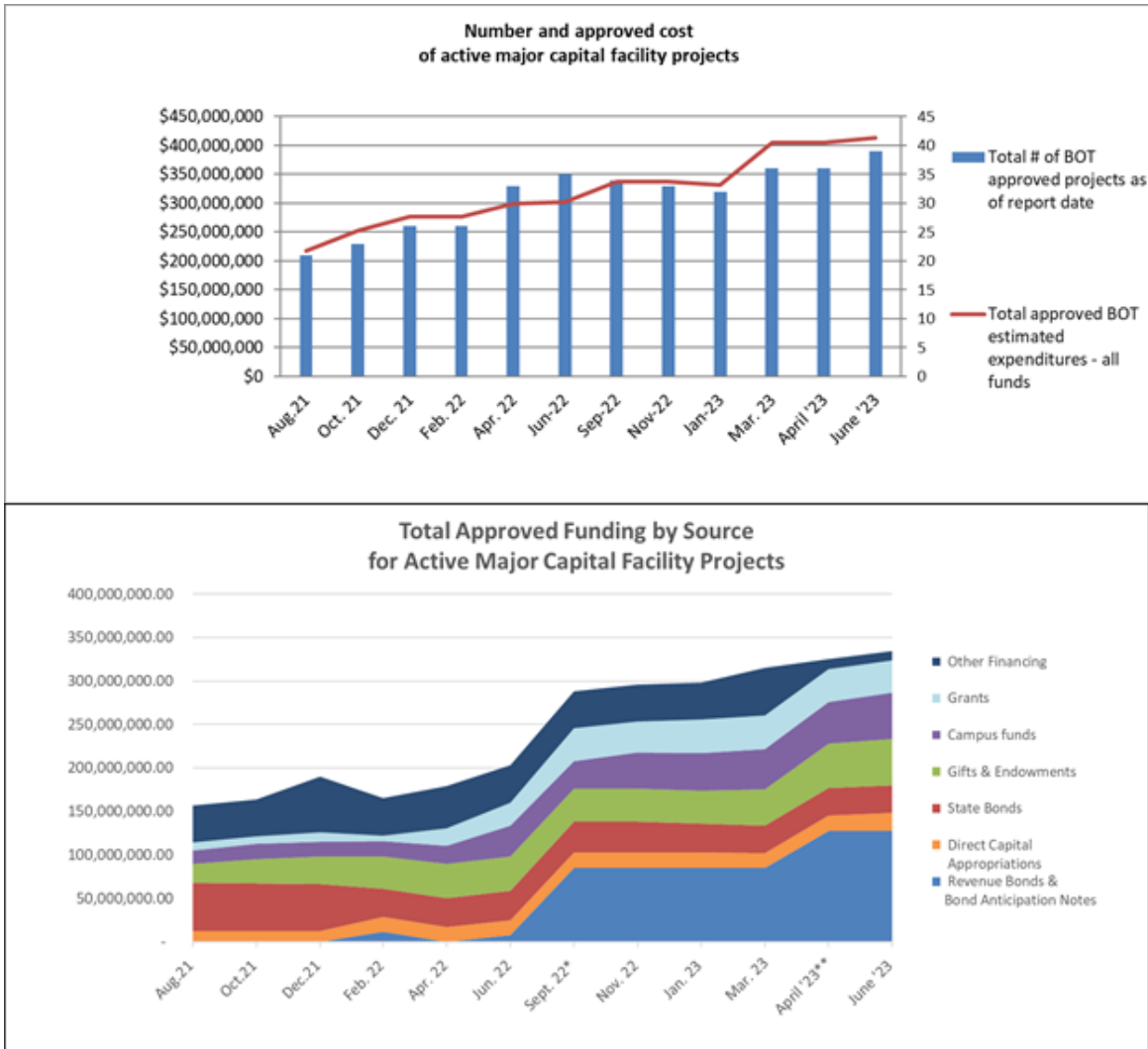
- **Delay in Roof Top Unit:** This has caused a delay in the center's opening until the end of September.
- **Class Start Date:** Scheduled to start in the space by October 2.
- **Completion Timeline:** All work, except for the Roof Top Unit, will be complete by mid-August.

#### ***Harold Alfond Foundation (HAF) Grant Funded Projects:***

- **Athletics:** Projects continue as reported previously, with no significant changes.
- **MCEC:** No change in status.

#### ***USM Portland Development Projects:***

- **Portland Commons Residence Hall:** On target for initial, partial occupancy by mid-August and full student move-in during the last week in August.
- **Career and Student Success Center (McGoldrick Center):** Substantially complete and occupied, with some finish work and punch list items ongoing.
- **Parking Garage:** Received approval for a partial occupancy permit; additional work related to delivery delays is ongoing.
- **Center for the Arts:** GMP accepted, and work has begun, marking the commencement of a significant cultural addition to the campus.



**Data Notes:**

**Explanation of Funding Categories:**

- **Direct Capital Appropriations Funds:** These consist of State capital appropriations in anticipation of UMS revenue bonding, as well as State MEIF funds. They represent specific allocations made by the State for capital projects.
- **Campus Funds:** This category may include internal loans or other funding mechanisms that are generated and managed within the University's financial structure.
- **Other Financing:** This category includes interim financing, master lease agreements, and other miscellaneous sources as available and/or expended. Due to the complexity and lower relative value of the funding sources in this category, such amounts are not reclassified if later refunded with other sources.
- **Reason for Categories:** These categories help in understanding the various sources of funding for the projects and provide transparency in how funds are allocated, utilized, and reported.

**April 2023 - Reclassification of Bond Anticipation Note (BAN):**

- **Details:** In April 2023, there was a reclassification of the Bond Anticipation Note (BAN) from the category “Other financing” to “Revenue Bonds & BANs.”
- **Reason:** This reclassification was made to better align project funding sources and ensure that the categorization accurately reflects the nature of the BAN within the financial reporting structure.

**September 2022 - Adjustment to Reflect Incorrect Funding Sources:**

- **Details:** The data for September 2022 was adjusted to correct inaccuracies in the reporting of funding sources that were identified in the October 2022 report.
- **Reason:** This adjustment ensures that the historical data accurately represents the funding sources and aligns with the correct categorization and accounting principles.

**Attachment**

[Capital Board Report](#)

[Bond Board Report](#)

**Capital Project Status Report**  
**Board Approved Projects**  
**August 2023 - 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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>UMA</b>									
**Medical Laboratory Technology (1100093)	Campus Funds(55%) Grant(21%) Internal Loan(24%)	Construction in Progress	2023	2024	\$1,650,000	\$2,000,000	\$254,754	12.7%	Board approved \$1,650,000 in March, 2022. Board approved increase to \$2M in January 2023.
**Camden Hall Vet Tech (1100095)	Campus Funds(16%) Internal Loan(84%)	Substantially Complete	2023	2023	\$1,600,000	\$1,600,000	\$1,222,920	76.4%	Board approved \$1,600,000 in March, 2022.
**Handley Hall A/C replacement (1200029)	Campus Funds (11%),HEERF(89%)	Substantially Complete	2020	2023	\$575,000	\$1,230,000	\$233,843	19.0%	Board approved \$575K in September, 2019. Board approved \$1.2M in Emergency Relief Funds and up to \$30k in Campus Funds funds in Sept '21.
***Katz Library HVAC Repairs (1200061)	HERFF (100%)	Complete	2021	2023	\$1,100,000	\$1,335,000	\$1,233,860	92.4%	Board approved \$1.1M Sept 2021. Board authorized additional \$235,000 in June 2022.

**UMF**

274 Front St Renovation (2100096)	Bond (53%) E&G (<1%) Grants (46%)	Construction in Progress	2020	2023	\$450,000	\$3,100,000	\$2,619,965	84.5%	Board approved up to \$3.1M in January 2022.
FRC Façade Replacement (2100112)	Grants (46%)	Construction in Progress	2022	2023	\$925,000	\$925,000	\$119,325	12.9%	Board approved up to \$925,000 in May 2022.
Campus ESCO Project (2100117) (2100118-131 & 2200116-131)	BOA Lease Oblig(100%) 2018 Bond (<1%)	Construction in Progress	2024	2024	\$11,700,000	\$11,700,000	\$5,772,728	49.3%	Board approved up to \$11.7M in November 2022.
*Purinton Restroom Renovation (2100133)	State Appropriation (100%)	Design in Progress	2024	2024	\$2,700,000	\$2,700,000	\$30,102	1.1%	Board approved \$2.7M in July 2023
*Mallett restroom renovation (2100134)	State Appropriation (100%)	Design in Progress	2024	2024	\$2,700,000	\$2,700,000	\$30,140	1.1%	Board approved \$2.7M in July 2023

**UMFK**

UMFK Enrollment/Advancement Center (3100042)	2018 State Bond (100%)	Substantially Complete	2022	2023	\$3,249,000	\$3,249,000	\$2,902,999	89.4%	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
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**7.1**

**Capital Project Status Report**  
**Board Approved Projects**  
**August 2023 - 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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>UM</b>									
UM Ferland Engineering, Education and Design Center (5100458, 5100493, 5100546, 5200604)	Campus Funds (2%), State Approp (24%) Gifts (32%), 2022 Revenue Bond (10%) Notes Payable(32%)	Substantially Complete	2024	2024	\$1,000,000	\$78,000,000	\$71,717,733	91.9%	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. Board authorized up to \$78M in Jan' 22.
UM Energy Center Phase II (5100516, 5100517, 5200774)	Campus Funds (68%) Grants (24%), 2022 Revenue Bond(8%)	Design in Progress	2023	2023	\$5,700,000	\$5,700,000	\$1,036,996	18.2%	Board approved \$5.7M March, 2019.
Neville Hall Renovations (5100534)	State Bond (100%)	Substantially Complete	2021	2023	\$1,500,000	\$1,500,000	\$1,411,408	94.1%	Board approved up to \$1.5M expenditure in March 2021.
**ASCC Secure Clean Lab Suite (5100560)	Grants (100%)	Design in Progress	2023	2023	\$2,451,268	\$2,451,268	\$1,931,681	78.8%	Board authorized \$2,451,268 in March 2022.
Steampit SA10 (5100563)	Campus Funds (100%)	Substantially Complete	2022	2022	\$640,000	\$640,000	\$548,220	85.7%	Board authorized \$640,000 in May 2022.
ASCC Building Addition GEM Lab (5100579)	Grants (90% -MJRP) Operating Reserves (10%)	Design in Progress	2025	2025	\$1,500,000	\$15,300,000	\$2,914,907	19.1%	Board approved \$1.5M May 2021. Board authorized additional \$13.8M September 2022.
HVAC Systems & Controls Upgrades (5100587, 5100647, 5100654)	Campus Funds (100%)	Pre-Design in Progress	2024	2024	\$10,000,000	\$10,000,000	\$179,253	1.8%	Board authorized up to \$10M in May 2022.
UM Priority 1 Athletics fields (Soccer - 5100593, Field Hockey - 5100594, Softball - 5100597)	Gifts (8%) HAF Grant (56%) Internal Loan(36%)	Construction in Progress (5100594), Substantially Complete (5100597); Pre-Design in Progress (5100593)	2023	2024	\$14,000,000	\$33,000,000	\$13,307,353	40.3%	Board authorized \$14M in January 2022. Board authorized additional \$19M in September 2022.
UM Phase 2 Projects (Baseball Stad. Scoreboard - 5100652, Alford Arena Video Boards - 5100653, Shawn Walsh Renovation - 5100658, Master Plan 5200696)	HAF Grant (30%) Internal Loan (70%)	Construction in Progress (5100652, 5100653); Design in Progress (5100658, 5200696)	2024	2024	\$7,000,000	\$5,000,000	\$1,594,241	31.9%	Board authorized \$7M in September 2022. Reduced to \$5M to reflect up to \$2M for Mahaney Dome replacement project (5100664)
**Modernization of Witter Farm (5100631)	System Reserves (28%) Campus Funds (72%)	Design and Bidding in Progress	2023	2023	\$800,000	\$2,600,000	\$343,325	13.2%	Authorized by FFT at June, 2022 meeting. Increase to \$2.6M approved by BOT July 2023.
**Boudreau Hall renovation (5100663)	Gifts (100%)	Construction in Progress	2023	2023	\$700,000	\$700,000	\$98,971	14.1%	Board authorized \$700,000 in March 2023.
Mahaney Dome replacement (5100664)	Campus(100%)- Will be Insurance proceeds	Construction in Progress	2023	2023	\$3,000,000	\$3,000,000	\$347,740	11.59%	Board authorized \$3M in March 2023 - partially funded from August 2022 HAF Athletics authorization.
UM Adaptive Reuse project/Historic P3 (5200661 5200765)	Campus Funds- Aux and E&G Reserves (100%)	Construction in Progress	2023	2024	\$2,000,000	\$3,000,000	\$1,679,932	56.0%	Board authorized for UM contribution of up to \$2M in October 2021. Board authorized additional \$1M in March 2022.

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**Capital Project Status Report**  
**Board Approved Projects**  
**August 2023 - 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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>USM</b>									
Center for Teaching Innovation (6100299)	Campus Funds (43%) State Bond (54%) Gifts (3%)	Construction in Progress	2023	2023	\$700,000	\$925,000	\$463,795	50.1%	Board authorized \$700,000 in January 2023; increase to \$925,000 authorized in March 2023.
**USM Center for the Arts (6100300)	Gifts (100%)	Construction in Progress	2022	2025	\$1,000,000	\$63,000,000	\$4,415,830	7.0%	Board approved \$1M in January, 2018. Board authorized an additional \$3.2M for a total of \$4.2M in November 2021. Board authorized new budget of \$63M in March 2023.
**Career and Student Success Center and Portland Residence Hall (6100325, 6100338)	2018 State Bond (21%), 2022 Revenue Bond (53%) Notes Payable (21%) Campus Funds(4%) Gifts(1%)	McGoldrick Center - Substantially Complete Portland Commons - Construction in Progress	2020	2023	\$1,000,000	\$100,600,000	\$90,727,071	90.2%	Board approved \$1M in January, 2019. Board approved predevelopment expenditures of up to \$5.7M combined for the two projects in January 2020. Board approved an increase by \$93.7M in February 2021. Chancellor approved additional \$1.2M for Res. Hall in June, 2022.
**Structured Parking Garage (6100331)	Campus Funds (1%) 2022 Revenue Bond (95%) Notes Payable (4%)	Substantially Complete	2022	2023	\$1,200,000	\$23,500,000	\$21,061,942	89.6%	Board approved in March 2020 with initial spending limit of \$400,000; addtl \$800,000 authorized by the Chancellor and VCFA and Treasurer in April, 2021. Board authorized a new total of \$23m in November, 2021. Chancellor approved additional \$0.5M in June, 2022.
Academy Building Renovation (6100332)	Campus Funds (100%)	Construction in Progress	2022	2023	\$800,000	\$1,300,000	\$681,093	52.4%	Authorized by FFT at June, 2022 meeting. Board approved additional \$500,000 in October 2022.
**USM DUBYAK Center (6100342)	Gifts (3%), State Bond(56%) Grant(41%)	Construction in Progress	2022	2023	\$2,500,000	\$2,750,000	\$1,777,567	64.6%	Board approved up to \$2.5 million in January, 2022. Additional \$250,000 authorized by Chancellor June 29, 2023.
Relocation of Deering Farmhouse (6100360)	Campus Funds (100%)	Construction in Progress	2025	2025	\$2,000,000	\$2,000,000	\$344,396	17.2%	Board authorized \$2M in January 2023.
Hannaford Field Turf Repl (6100362)	Campus Funds (100%)	Substantially Complete	2022	2022	\$900,000	\$900,000	\$796,299	88.5%	Board approved up to \$900,000 in March 2022.
USM IPE Lab (6200286)	Gifts (100%) State Bonds(9%)	Substantially Complete	2022	2023	\$482,000	\$980,000	\$914,280	93.3%	Board approved up to \$900,000 in January 2022. Chancellor approved additional \$80,000 in June 2022.

**7.1**

**Capital Project Status Report**  
**Board Approved Projects**  
**August 2023 - 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	Total Expense to Date	% Expended of Current Approved Estimate	Prior Actions, Information & Notes
<b>UMPI</b>									
UMPI Solar Array (7100023)	Campus Funds (100%)	Complete	2020	2022	\$700,000	\$1,144,240	\$1,020,529	89.2%	Board approved \$700K June, 2020. Board approved an increase to \$1,144,240 during the August 2021 Executive Committee.
Wieden Renovation Bond (7100025)	2018 State Bonds (50%), Gifts(1%), Grants (19%), Campus Reserves/Internal Loan(30%)	Substantially Complete	2020	2023	\$3,757,000	\$7,652,280	\$7,197,862	94.1%	Board approved \$3.7M May 2021. Board approved an addtl \$2.5 million Jan 2022. Bond funded portion remains at \$3,757,000. Board authorized additional \$1,395,280 in May 2022.
Folsom 105 Nursing Renovation (7100026)	2018 State Bonds (100%)	Complete	2020	2023	\$800,000	\$760,000	\$719,300	94.6%	Board approved \$800K March, 2020. Budget reduced by \$40K due to funds to Wieden Renovation.
**Park Hall Improvements (7100029)	State Appropriation 100%	Substantially Complete	2023	2023	\$662,000	\$662,000	\$550,342	83.1%	Board approved \$662,000 at June 2022 FFT meeting.
Emerson Hall Improvements (7100032)	State Appropriation 100%	Construction in Progress	2024	2024	\$920,000	\$920,000	\$139,678	15.2%	Board approved \$920,000 at April 25, 2023 FFT meeting
*Kelley Commons Dining Upgrades (7100033)	Campus Funds (100%)	Design in Progress	2023	2024	\$750,000	\$750,000	\$383	0.1%	Board approved \$750,000 at June, 2023 FFT meeting

<b>UMS/Law School</b>									
300 Fore St Portland Renovation (8100152)	Gifts (41%), Campus Funds(59%)	Substantially Complete	2022	2022	\$6,000,000	\$13,827,396	\$13,723,972	99.3%	Board approved \$6M September 2021. Board approved increase to \$11.5M in Jan '22. Board authorized additional \$1,327,396 in March 2022.

\$413,101,184

**HAF projects which are currently below board level**

Campus, Project Name (Project ID)	Funding Source(s) & each source's share of expenditures to date	Status	Original Estimated Completion	Current Est. Completion	Total Expense to Date	Prior Actions, Information & Notes
UM - Engineering Ph III - MCECIS Master Planning (5200692)	HAF Grant/HAF Match (100%)	Pre-Design	TBD	TBD	480,485.48	HAF Funded project. Below Board level.
UM - Morse field Turf Replacement (5100559)	Campus Funds (59%) Gifts (41%)	Complete	2021	2021	445,516.76	HAF Funded project. Below Board level.

<p>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.                      Highlighted: Board level HAF and P3 Projects</p>	Funding source(s) reflects primary source(s) for project.		Calendar Year unless otherwise noted.			Percentage expended reflects total expended as of June 30, 2023 as a percentage of the current approved project estimate.
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**7.1**

**2018 State Bond Project Status Report**  
**Active Bond Projects**  
**August 2023 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>UMA</b>								
Randall Admissions Renovations (1200083)	Substantially Complete	2021	2023	Bond (47%) E&G (38%) HEERF (15%)	\$172,275	\$172,275	\$368,620	
<b>Total Bond for Campus</b>					<b>\$172,275</b>	<b>\$172,275</b>	<b>\$368,620</b>	
<b>UMF</b>								
274 Front St Renovation (2100096)	Construction in Progress	2020	2023	Bond (53%) E&G (<1%) Grants (46%)	\$1,400,000	\$1,400,000	\$3,100,000	Board approved up to \$3.1M in January 2022. \$1.4m in 2018 bonds, the remaining is from gifts, Maine Jobs Recovery Act funds and other congressional earmarks.
Olsen Center Renovations (2100102)	Construction in Progress	2023	2023	Bond (100%)	\$300,000	\$187,104	\$300,000	
Campus ADA Ramps (2100104)	Construction in Progress	2021	2023	Bond (100%)	\$100,000	\$34,554	\$100,000	
Roberts HVAC Upgrade (2100106)	Construction in Progress	2021	2023	Bond (100%)	\$150,000	\$71,761	\$150,000	
Ricker Addition Renovation (2100108)	Design in Progress	2021	2023	Bond (100%)	\$175,000	\$55,619	\$175,000	
Scott West Renovation (2100110)	Construction in Progress	2021	2023	Bond (100%)	\$175,000	\$77,341	\$175,000	
FRC Façade Replacement (2100112)	Construction in Progress	2022	2023	Bond (100%)	\$925,000	\$119,325	\$925,000	Board approved up to \$925,000 in May 2022.
Security Camera&Phone Install (2100115)	Construction in Progress	2023	2023	Bond (100%)	\$100,000	\$35,912	\$100,000	
Lockwood Hall Heat Conversion (2100116)	Substantially Complete	2023	2023	Bond (100%)	\$465,000	\$464,318	\$465,000	
*CAMPUS ESCO Project (2100117)	Construction in Progress	2023	2023	BOA Lease Oblig(100%) 2018 Bond (<1%)	\$169,821	\$8,600	\$3,424,811	Board approved up to \$11.7M in November 2022.
Exterior Merrill Hall (2200096)	Construction in Progress	2020	2023	Bond (100%)	\$450,000	\$68,752	\$450,000	
*CHP Boiler door rebuild (2200110)	Substantially Complete	2023	2023	Bond (100%)	\$25,000	\$2,059	\$25,000	
*FAB Emergency lighting (2200113)	Substantially Complete	2023	2023	Bond (100%)	\$29,000	\$9,870	\$29,000	
*Underground fuel tank removal (2200115)	Substantially Complete	2023	2023	Bond (100%)	\$22,230	\$22,230	\$22,230	
<b>Total Bond for Campus</b>					<b>\$4,486,051</b>	<b>\$2,557,445</b>	<b>\$9,441,041</b>	
<b>UMFK</b>								
UMFK Enrollment/Advancement Center (3100042)	Substantially Complete	2022	2023	Bond (100%)	\$2,990,000	\$2,902,999	\$3,249,000	Board approved \$2.99M in Bond Funding, March, 2020. Plus, \$259K for a total of \$3,249,000.
<b>Total Bond for Campus</b>					<b>\$2,990,000</b>	<b>\$2,902,999</b>	<b>\$3,249,000</b>	

**7.2**



**2018 State Bond Project Status Report**  
**Active Bond Projects**  
**August 2023 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>UM</b>								
Neville Hall Renovation (5100534)	Substantially Complete	2021	2023	Bond (100%)	\$1,500,000	\$1,411,408	\$1,500,000	Board approved up to \$1.5M expenditure in March 2021.
R-UMM Science Bldg Reno (5100581)	Design in Progress	2022	2023	Bond (100%)	\$50,000	\$8,260	\$50,000	
R-Campus Paving & Grounds Upgr (5100650)	Complete/Hold	2023	2023	Bond (100%)	\$400,000	\$57,537	\$400,000	
R-Dorward Hall Black Bear Lnge (5100666)	Design in Progress	2024	2024	Bond (100%)	\$450,000	\$23,718	\$450,000	
R-UMM O'Brien ADA Access Ramp (52000741)	Construction in Progress	2022	2023	Bond (100%)	\$50,000	\$19,016	\$50,000	
R-Powers Hall Building Upgra (5200776)	Design in Progress	2023	2023	Bond (100%)	\$225,000	\$13,054	\$225,000	
R-Science Building Drainage (5200777)	Complete	2023	2023	Bond (100%)	\$45,000	\$20,175	\$45,000	
R-Dorward Allergy Free Kitchen (5200786)	Substantially Complete	2023	2023	Bond (100%)	\$26,000	\$5,641	\$26,000	
R-Powers Hall Envelope Repair (5200802)	Pre-Design in Progress	2023	2023	State Appropriation (100%) Bond (0%)	\$50,398	\$0	\$225,000	
<b>Total Bond for Campus</b>					<b>\$2,796,398</b>	<b>\$1,558,807</b>	<b>\$2,971,000</b>	
<b>USM</b>								
Center of Excel. Teacher Ed. (6100299)	Construction in Progress	2023	2023	Campus Funds (43%) State Bond (54%) Gifts (3%)	\$250,000	\$250,000	\$925,000	Board approved \$700k in January 2023; Board approved increase to \$925k in March 2023
Career and Student Success Center (6100325)	Construction in Progress	2022	2023	Bond (76%) Gifts (5%) E&G (15%) Revenue Bond (4%)	\$18,950,000	\$18,950,000	\$26,551,000	Board approved \$1M in January, 2019. Board approved predevelopment expenditures of up to \$5.7M combined with the residence hall project in January 2020. Board approved an increase by \$93.7M in February 2021, of that amount, the specific budget for the CSSC is \$26.6M.
Nursing Simulation Lab Science (6100327)	Complete	2021	2022	Bond (100%)	\$1,410,000	\$1,405,623	\$1,410,000	Board approved \$1.5M in January, 2020. Budget reduced to \$1.41M and moved to Portland Percent for Art project (6200306).
USM Dubyak Center (6100342)	Construction in Progress	2022	2023	Gifts (3%), State Bond(56%) Grant(41%)	\$989,500	\$989,500	\$2,750,000	Board approved up to \$2.5 million in January, 2022. Additional \$250,000 authorized by Chancellor June 29, 2023.
Upper Class Pipe Insul Replmnt (6100366)	Complete	2022	2023	Bond (100%)	\$112,584	\$54,571	\$112,584	
LAC Deferred Maint Projects (6100367)	Construction in Progress	2022	2023	Bond (100%)	\$300,000	\$122,049	\$300,000	
Upper Class Hall Online Locks (6100369)	Complete	2022	2023	Bond (100%)	\$379,021	\$376,123	\$399,021	

**7.2**

**2018 State Bond Project Status Report**  
**Active Bond Projects**  
**August 2023 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>USM continued</b>								
IPE Lab Science Renov (6200286)	Substantially Complete	2022	2023	Bond (9%) Gifts (91%)	\$80,000	\$80,000	\$980,000	Board approved up to \$900,000 in January 2022. Chancellor approved additional \$80,000 in June 2022.
Portland Percent Art (6200306)	Design in Progress	2024	2024	Bond (100%)	\$70,500	\$26,628	\$70,500	
<b>Total Bond for Campus</b>					<b>\$22,541,605</b>	<b>\$22,254,493</b>	<b>\$33,498,105</b>	
<b>UMPI</b>								
Wieden Renovation Bond (7100025)	Substantially Complete	2020	2023	2018 State Bonds (50%), Gifts(1%), Grants (19%), Campus Reserves/Internal Loan(30%)	\$3,757,280	\$3,566,123	\$7,652,280	Board approved \$3.7M May 2021. Board approved an addtl \$2.5 million Jan 2022. Bond funded portion remains at \$3,757,000. Board authorized additional \$1,395,280 in May 2022.
Folsom 105 Nursing Renovation (7100026)	Complete	2020	2023	Bond (100%)	\$759,720	\$719,300	\$759,720	Board approved \$800K March, 2020. Reduced to allow Wieden funding.
<b>Total Bond for Campus</b>					<b>\$4,517,000</b>	<b>\$4,285,423</b>	<b>\$8,412,000</b>	
<b>Totals:</b>					<b>\$37,503,330</b>	<b>\$33,731,441</b>	<b>\$57,939,766</b>	

**7.2**

<b>Completed Bond Projects</b>								
Augusta Campus Welcome Center (1100077)	Closed	2021	2021	Bond (100%)	\$350,388	\$350,388	\$350,388	UMA
Randall 2nd Floor Renovations (1100083)	Complete	2021	2022	Bond (100%)	\$93,492	\$93,492	\$93,492	UMA
Randall Center Student Lounge (1100084)	Complete	2021	2022	Bond (100%)	\$143,675	\$143,675	\$143,675	UMA
Randall Welcome Center (1100085)	Complete	2021	2022	Bond (100%)	\$1,741,576	\$1,741,576	\$1,741,576	UMA
Bangor Campus Welcome Center (1100534)	Complete	2021	2022	Bond (95%) E&G (5%)	\$462,308	\$462,308	\$486,141	UMA
Jewett Hall Boiler Design Work (1200062)	Complete	2021	2021	Bond (100%)	\$305,000	\$321,287	\$321,287	UMA
ACC Nursing Upgrades (1200082)	Complete	2022	2022	Bond (95%) E&G (5%)	\$43,341	\$43,341	\$45,856	UMA
Dearborn Gym Hot Water Upgrades (2100087)	Complete	2019	2022	Bond (90%) Energy Bond (10%)	\$764,755	\$764,755	\$848,752	UMF
274 Front St Acquisition (2100089)	Complete	2019	2019	Bond (100%)	\$850,820	\$850,820	\$850,820	UMF
Scott Hall Renovations (2100092)	Complete	2019	2022	Bond (100%)	\$193,660	\$193,660	\$193,660	UMF
Dakin Hall Shower Renovations (2100093)	Complete	2019	2022	Bond (100%)	\$95,707	\$95,707	\$95,707	UMF
Lockwood Hall Shower Renovations (2100094)	Complete	2019	2022	Bond (100%)	\$87,103	\$87,103	\$87,103	UMF
Stone Hall Renovations (2100095)	Complete	2019	2022	Bond (100%)	\$181,117	\$181,117	\$181,117	UMF
UMF Campus Paving (2100097)	Complete	2019	2019	Bond (100%)	\$97,338	\$97,338	\$97,338	UMF
FRC Floor Renovation (2100098)	Complete	2019	2019	Bond (100%)	\$209,503	\$209,503	\$209,503	UMF
Mantor Library Renovations (2100103)	Complete	2021	2022	Bond (100%)	\$270,503	\$270,503	\$270,503	UMF
Dakin Flooring, Ceiling, Light (2100105)	Complete	2021	2021	Bond (100%)	\$206,187	\$206,187	\$206,187	UMF
Merrill Hall HVAC Upgrade (2100107)	Design Complete	2021	2022	Bond (100%)	\$35,127	\$35,127	\$35,127	UMF
Scott North Renovation (2100109)	Complete	2021	2022	Bond (100%)	\$98,605	\$98,605	\$98,605	UMF
FRC Roof Replacement (2100111)	Complete	2021	2022	Bond (100%)	\$325,000	\$308,727	\$325,000	UMF
Scott South Renovations (2200102)	Complete	2022	2022	Bond (100%)	\$132,222	\$132,222	\$132,222	UMF
Stone Hall Suite Conversion (2200109)	Complete	2022	2022	Bond (100%)	\$194,947	\$194,947	\$194,947	UMF
UMM Science Building Roof Repl (4100042)	Complete	2020	2020	Bond (100%)	\$280,487	\$280,487	\$280,487	UMM
UMM Dorward Hall Roof Replacement (4100043)	Complete	2020	2020	Bond (100%)	\$296,092	\$296,092	\$296,092	UMM

**2018 State Bond Project Status Report**  
**Active Bond Projects**  
**August 2023 - Finance, Facilities, and Technology Committee**  
**With Grand Totals and % of Current Approved Estimates**

Campus, Project Name (Project ID)	Status	Original Estimated Completion	Current Est. Completion	Funding Source(s) of expenditures to date & each source's share	Estimated Bond Funding for Project	Bond Funding Expended	Total Estimated Project Cost	Prior Actions, Information & Notes
<b>Completed Bond Projects Continued</b>								
UMM Sennett Roof Replacement (4100044)	Complete	2020	2020	Bond (100%)	\$201,257	\$201,257	\$201,257	UMM
UMM Reynolds Renewal (4100047)	Complete	2021	2022	Bond (100%)	\$320,475	\$320,475	\$320,475	UMM
UMM Reynolds Center Roof Repair (4200044)	Complete	2020	2020	Bond (100%)	\$154,226	\$154,226	\$154,226	UMM
UMM Site Work (4200045)	Complete	2020	2020	Bond (100%)	\$57,365	\$57,365	\$57,365	UMM
UMM Dorward Hall Roofing (4200048)	Complete	2021	2022	Bond (100%)	\$32,939	\$32,939	\$32,939	UMM
UMM Science Bldg Rm 010 Renovation (5100575)	Complete	2021	2022	Bond (100%)	\$100,885	\$100,885	\$100,885	UMM
R-Dorward Hall Access Upgrade (5100596)	Complete	2022	2023	Bond (100%)	\$133,276	\$133,276	\$133,276	UMM
R-UMM Building Signage (5200778)	Complete	2022	2022	Bond (100%)	\$26,856	\$26,856	\$26,856	UMM
Woodward Hall Renovations (6100301)	Complete	2019	2019	Bond (86%) E&G (14%)	\$1,008,395	\$1,008,395	\$1,172,840	USM
Ricci Lecture Hall Renovations (6100308)	Complete	2019	2020	Bond (31%) Gifts (43%), E&G (26%)	\$172,010	\$172,010	\$564,197	USM
Bailey Hall Fire Protection and Electrical Upgrades (6100316, 6100323)	Complete	2019	2022	Bond (35%) E&G (65%)	\$1,460,000	\$1,460,000	\$4,160,740	USM
<b>Totals:</b>					<b>\$11,126,638</b>	<b>\$11,126,652</b>	<b>\$14,510,642</b>	
<b>GRAND Total (Active and Completed Projects)</b>					<b>\$48,629,968</b>	<b>\$44,858,094</b>	<b>\$72,450,408</b>	

<p>Explanatory Notes:                  * Project is new as of this report.                  ** Details of this project include updates since the last report.                  Completed projects will remain on this report unless otherwise specified.                  *** Projects will be removed from the report.</p>	<p>Funding source(s) reflects primary source(s) for project.</p>	<p>Calendar Year unless otherwise noted.</p>	<p>Bond Funding expended reflects total expended as of June 30, 2023.</p>
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7.2

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY2024 Finance, Facilities & Technology (FFT) Committee Work Plan

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

**UNIFIED ACCREDITATION CONNECTION:**

**BACKGROUND:**

Annually, a work plan for the Finance, Facilities & Technology Committee is formulated. The work plan is intended to cover both action items required for governance of the University of Maine System and those topics of importance and interest to the Board. Trustee Katz and Vice Chancellor Ryan Low will review the draft plan with the Committee in preparation for inclusion in the September Board of Trustee meeting materials.

**Attachment**

[FY2024 FFT Work Plan](#)

University of Maine System  
Board of Trustees

**Finance, Facilities & Technology Committee  
Work Plan FY2024**

**Standing Agenda**

1. Finance, Facilities or Technology items requiring Committee and/or Board approval
2. Updates from staff on finance, facilities and technology informational items
  - Including regular update on enrollment
3. Capital Projects Status Report for all projects requiring Committee and/or Board approval
4. Major Technology Projects Status Report for all projects requiring Committee and/or Board approval

**Ad Hoc Agenda**

- Review of 5-year Capital Plan (July meeting)
- Request for Appropriation (Sept. meeting)
- **Joint Meeting of the Audit Committee and the Finance/Facilities/Technology Committee** (late October/early November meeting)
  - External Auditor Report including Required Communications Letter and Summary of Audit Results
  - Presentation of the Annual Financial Report (Audited Financial Statements)
  - Update on Internal Audit
- Annual State of IT Report (February meeting)
- Sightlines Annual Report on the status of the facilities portfolio (January meeting)
- First reading of the Annual Operating, Capital Budget and Tuition Charges (March meeting)
- Second reading of the Annual Operating, Capital Budget and Tuition Charges (April meeting)
- Approval of Annual Operating Budget, Capital Budget and Tuition Charges (May meeting)
- Multi-Year Financial & Structural Gap Analysis (May meeting)

**Informational Reports to the Board**

**Every Board Meeting**

Each meeting will include a deep dive into one topic. (examples: MYFA, Allocation Model, etc.)

**November Meeting**

Annual Report on Acquisition & Disposition of Real Property  
Current Fiscal YTD Forecast to Budget

**January Meeting**

Annual Report on Gifts, Fund Raising and Endowments (w/ Foundations)  
Maine Economic Improvement Fund Report  
Student Financial Aid Report  
State of IT Report  
Sightlines Report

**March Meeting**

Student Charges Report  
Current Fiscal YTD Forecast to Budget

**May Meeting**

Multi-Year Financial Analysis  
5-year Capital Plan  
Current Fiscal YTD Forecast to Budget

**Committee Meeting Schedule**

The Committee meets seven times during the year in advance of the Board of Trustees meetings.

In March, the Committee schedules a full day meeting to review, in depth, the Annual Operating Budget and Tuition Charges for the upcoming fiscal year. The Committee will meet again in April to review operating budget a second time.

Additional meetings may be scheduled as required.

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** FY24-FY28 Capital Plan Review

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

701 – Budgets, Operating & Capital

**UNIFIED ACCREDITATION CONNECTION:** Standard 7, Physical Resources

**BACKGROUND:**

Associate Director of Capital Planning, Nate Harris, will present the FY2024-FY2028 5-year Capital Plan.

**Attachment**

[FY2024-FY2028 5 Year Capital Plan Report](#)

[FY2024-FY2028 Capital Investment Plan](#)

# UNIVERSITY OF MAINE SYSTEM FY24-28 5-YEAR CAPITAL PLAN

9.1

John Nathan Harris



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UMS 5-Year Capital Plan

The five-year capital plan provides a mid-term view of planned capital investments across the system. Unlike the 1-year capital plan, the 5-year plan is designed to be aspirational. Universities not only identify projects they can execute but include important projects that still need funding secured. Each university has provided a narrative that is *italicized* in their section where they discuss their priorities, key projects, and any constraints faced in their plan. The UMS capital plan directly supports NECHE standard 7, physical resources, and address the call to “redress the buildup of critical maintenance and bring facility age in line with postsecondary sector standards” in their final report. This plan also directly addresses several key goals in the UMS Strategic Plan. All universities see their capital plan as supporting the strategic priorities of increasing enrollment (Commitment 1, Action 4, Goal 4.2) and retaining students (Commitment 1, Action 2) though modernizing and enhancing their physical plant (Commitment 2 – Fiscal Sustainability, Action 3, Goals 3.2 and 3.3) to maintain an effective infrastructure portfolio (Commitment 2, Action 1, Goal 1.1) within a fiscally sustainable environment.

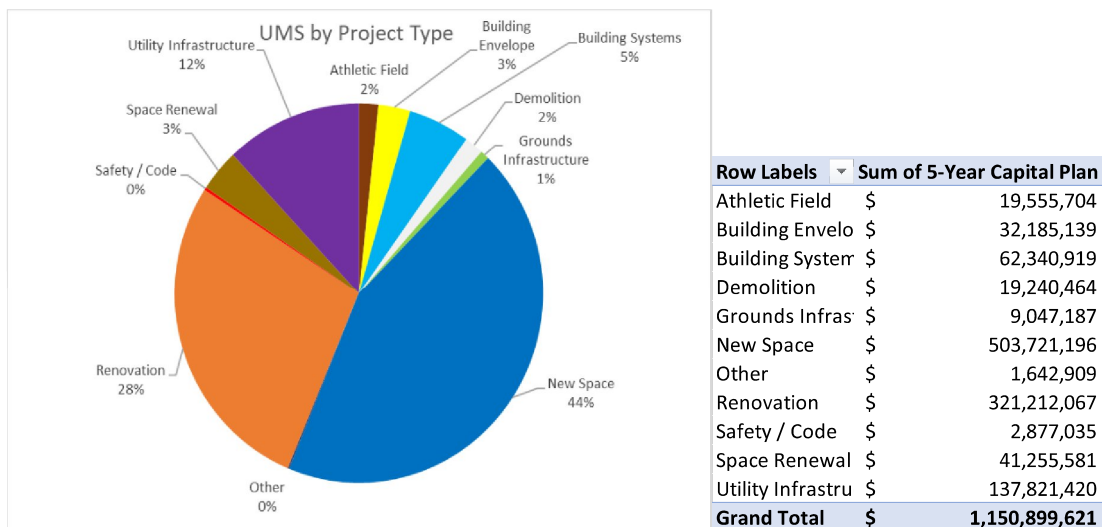
This five-year capital plan identifies \$1.2B of investment supporting over 400 projects valued at over \$1.5B. Funding sources across the plan are diverse and consist of over 20 different types. The list below highlights the largest contributors to the plan and accounts for 92% of all the funding:

- TBD - \$342M (30%)
- Fundraising - \$182M (16%)
- Revenue Bonds – \$162M (14%)
- Earmarks\* - \$123M (11%)
- HAF Grant - \$102M (9%)
- E&G and Aux (including reserves - \$94M (8%)
- State Capital Improvement Funds - \$45M (4%)

**\*Note:** The term ‘Earmark’ is used throughout this report to collectively refer to Congressionally Directed Spending (CDS).

This funding breakout is similar to the previous 5-year plan. The largest difference is in the projected fundraising category, which more than doubled what was identified in the FY23-FY27 plan. This is the result of identifying HAF Grant matching funds for athletics and engineering projects at UMaine, and the fundraising needed for the Center for the Arts project at USM.

Examining the 5-year plan by project type provides insight into priorities and how the physical infrastructure on the universities may change.



New construction is responsible for 44% of the 5-year plan, with expenditures in this category growing each fiscal year. The addition of new facilities and their square footage will require additional facility operations and maintenance funding if these new facilities are to be properly maintained. At the same time, new facilities will increase the Gordian funding targets if adequate offsets are not identified for closure and demolition. Significant funding mechanisms still need to be secured to execute the new construction outlined in the plan since 63% of the funding for new construction has TBD or Fundraising identified as the funding source.

The 5-year plan includes 18 demolition projects that are expected to cost over \$19M. These projects would remove approximately 340,000 sq/ft and slow the growth of Gordian funding targets by eliminating maintenance and lifecycle renewal obligations. At the same time, removing these facilities could reduce property insurance costs. These removal projects support the Strategic Plan’s Commitment 2 – Effective Infrastructure Portfolio – Action 2, Goal 2.1. Currently, most demolition projects do not have funding identified (TBD) and will require fiscal solutions beyond university funding. The largest demolition projects include Dickey-Wood and the Law Building at USM; Hannibal Hamlin, Libby and Murray Hall at UMaine; and Normal Hall at UMPI.

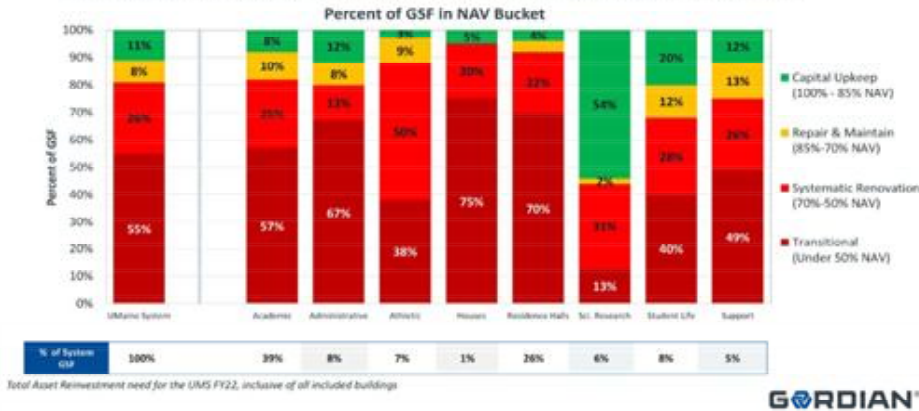
Renovations, renewals and investments in building systems and envelopes constitute 34% of this plan and are critical to preserving and modernizing existing facilities and support Strategic Plan Commitment 2 – Fiscal Sustainability- Action 3 Goals 3.2 and 3.3. When renovations are undertaken, necessary safety and code upgrades are addressed. Based on Gordian’s analysis, our planned investments will meet their funding target range for FY24-FY27 and will help keep NAVs steady. This analysis assumes a 6% annual cost acceleration and does not include either the growth in these targets as new facilities come online or the impact of planned demolitions. This planned investment will make a noticeable impact on the facilities targeted, but funding strategies will need to be developed over the coming years since 29% of the planned \$390M investment is TBD funded and an additional 7% is made up of fundraising and unsecured earmarks.

## UMS FY24-28 Capital Plan Performance Against Gordian’s Annual Targets



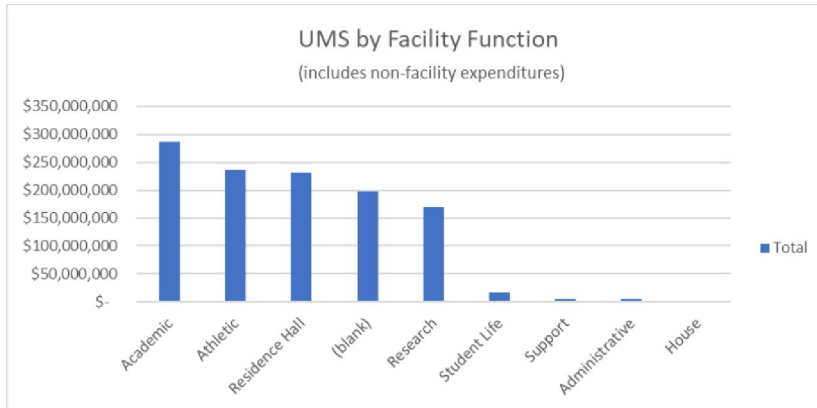
Beyond measuring investment in existing facilities, using a portfolio view of facilities clearly shows what type of facilities are receiving the most funds. Gordian’s portfolio view provides a snapshot of the condition of facilities by their function and provides a tool to guide University decision-making. The graphic below shows that across the system, academic facilities and residence halls make up the majority of square footage and are in the most need of investment.

### Looking at UMaine System By Functional Portfolio

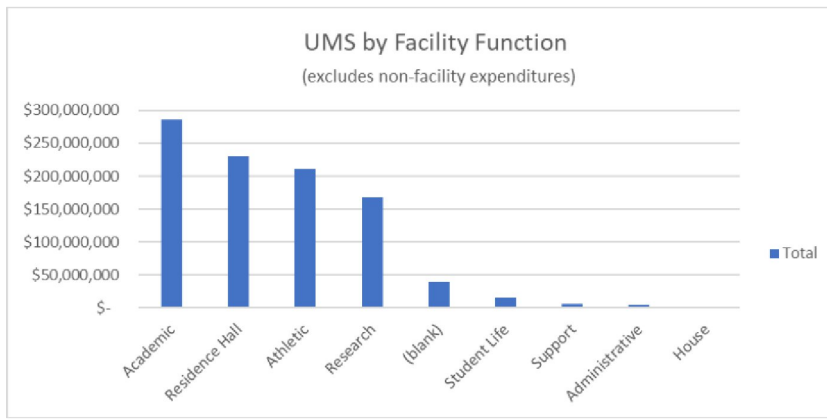


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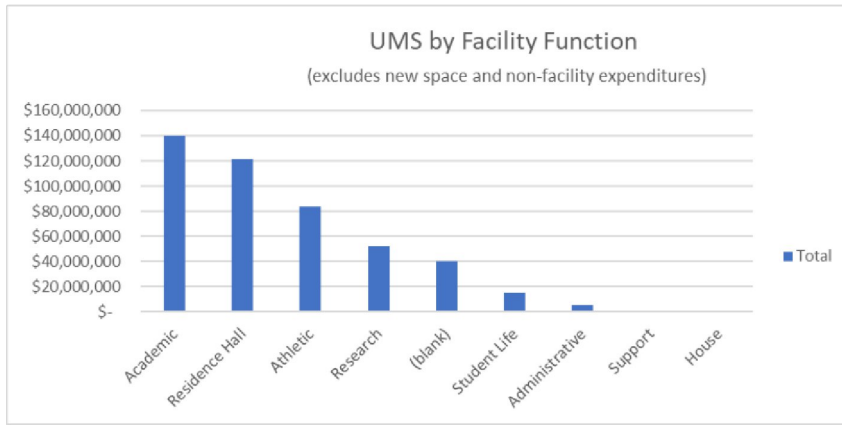
Comparing the 5-year capital plan against the portfolio view provides insights into strategic priorities and strategies. The graphic below captures the planned investment by facility function and includes non-facility work like athletic fields, grounds, and utility infrastructure projects. Athletic fields are captured under the Athletic category while grounds and utility infrastructure, such as UMaine’s energy project, along with projects that span multiple facilities are captured in the Blank category. The athletics projects are the result of the UMS Transforms initiative funded by the Harold Alfond Grant. This same graphic can be found in each university’s section.



Next, non-facility work such as athletic fields, grounds, and utility infrastructure projects are excluded from the graphic, resulting in academic facilities and residence halls receiving the highest investments levels.

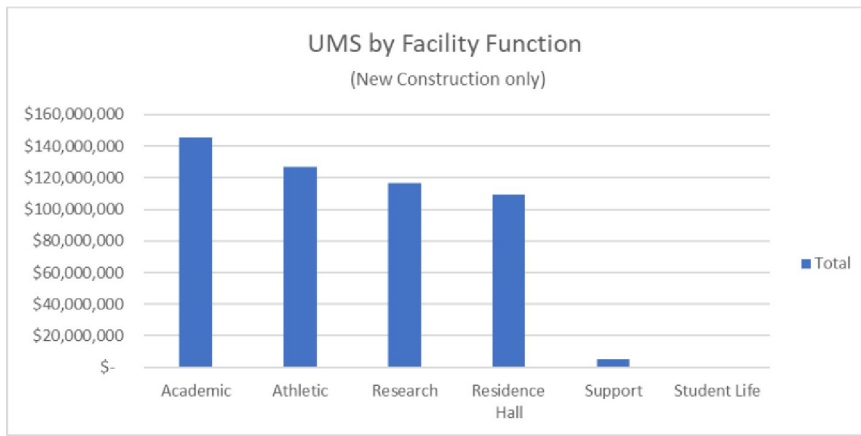


To better see how the planned investment aligns with Gordian’s targets, new construction is excluded. The result is that academic facilities and residence halls continue to see the largest investments, but athletics drops significantly.



9.1

Finally, to better understand what functions are a priority for new construction, all projects types except new construction are removed. The new academic spaces are primarily the Center for the Arts at USM and the One Health Science building at UMaine. New athletic facilities are exclusively funded by the HAF Grant and associated matching funds.



The FY24-FY28 Capital Plan, can be further understood by grouping projects in cost brackets based on their total estimated cost. These brackets separate at break points where the character of projects – size, complexity of management and funding, and risk – usually changes. As illustrated below, projects expected to cost over \$10M account for 5% of the projects but account for 69% of the capital plan. These projects require enhanced coordination and oversight, and usually need a significant effort to bring together various funding sources to execute. At the bottom of the table, we see that the projects costing \$2M and under account for 82% of the total projects but only account for 11% of the planned expenditures. These projects pose much lower financial risk, but are labor intensive for staff, placing a significant workload on facilities and project management departments.

Cost Bracket	# Projects	5-Year	% total projects	% Capital Plan \$
>\$10M	22	792,764,171	5%	69%
≤\$10M - \$2M	54	232,456,366	13%	20%
≤\$2M - \$500K	82	80,330,331	20%	7%
≤\$500K	255	45,348,753	62%	4%

The FY24-FY28 5-year capital plan is a significant step forward for the system, with a renewed focus on investing in academic facilities and residence halls that will support key strategic priorities to gain and retain students. Because this plan is aspirational, funding will need to be secured in the coming years to fully execute all the identified projects.

UMaine/UMMNarrative:

*At the University of Maine and its regional campus at Machias in the next five years of capital and infrastructure investment we will focus on: modernizing aging facilities; expressing our values of sustainability and justice, diversity, equity, and inclusion through building design; and further developing a student-centric teaching, learning, public service and engagement, and research campus. The UMaine and UMM 5-year capital plan will utilize multiple funding sources to strategically address deferred maintenance, update critical infrastructure to maintain the University's R1 status and commitment to excellent learning and living environments, increase space utilization, decrease energy consumption and the use of nonrenewable fuels, and improve athletics and computing and engineering space as per the Harold Alfond Foundation-funded UMS TRANSFORMS initiative. The plan is specifically reflective of the University of Maine System Strategic Plan 2023-2028, Commitment 2: Financial Sustainability and Effective Infrastructure Portfolio. Our planning is guided by the following UMS-SP actions and goals.*

Financial Sustainability Actions

**Action 3:** UMS will partner with the universities and law school to identify and implement by spring 2024 new operational efficiencies leading to cost reductions for each institution in the System.

*Goal 3.2: Identify efficiencies in infrastructure, including optimizing the upkeep and use of primary classroom and lecture spaces, meeting and conference rooms, artistic/performance spaces, and public gathering spaces.*

*Goal 3.3: Identify reductions in energy consumption, including strategic management of underused or unused buildings and offices during periods of peak energy consumption (winter and summer).*

Effective Infrastructure Portfolio Actions

**Action 1:** Develop a system-wide capital plan and priorities for capital investment by May 2024.

*Goal 1.1: Address system-wide physical plant needs in relation to other infrastructure needs (e.g. residence hall improvement).*

**Action 2:** Achieve fiscal and energy efficiencies through physical space reduction.

*Goal 2.1: Continue to target disused and low-Net Asset Value buildings for removal.*

*Goal 2.2: Identify multi-use/multi-purpose functionality for new buildings and heavily renovated buildings.*

*Our capital plans are also grounded in the principles of unified accreditation, as the renovation and building design of classroom and research facilities going forward will take into account the possibilities of the most modern approaches to remote instruction to enable participation of UMS students system-wide in the research and learning opportunities of the flagship.*

**The University of Maine**Financial Sustainability, Goal 3.2, Action 3.2: Operational efficiencies and optimization of space.

*The University will work towards reducing deferred maintenance through the strategic use of grants, Congressionally Directed Spending (CDS), funded depreciation, indirect cost returns, and system funds to renovate spaces across the campus. The University has identified approximately \$85 million in CDS funding that have either recently been approved or are still under consideration. Those CDS proposals, if approved, will help address deferred maintenance while also improving teaching, research, student retention, and community engagement. Additionally, over the next five years the University will increase space utilization and density through space reduction by the removal of more than 150,000 square feet including the East Annex and Libby Hall.*

UMaine will begin optimizing space through much needed improvements for teaching and research. The University anticipates bringing forth for approval in the next year the following projects funded by MJRP and/or CDS: Sustainable Aquaculture Workforce & Innovation Center (SAWIC), Blueberry Farm Research & Technology modernization, Sawmill Operations Training Facility, Food Innovation, Industry 4.0, and Nursing Skills lab. Funded depreciation will be prioritized for critical classroom and lab teaching space improvements. Meanwhile indirect cost returns will be invested in research space improvements. Priority projects will be reviewed annually in collaboration with faculty and campus leadership through shared governance,

In the next two years proposals for new and modernized engineering and computing spaces across campus will also be presented to the BOT. Those include the Green Engineering Manufacturing (GEM) or Factory of the Future facility to expand the Advanced Structures and Composites Center, and HAF Maine College of Engineering and Computing (MCEC)-funded renovations across the engineering and computing district. Future renovation projects will include classroom, research, and lab spaces in Boardman, Crosby, and Barrows Halls.

Financial Sustainability, Goal 3.2, Action 3.3: Energy Efficiencies.

The UMaine energy efficiency plan will include the improvement of building systems and envelope, energy efficient fixtures, and the replacement of the steam plant. The University will be replacing HVAC building systems in Sawyer Environmental Research Center and the 1987 wing of Hitchner Hall. The University is also planning to update thousands of interior lighting fixtures to LED light fixtures that will reduce electrical demand. The University anticipates the start of construction of the new central heating plant to replace the steam plant which is near the end of its useful life in the next five years.

Effective Infrastructure Portfolio, Action 1, Goal 1.1: Physical plant needs.

While continuing to focus on our space efficiency, UMaine will invest in critical and strategic physical plant needs. Investment will be made in student housing, athletics, health and life sciences, and teaching and research space.

Student Housing. More than 80% of UMaine's residential housing was built prior to 1975, or nearly 50 years ago. UMaine will launch a study this fall to evaluate student demand and optimum housing mix; conduct a building assessment; develop a renovation, removal or new-build housing plan; and assess funding/financing options, including recommendations of use of internal or external funds potentially through the use of P3s. UMaine anticipates renovating at least one residential building per annum starting in FY26. In FY24 and FY25, UMaine will invest auxiliary funded depreciation in student engagement space and critical deferred maintenance within residential facilities.

Athletics. The HAF Athletics grant-funded project improvements are well underway with the completion of the softball complex in April 2023, the August 2023 completion of the field hockey facility, and the current design of renovations and expansion to the Shawn Walsh Center and Alfond Arena. Over the next five years the University anticipates starting design and construction on a new multipurpose arena to be named the Morse Arena, a new soccer stadium to be supported with additional external funding, and a track and field complex, while finishing the remaining roadways and pathways connecting all of the sports complexes.

Health and Life Sciences. UMaine and the University of Maine Foundation are developing a plan to launch our new comprehensive fundraising campaign in FY24. We anticipate additional capital priorities which will come before the BOT, most notably a new health and life sciences building that has been in several prior UMaine capital plans. Given recent legislation directing UMS to undertake a feasibility study for a public medical school, considerations of possible needed space in connection with a new health and life sciences facility will be included.



Teaching and Research Buildings. A key area of concern for the University is the continued degradation of building systems across the campus that have exceeded their useful life. UMaine has building systems that are near critical failure, lacking in energy efficiency and modern control technology. Additionally, according to Gordian, approximately 61% of the University's buildings have not seen a major renovation in over 50 years and for 78% it has been 25 years. While CDS projects and external grants provide funds to renovate specific spaces within buildings, these funds are generally not available for upgrading/renovating the building envelope or building systems. Thus we will continue to invest funded depreciation dollars to match CDS projects to maximize impact.

Effective Infrastructure Portfolio, Action 1, Goal 1.1: Multi-purpose functionality

To maximize use of space, UMaine building design and planning processes will include stakeholders from across campus. The first example of multi-purpose design is the GEM project which is heavily influenced by Maine College of Engineering and Computing faculty and administration, along with ASCC staff. The design team is working to include a "teaching hospital" concept for future MCEC students from across the system, an engagement space for community including K-12, R-1 research space, and adjacent outdoor gathering spaces. This type of deliberative engagement will be built into design processes going forward.

**University of Maine's regional campus, the University of Maine at Machias**

Continued declining enrollment at UMM presents a challenge as we seek to increase density of space usage. Additionally, once the State-supported bond funds expire, it will be difficult to identify funding for future projects and ongoing deferred maintenance at the campus. Therefore, our emphasis will be placed on operational efficiencies and optimization of space.

Financial Sustainability, Goal 3.2, Action 3.2: Operational efficiencies and optimization of space.

Over the next five years the plan for the University of Maine at Machias is to continue to improve building systems and envelopes and make renovations utilizing remaining UMM state appropriations from FY19. Additionally, we plan to make upgrades to the infrastructure including storm water management, repaving of parking lots and roadways, and walking pathways.

The University plans to make major renovations to the Reynolds Hall basketball court and Murdock Aquatics facility. These two facilities are heavily used not only by the students, faculty and staff at UMM, but also by the community on a regular basis, and are seen by the community as perhaps the most significant benefit available to them from UMM. Note that intercollegiate athletics at UMM was suspended by President Ferrini-Mundy and Head of Campus Dan Qualls effective June 21, 2020. Currently a review of new possibilities for expanded athletic and recreational sports options is underway at UMM, with recommendations expected in end of fall semester 2023/24.

The University plans on increasing density by making arrangements for use of existing spaces by groups external to UMM. This may include the use of office space and utilization of residential buildings for seasonal workforce. UMM is included in the housing study mentioned above.

## Finance, Facilities & Technology Committee - 5 Year Capital Plan

Campus	Facility Name	Project Name	Project Type	Funding Source	Total Estimated Project Cost	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function	
UM	CUMBERLAND HALL	Cumberland Hall Ren	Renovation	TBD	\$7,887,029				\$3,943,514	\$3,943,515	\$7,887,029	Residence Hall	
UM	UCU Credit Building	Relocation of Student	Renovation	Dedicated System Fund	\$75,000	\$75,000					\$75,000		
UM	Norman Smith Hall	Relocation of TRIO St	Renovation	Dedicated System Fund	\$12,800	\$12,800					\$12,800	Support	
UM	Boardman Hall	Relocation of CIS Res	Renovation	Dedicated System Fund	\$35,000	\$35,000					\$35,000	Research	
UM	HF HEN HOUSE	REMOVAL OF UMHF I	Demolition	Dedicated System Fund	\$9,870	\$9,870					\$9,870		
UM	UM Witter Farm	Witter Farm Modern	Demolition	Dedicated System Fund	\$60,667	\$60,667					\$60,667		
UM	East Annex	Demolition of East A	Demolition	Dedicated System Fund	\$125,000	\$100,000	\$25,000				\$125,000		
UM	MCEC Capital Renew	MCEC Capital Renew	Renovation	Fundraising	\$23,250,000	\$250,000	\$1,004,150	\$1,759,500	\$14,271,500	\$4,614,850	\$21,900,000	Academic	
UM	Softball Stadium & B.U	Maine Athletics Cap	Athletic Field	Fundraising	\$1,871,500	\$66,500					\$66,500	Athletic	
UM	Alford Arena video	UMaine Athletics Cap	Building Systems	Fundraising	\$712,500	\$617,500					\$617,500	Athletic	
UM	Replacement of Mah	Replacement of Mah	Space Renewal	Fundraising	\$396,013	\$104,363					\$104,363	Athletic	
UM	UM Athletics HAF Infr	UM Athletics HAF Infr	Grounds Infrastructu	Fundraising	\$1,098,976	\$386,479	\$712,497	\$0			\$1,098,976	Athletic	
UM	HAF Athletics Alford	HAF Athletics Alford	Renovation	Fundraising	\$7,824,399	\$2,471,235	\$4,370,000	\$885,001			\$7,726,236	Athletic	
UM	HAF Athletics Future	Construction of new	Space	Fundraising	\$	\$110,000,000	\$2,000,000	\$10,000,000	\$40,000,000	\$40,000,000	\$15,000,000	\$107,000,000	Athletic
UM	Field Hockey Stadium	UMaine Athletics Cap	Athletic Field	Fundraising	\$1,520,000	\$380,000					\$380,000	Athletic	
UM	HAF Athletics Baseba	HAF Athletics Baseba	Athletic Field	Fundraising	\$71,250	\$14,250					\$14,250	Athletic	
UM	ASCC Secure Textile	LASCC Secure Textile	Renovation	Earmark	\$5,282,000	\$2,682,000	\$250,000	\$750,000			\$3,682,000	Research	
UM	UMaine ME-METAL	UMaine ME-METAL	Renovation	Earmark	\$4,067,964		\$4,067,964				\$4,067,964	Research	
UM	MCEC Capital Renew	MCEC Capital Renew	Renovation	HAF Grant	\$16,200,000	\$156,000	\$1,080,000	\$8,760,000	\$4,104,000	\$2,100,000	\$16,200,000	Academic	
UM	HAF Athletics Future	Construction of new	Renovation	HAF Grant	\$14,151,592	\$1,000,000	\$5,000,000	\$5,000,000	\$2,000,000		\$14,667,592	Athletic	
UM	Softball Stadium & B.U	Maine Athletics Cap	Athletic Field	HAF Grant	\$7,978,500	\$283,500					\$283,500	Athletic	
UM	Alford Arena video	UMaine Athletics Cap	Building Systems	HAF Grant	\$3,037,500	\$2,632,500					\$2,632,500	Academic	
UM	Replacement of Mah	Replacement of Mah	Space Renewal	HAF Grant	\$2,430,000	\$1,741,500	\$405,000				\$2,146,500	Athletic	
UM	Athletics HAF Infrast	UM Athletics HAF Infr	Grounds Infrastructu	HAF Grant	\$4,685,109	\$1,647,621	\$3,037,488	\$0			\$4,685,109	Athletic	
UM	HAF Athletics Alford	HAF Athletics Alford	Renovation	HAF Grant	\$33,356,611	\$10,535,265	\$18,630,000	\$3,772,900			\$32,938,165	Athletic	
UM	GEM Factory of the F	GEM Factory of the F	New Space	HAF Grant	\$10,600,000	\$3,333,333	\$6,600,000				\$9,933,333	Research	
UM	HAF Athletics Future	Construction of new	Space	HAF Grant	\$19,728,590	\$0	\$4,932,133	\$4,932,133	\$4,932,133	\$4,932,133	\$19,728,590	Athletic	
UM	Field Hockey Stadium	UMaine Athletics Cap	Athletic Field	HAF Grant	\$6,480,000	\$1,620,000					\$1,620,000	Athletic	
UM	HAF Athletics Baseba	HAF Athletics Baseba	Athletic Field	HAF Grant	\$303,750	\$60,750					\$60,750	Athletic	
UM	Witter Farm Modern	Witter Farm Modern	New Space	Other	\$359,333	\$309,333					\$309,333	Academic	
UM	Boudreau Hall	Boudreau Hall renova	Renovation	Restricted Gifts	\$1,250,000	\$600,000	\$250,000	\$100,000	\$100,000	\$100,000	\$1,150,000	Academic	
UM	Annual Call Hosmer	Annual Call	Building Systems	Restricted Gifts	\$500,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000		
UM	UMEC	UMaine Energy Proj	Utility Infrastructure	Revenue Bond	\$132,000,000	\$18,000,000	\$50,000,000	\$37,200,000	\$22,000,000	\$12,000,000	\$127,200,000		
UM	Existing On-campus	Renovations of existi	Renovation	TBD	\$76,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$8,000,000	\$32,000,000	Residence Hall	
UM	Innovation Center Ai	Innovation Center Ad	New Space	TBD	\$15,000,000	\$1,500,000	\$10,000,000	\$3,500,000	\$3,500,000	\$3,500,000	\$15,000,000	Research	
UM	One Health Sciences	One Health Sciences	New Space	TBD	\$100,000,000	\$10,000,000	\$10,000,000	\$20,000,000	\$50,000,000		\$80,000,000	Academic	
UM	New On-campus Ho	Construction of new	Space	TBD	\$100,000,000	\$10,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$43,000,000	\$100,000,000	Residence Hall	
UM	BARN-PATCH HOUSE	REMOVAL OF UM BAI	Demolition	TBD	\$20,880	\$20,880					\$20,880		
UM	HF BROODER HOUSE	REMOVAL OF UMHF I	Demolition	TBD	\$100,000	\$100,000					\$100,000		
UM	UM HANNIBAL HAML	HANNIBAL HAMLIN H	Demolition	TBD	\$1,056,000	\$1,056,000					\$1,056,000		
UM	UM SOUTH ANNEX E	SOUTH ANNEX E, F, & D	Demolition	TBD	\$184,275	\$184,275					\$184,275		
UM	UM YORK VILLAGE BL	REMOVAL OF YORK V	Demolition	TBD	\$88,400	\$88,400					\$88,400		
UM	UM LIBBY HALL	REMOVAL OF LIBBY H	Demolition	TBD	\$1,452,480			\$726,240	\$726,240		\$1,452,480		
UM	UM	REMOVAL OF REMAI	Demolition	TBD	\$277,990			\$277,990			\$277,990		
UM	UM SOUTH ANNEX A	REMOVAL OF SOUTH	Demolition	TBD	\$45,780			\$45,780			\$45,780		
UM	Crossland Alumni Ce	Crossland Alumni Ce	Demolition	TBD	\$559,050			\$559,050			\$559,050		
UM	KNOX HALL	Knox Hall Lobby	Renovation	Xfer from AUX	\$150,000	\$150,000					\$150,000	Residence Hall	
UM	Hart Hall	Hart Hall north end e	Renovation	Xfer from AUX	\$280,000		\$280,000				\$280,000	Residence Hall	
UM	Hilltop	Build lobby Entry Foy	Renovation	Xfer from AUX	\$150,000		\$150,000				\$150,000	Student Life	
UM	Kennebec Hall	Kennebec Lobby	Renovation	Xfer from AUX	\$200,000		\$200,000				\$200,000	Residence Hall	
UM	KNOX HALL	Knox Hall Windows	Renovation	Xfer from AUX	\$50,000		\$50,000				\$50,000	Residence Hall	
UM	Somerset Hall	Somerset Hall Lobby	Renovation	Xfer from AUX	\$150,000		\$150,000				\$150,000	Residence Hall	
UM	Oxford Hall	Oxford Hall Lobby	Renovation	Xfer from AUX	\$150,000		\$150,000				\$150,000	Residence Hall	
UM	Penobscot Hall	Penobscot Hall Lobby	Renovation	Xfer from AUX	\$300,000		\$300,000				\$300,000	Residence Hall	
UM	KNOX HALL	Knox Single use bath	Renovation	Xfer from AUX	\$70,000		\$70,000				\$70,000	Residence Hall	
UM	Aux buildings	UM Aux Life safety u	Building Systems	Xfer from AUX	\$400,000	\$100,000	\$100,000	\$100,000	\$100,000		\$400,000	Residence Hall	
UM	Patch Hall	Patch Hall Air Condit	Building Systems	Xfer from AUX	\$4,500,000	\$500,000	\$1,333,333	\$1,333,333	\$1,333,334		\$4,500,000	Residence Hall	
UM	DTAV Smith Hall	UM-DTAV Smith Hall	Building Systems	Xfer from AUX	\$300,000		\$300,000				\$300,000	Residence Hall	
UM	Somerset Hall	Somerset A/C System	Building Systems	Xfer from AUX	\$1,050,000	\$50,000	\$500,000	\$500,000			\$1,050,000	Residence Hall	
UM	Penobscot Hall Roo	Penobscot Hall Roof	Building Envelope	Xfer from AUX	\$320,000	\$69,000					\$69,000	Residence Hall	
UM	Gannett Hall	Gannett Hall Roof rep	Building Envelope	Xfer from AUX	\$380,000	\$180,000					\$180,000	Residence Hall	
UM	UM	Repair & Paint Exter	Building Envelope	Xfer from AUX	\$50,000	\$25,000					\$25,000	Residence Hall	
UM	AUX	Various upgrade proj	Space Renewal	Xfer from AUX	\$3,033,121			\$220,900	\$1,102,605	\$1,477,621	\$2,801,126	Residence Hall	
UM	Hart Hall	Cover cork walls on fl	Space Renewal	Xfer from AUX	\$386,000	\$126,592	\$120,000	\$120,000			\$366,592	Residence Hall	
UM	Penobscot Hall	Penobscot Hall single	Space Renewal	Xfer from AUX	\$85,000	\$85,000					\$85,000	Residence Hall	
UM	Residence Halls	Residence Halls	Space Renewal	Xfer from AUX	\$75,000		\$75,000				\$75,000	Residence Hall	
UM	Aroostook Hall	Aroostook Hall gener	Utility Infrastructure	Xfer from AUX	\$125,000		\$125,000				\$125,000	Residence Hall	
UM	Kennebec Hall	Kennebec Hall gener	Utility Infrastructure	Xfer from AUX	\$125,000		\$125,000	\$100,000			\$125,000	Residence Hall	
UM	Oxford Hall	Steam valve/trap/rise	Utility Infrastructure	Xfer from AUX	\$43,000	\$43,000					\$43,000	Residence Hall	
UM	OXFORD HALL	Oxford Hall Renovati	Renovation	Xfer from AUX Res	\$200,000		\$100,000	\$100,000			\$200,000	Residence Hall	
UM	Patch Hall	Patch Hall Air Condit	Building Systems	Xfer from AUX Res	\$1,000,000	\$333,333	\$333,334	\$333,333			\$1,000,000	Residence Hall	
UM	Residence Halls	Single Use bathroom	Space Renewal	Xfer from AUX Res	\$240,000	\$120,000	\$120,000				\$240,000	Residence Hall	
UM	York Hall	York hall generator u	Utility Infrastructure	Xfer from AUX Res	\$550,000		\$500,000				\$500,000	Residence Hall	
UM	VARIOUS PROJECTS	Annual Funded Depr	Renovation	Xfer from E&G	\$3,037,472	\$2,377,472	\$2,206,750	\$2,177,438	\$2,286,309	\$2,400,625	\$11,481,076	Athletic	
UM	VARIOUS PROJECTS	Annual Funded Depr	Renovation	Xfer from E&G	\$11,063,148	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$11,500,000		
UM	Crosby Hall	PFAS analytical lab	Renovation	Xfer from E&G	\$1,450,000	\$950,000	\$500,000				\$1,450,000	Research	
UM	Various Research Loc	Annual Renewal of R	Renovation	Xfer from E&G	\$9,307,263	\$850,000	\$867,000	\$884,340	\$907,227	\$920,067	\$4,423,434	Research	
UM	UCU Credit Building	Relocation of Student	Renovation	Xfer from E&G	\$275,000	\$275,000					\$275,000		
UM	Various Projects - Cap	Various Projects - Ca	Renovation	Xfer from E&G	\$10,125,721	\$557,843	\$1,605,160	\$2,461,093	\$2,651,073	\$2,850,552	\$10,125,721		
UM	HAF Athletics Future	Construction of new	Renovation	HAF Grant	\$12,000,000	\$0	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$12,000,000	Athletic	
UM	ALFORD ARENA	Alford Arena	Renovation	Xfer from E&G	\$48,500	\$48,500					\$48,500	Athletic	
UM	MEMORIAL GYM CO	Memorial Gym FD	Other	Xfer from E&G	\$2,100,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$700,000	Athletic	
UM	Cutler Health Center	Cutler Health Center	Building Envelope	Xfer from E&G	\$300,000	\$300,000					\$300,000	Student Life	
UM	East Annex	Demolition of East A	Demolition	Xfer from E&G	\$50,000	\$25,000	\$25,000				\$50,000		
UM	Bennett Hall	Renovation of 137 B	Renovation	Xfer from E&G Res	\$3,500,000	\$500,000	\$500,000	\$3,000,000			\$3,500,000	Academic	
UM	North Engineering A	GEM Enabling Project	Renovation	Xfer from E&G Res	\$450,000	\$450,000					\$450,000	Academic	
UM	Witter Farm Modern	Witter Farm Modern	New Space	Xfer from E&G Res	\$1,200,000	\$1,200,000					\$1,200,000	Academic	
UM	CAMPUS Paving Mail	Paving Maintenance	Grounds Infrastructu	Xfer from E&G Res	\$1,500,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,500,000	Research	
UM	Sculpture Studio	Demolition of Sculptu	Demolition	Xfer from E&G Res	\$150,000		\$150,000				\$150,000		
UM	Crosby Hall	PFAS analytical lab	Renovation	MJRP	\$5,500,000	\$4,000,000	\$1,500,000				\$5,500,000	Research	
UM	Food Innovation Cen	Food Innovation Cen	Renovation	MJRP	\$2,500,000	\$2,500,000					\$2,500,000	Research	
UM	Aroostook Farm mod	Aroostook Farm mod	Space Renewal	MJRP	\$2,875,000	\$2,675,000					\$2,675,000	Research	
UM	Sustainable Aquacult	SAWIC	New Space	MJRP	\$3,500,000	\$1,500,000</							

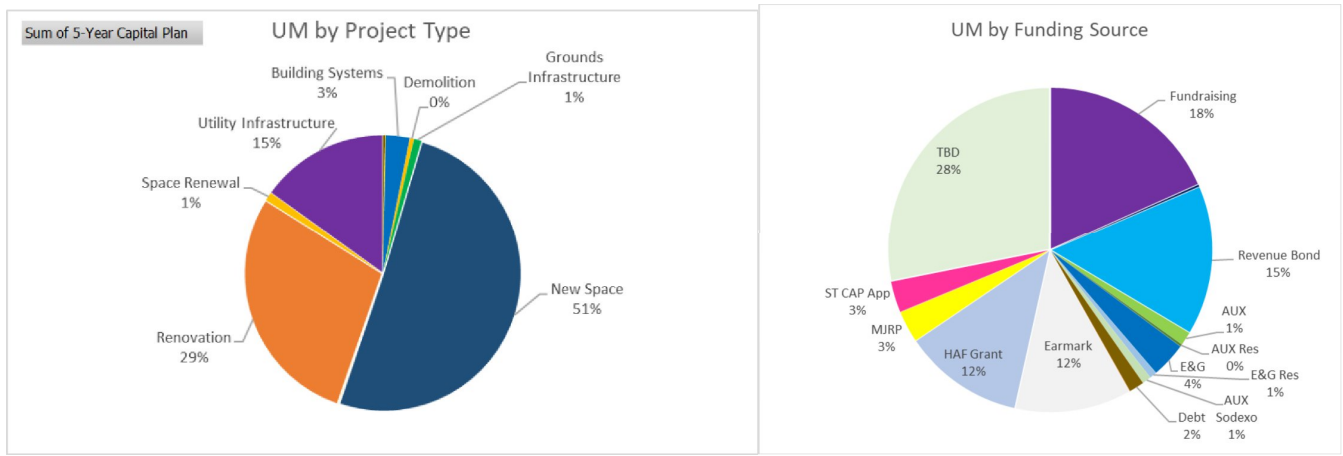
Campus	Facility Name	Project Name	Short Description	Project Type	Funding Source	Total Estimated Project Cos	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function
Machias various projects													
UMM	UMM Campus Variou	Various campus proj	Renovation	Xfer from E&G		\$94,900	\$17,845	\$18,916	\$20,051	\$21,253		\$78,065	
UMM	SCIENCE BLDG-MACHIAS	Renovate 2nd Floor (Renovate Existing Ch	Renovation	GO Bond		\$200,000	\$100,000					\$100,000	Academic
Replace the													
UMM	UMM-Reynolds	Reynolds basketball	Renovation	GO Bond		\$500,000	\$250,000					\$250,000	Student Life
UMM	UM Machias Powers Hall	UM Machias Powers	Renovation	GO Bond		\$225,000	\$175,000					\$175,000	Administrative
UMM	UM Machias Science Builc	UM Machias Science	Renovation of existin	GO Bond		\$200,000	\$150,000					\$150,000	Academic
HVAC													
UMM	UMM- Campus HVAC imp	HVAC improvements	Building Systems	GO Bond		\$700,000	\$350,000					\$350,000	
UMM	UM Machias Campus Cod	UM Machias Campus	Building Systems	GO Bond		\$400,000	\$300,000					\$300,000	
UMM	UMM- Campus roof repla	roof replacements	Replace 2 roofs on th	GO Bond		\$500,000	\$250,000					\$250,000	
Campus wide													
UMM	UMM- Campus infrastruc	infrastructure upgrac	Utility Infrastructure	GO Bond		\$1,000,000	\$500,000					\$500,000	
UMM	CAMPUS GROUNDS	0 CAMPUS GROUNDS F	Grounds Infrastructu	GO Bond		\$400,000	\$200,000					\$200,000	
UMM	UM Machias Pavement & UM	Machias Paveme	Grounds Infrastructu	GO Bond		\$400,000	\$300,000					\$300,000	
UMM		Campus Code Renov	Campus Code Renov	Safety / Code	GO Bond	\$399,314	\$199,314					\$199,314	
UMM	SENNETT HALL	Refurbish Student Ar	Refurbish Student Ar	Renovation	TBD	\$600,000		\$600,000				\$600,000	Residence Hall
UMM	SENNETT HALL	Exterior Window Wa	Replace Insulated W	Building Envelope	TBD	\$150,000		\$150,000				\$150,000	Residence Hall
UMM	SENNETT HALL	Sennett B-Wing Roof	Roof - install new EP	Building Envelope	TBD	\$100,000		\$100,000				\$100,000	Residence Hall
UMM	SENNETT HALL	Sennett C-Wing Roof	Roof - install new EP	Building Envelope	TBD	\$100,000			\$100,000			\$100,000	Residence Hall
UMM	DORWARD HALL	Install Fire Sprinkler	S Install Fire Sprinkler	S Safety / Code	TBD	\$43,000		\$43,000				\$43,000	Residence Hall
UMM	UM Machias Athletics Infr	UM Machias Athletic	UM Machias Athletic	Renovation	ST CAP App	\$500,000	\$300,000	\$200,000				\$500,000	Athletic
UMM	Resident Hall Improveme	Resident Hall Improv	Improvements to Do	Renovation	ST CAP App	\$100,000	\$100,000					\$100,000	Residence Hall
UMM	Dorward Hall	Black Bear Lounge	Creation of a new lo	Renovation	ST CAP App	\$450,000	\$400,000					\$400,000	Residence Hall
UMM	Powers Hall	Powers Hall Renovat	1st floor flooring rep	Renovation	ST CAP App	\$250,000	\$250,000					\$250,000	Administrative
UMM	Science Building	Lighting Upgrades	conversion to LED lig	Renovation	ST CAP App	\$70,000		\$70,000				\$70,000	Academic
UMM	UM Machias HVAC Impro	UM Machias HVAC	UM Machias HVAC	In Building Systems	ST CAP App	\$600,000	\$200,000	\$200,000	\$200,000			\$600,000	
UMM	UM Machias Roof Replac	UM Machias Roof Re	UM Machias Roof Re	Building Envelope	ST CAP App	\$500,000	\$250,000	\$250,000				\$500,000	
UMM	Multiple Buildings	Replacement of sele	Replacement of targ	Building Envelope	ST CAP App	\$100,000	\$100,000					\$100,000	Academic
UMM	UM Machias Campus Infr	UM Machias Campus	UM Machias Campus	Grounds Infrastructu	ST CAP App	\$800,000	\$500,000	\$300,000				\$800,000	
UMM	Multiple Infrastructure Uj	Multiple Infrastructu	Improvements to the	Grounds Infrastructu	ST CAP App	\$1,000,000	\$400,000	\$600,000				\$1,000,000	
UMM	Murdock Aquatics Facility	UMM Community Fit	The University of Ma	Renovation	Earmark	\$1,500,000		\$1,500,000				\$1,500,000	Athletic
						\$11,882,214	\$5,292,159	\$4,031,916	\$220,051	\$121,253	\$0	\$9,665,379	

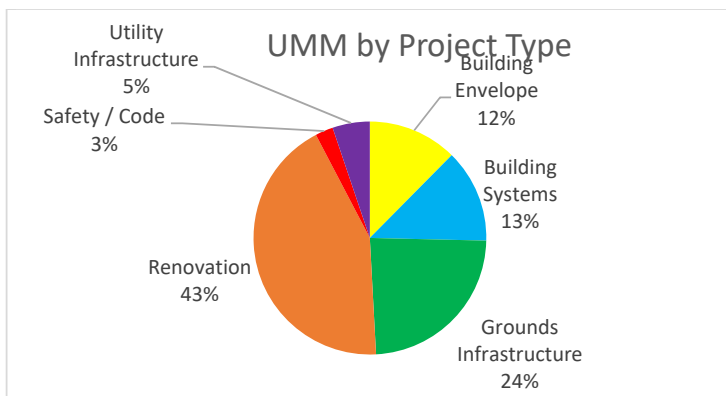
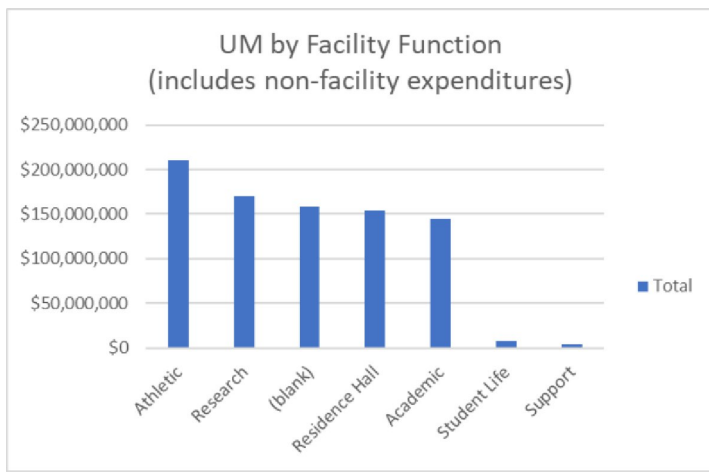
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**Analysis:**

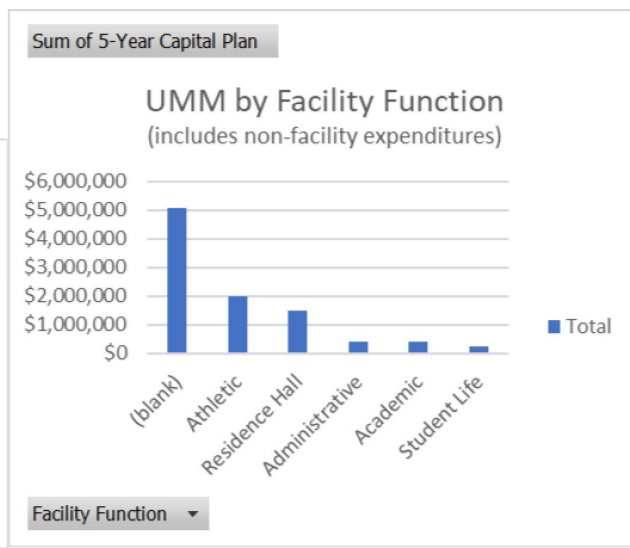
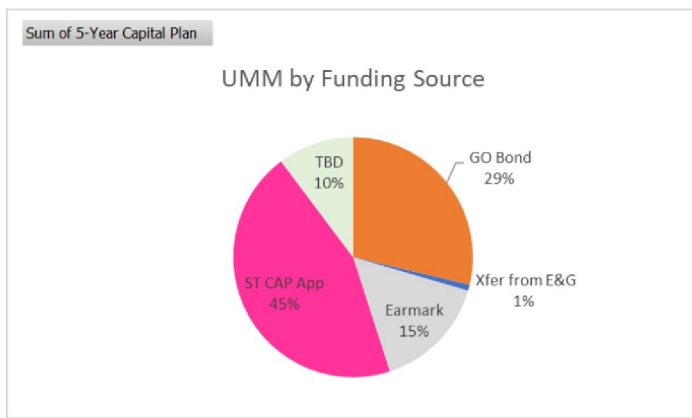
UM’s 5-year plan includes \$848M in planned expenditures on 116 projects, with an additional \$9.7M for 28 projects at UMM. UM’s funding sources include TBD (28%), Fundraising (18%), revenue bonds (15%), HAF Grant (12%) and Earmarks (12%). New construction constitutes 51% of UM’s projects, supporting athletic facilities, research, residence halls and academic spaces. New athletic facilities are exclusively funded by the HAF Grant and associated matching funds.

UMM’s plan is primarily funded by state capital improvement funds (45%) and general obligation bonds (29%) supporting renovations (43%) and grounds infrastructure projects (24%). Their project to renovate their aquatics center and gym under the athletics facility function is part of the FY24 earmark submission that is still pending.





9.1



UMA

Narrative:

UMA’s 5-year capital plan supports key University priorities of increasing enrollment and increasing retention by focusing on the student experience. This plan aligns with NECHE standard 7 and the UMS Strategic Plan: Action 2 and Action 4 Goal 4.2 Commitment 1; Goals 3.2 and 3.3 under fiscal sustainability and Goal 1.1 under effective infrastructure portfolio in Commitment 2; and Goal 3.4 under Commitment 5.

Projects to enhance our Med Lab Tech and Vet Tech programs are underway and will wrap up in FY24. The planned lease and renovation of the Marketplace in FY25 using federal earmarks, if awarded, will create a state-of-the-art space for our Nursing and Cybersecurity programs. The planned construction of a new 81-bed residence hall in FY26, though currently “TBD” funded, is being explored to meet ever growing student demand.

Throughout the plan, a focus on deferred maintenance of buildings with a NAV below 50%, including building envelope (roof and windows) and mechanical systems, will ensure our existing facilities remain comfortable and welcoming. There are also funds allocated for grounds infrastructure projects to beautify the campuses and repair roads, walkways and parking lots to enhance the university’s curb appeal. While UMA has several high-dollar TBD or unsecured Earmark funded projects that are important to our goals, we are confident funding can be secured in the coming years through external sources or additional debt if needed.

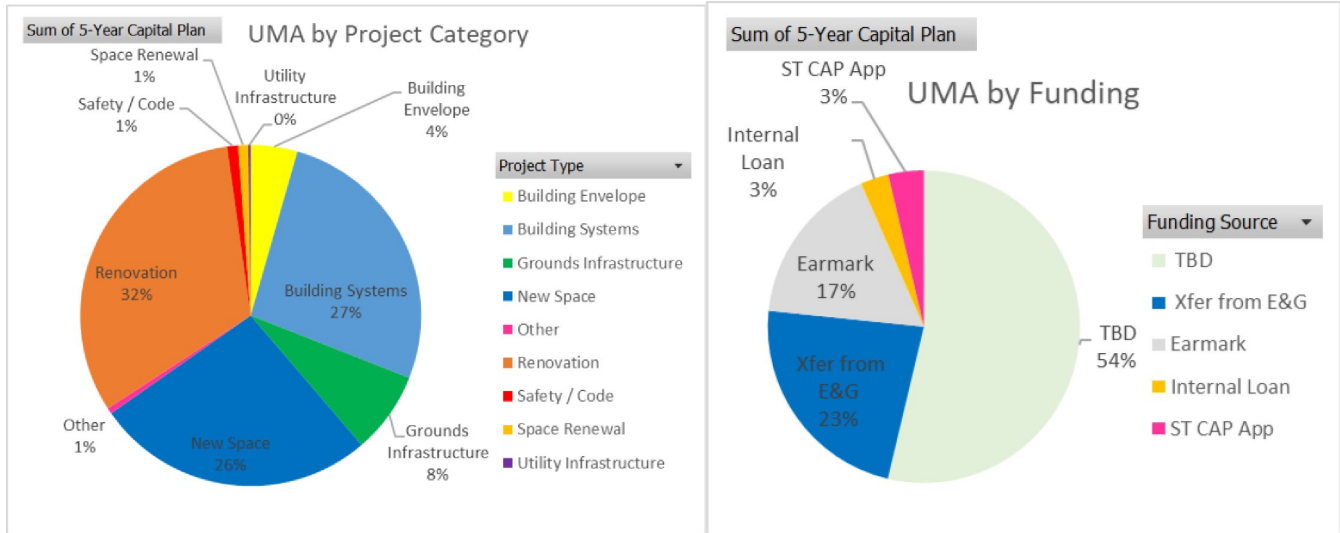
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Campus	Facility Name	Project Name	Short Description	Project Type	Total Estimated Project Cost	Funding Source	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function
UMA	BELFAST HALL	Belfast Hall Renovations	Space renewal on se	Renovation	\$1,200,000	Xfer from E&G			\$400,000	\$400,000	\$400,000	\$1,200,000	Academic
UMA	Lewiston Hall	Lewiston Hall Boiler Replac	Replace boiler	Building Systems	\$275,000	Xfer from E&G				\$275,000		\$275,000	Academic
UMA	Bangor	Bangor Campus Surveillance System	Safety / Code		\$125,000	Xfer from E&G						\$125,000	
UMA	EASTPORT HALL	Eastport Hall HVAC Upgrad	Install new HVAC sys	Building Systems	\$300,000	Xfer from E&G		\$300,000				\$300,000	Academic
UMA	Jewett Hall HV	Jewett Hall HVAC	Install split units to p	Building Systems	\$300,000	Xfer from E&G					\$325,995	\$325,995	Academic
UMA	Augusta Roof	Augusta Roof Replacements	Space renewal on se	Building Envelope	\$400,000	Xfer from E&G		\$400,000				\$400,000	Academic
UMA	HANDLEY HALL	Handley Hall Interior Renov	Renovations to 2nd a	Renovation	\$101,535	Xfer from E&G				\$101,535		\$101,535	Academic
UMA	LEWISTON HALL	Camden Hall EFIS	Repair and replace t	Building Envelope	\$140,000	Xfer from E&G	\$140,000					\$140,000	Administrative
UMA	RANDALL STUD	Randall Boiler Replacement	Replace Randall Stud	Building Systems	\$250,000	Xfer from E&G					\$250,000	\$250,000	Administrative
UMA	RANDALL STUD	Randall Emergency Generat	Emergency Generat	Building Systems	\$125,000	Xfer from E&G	\$125,000					\$125,000	Administrative
UMA	JEWETT HALL	Jewett Hall Entrances	Remove old light pol	Building Envelope	\$50,000	Xfer from E&G	\$50,000					\$50,000	Academic
UMA	FITNESS CENTE	Fitness Center Envelope Re	Fitness center envelo	Building Envelope	\$300,000	Xfer from E&G				\$300,000		\$300,000	Student Life
UMA		Remove 2 Old Tennis Courts	Grounds Infrastructu		\$40,000	Xfer from E&G			\$40,000			\$40,000	
UMA	Texas Ave. Rep	Texas Ave. Repair	Grounds Infrastructu		\$300,000	Xfer from E&G		\$100,000			\$200,000	\$300,000	
UMA	Bangor Campus	Bangor Campus Walkways	Install new and resur	Grounds Infrastructu	\$621,575	Xfer from E&G	\$121,575					\$121,575	
UMA	Bangor Hall Int	Bangor Hall Interior Renova	Renovate Bangor Hal	Renovation	\$250,000	Xfer from E&G			\$250,000			\$250,000	Academic
UMA		NFPA Life Safety Fire Safety	NFPA Life Safety	Safety / Code	\$75,000	Xfer from E&G			\$75,000			\$75,000	
UMA		Classroom Upgrades IT	IT/Technology Classr	Other	\$100,000	Xfer from E&G	\$100,000					\$100,000	Academic
UMA	Katz Elevator U	Katz Elevator Update	Safety / Code		\$125,000	Xfer from E&G				\$125,000		\$125,000	Academic
UMA	Augusta Forest	Augusta Forest Trail Mainte	Signs and grooming	Grounds Infrastructu	\$10,000	Xfer from E&G	\$10,000					\$10,000	Student Life
UMA	Belfast Hall Eme	Belfast Hall Emergency Exit Stairwells	Renovation		\$200,000	Xfer from E&G		\$200,000				\$200,000	Academic
UMA		Augusta Campus Roof Repa	Make roofing repairs	Building Envelope	\$175,000	Xfer from E&G	\$175,000					\$175,000	
UMA	Bangor Vehicle	Bangor Vehicle Charging Stations	Utility Infrastructu		\$90,000	Xfer from E&G			\$68,330			\$68,330	Support
UMA	Eastport Hall Re	Eastport Hall Repave Parking Lot	Grounds Infrastructu		\$153,074	Xfer from E&G		\$153,074				\$153,074	
UMA	Camden Hall Fic	Camden Hall Floor Replacement	First floor		\$100,000	Xfer from E&G	\$100,000					\$100,000	Academic
UMA	Bangor Hall Wa	Bangor Hall Walkway Repair	Grounds Infrastructu		\$50,000	Xfer from E&G	\$50,000					\$50,000	
UMA	Augusta Walkw	Augusta Walkway and Paving	Repairs	Grounds Infrastructu	\$150,000	Xfer from E&G					\$150,000	\$150,000	
UMA	Bangor Hall Env	Bangor Hall Envelope Repairs	Building Envelope		\$100,000	Xfer from E&G		\$100,000				\$100,000	Academic
UMA		Augusta Landscaping	Augusta Landscaping	Grounds Infrastructu	\$100,000	Xfer from E&G	\$100,000					\$100,000	
UMA	Low NAV Gener	Low NAV General Maintenance	Projects Augusta	Renovation	\$526,650	Xfer from E&G			\$327,237	\$299,413		\$626,650	
UMA	Low NAV Gener	Low NAV General Maintenance	Projects Bangor	Renovation	\$526,649	Xfer from E&G			\$327,237			\$526,649	
UMA		Bangor Campus Roof Repai	Make roofing repairs	Building Envelope	\$175,000	Xfer from E&G	\$175,000					\$175,000	
UMA		Undetermined	Undetermined/cont	Other	\$75,000	Xfer from E&G	\$75,000					\$75,000	
UMA	Texas Ave. Rep	Texas Ave. Repaving	Grounds Infrastructu		\$1,500,000	TBD			\$1,500,000			\$1,500,000	
UMA	Katz HVAC Phas	Katz HVAC Phase II	Building Systems		\$3,500,000	TBD		\$3,500,000				\$3,500,000	Academic
UMA	Katz HVAC Phas	Katz HVAC Phase III	Building Systems		\$3,500,000	TBD			\$3,500,000			\$3,500,000	Academic
UMA	81 Bed Residen	81 Bed Residence Hall with	Build an 81 bed resid	New Space	\$8,300,000	TBD			\$8,300,000			\$8,300,000	Residence Hall
UMA	UMA - Med Lab	UMA Med Lab Tech	Renovation		\$1,500,000	Internal Loan	\$835,000					\$835,000	Academic
UMA	Camden Hall Ve	Camden Hall Vet Tech	Renovation		\$1,271,000	Internal Loan	\$75,000					\$75,000	Academic
UMA	Marketplace	Marketplace renovation	Renovation		\$4,500,000	Earmark		\$4,500,000				\$4,500,000	Academic
UMA	Dental Clinic at	UMA Dental Clinic at UMPI	Renovation		\$750,000	Earmark	\$100,000	\$500,000	\$150,000			\$750,000	Academic
UMA	Jewett Paint, Re	Jewett Paint, Repair, Walkway	Renovation		\$375,000	ST CAP App	\$375,000					\$375,000	Academic
UMA	Belfast Hall - Re	Belfast Hall - Restrooms, Windows	Renovation		\$375,000	ST CAP App	\$375,000					\$375,000	Academic
UMA	Farmhouse - Pa	Farmhouse - Paint, Repair	Space Renewal		\$50,000	ST CAP App		\$50,000				\$50,000	Administrative
UMA	Katz - paint, Rep	Katz - paint, Repair	Space Renewal		\$150,000	ST CAP App		\$150,000				\$150,000	Academic
UMA	Maintenance G	Maintenance Garage Doors	Building Envelope		\$45,000	ST CAP App		\$45,000				\$45,000	Support
UMA	Maintenance S	Maintenance Shop - Gutters, Repairs	Renovation		\$30,000	ST CAP App		\$30,000				\$30,000	Support
UMA	MOD III - HVAC	MOD III - HVAC	Building Systems		\$25,000	ST CAP App		\$25,000				\$25,000	Support
UMA	Robinson - Win	Robinson - Windows, Paint, repair	Renovation		\$100,000	ST CAP App		\$100,000				\$100,000	Administrative
					\$33,480,483		\$3,056,575	\$10,261,404	\$14,879,474	\$1,500,948	\$1,575,995	\$31,274,396	

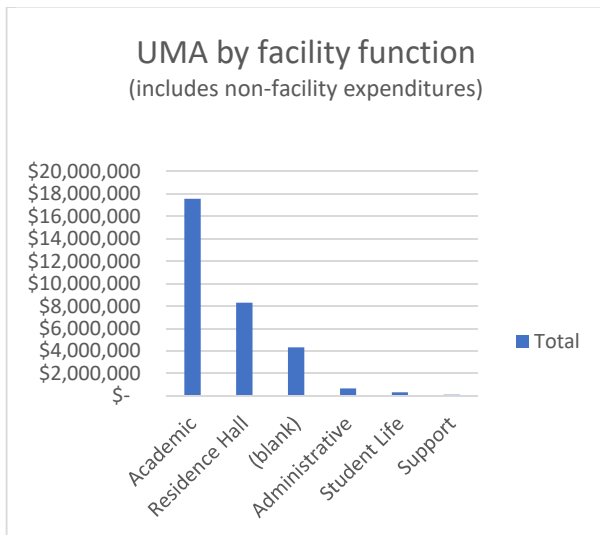
Analysis:

UMA’s 5-year plan will execute \$31.3M supporting 48 projects. The largest funding sources in their plan are TBD (54%), E&G (23%) and Earmarks (17%). The TBD funded projects include HVAC projects in the Katz Library and the construction of a new residence hall. The majority of the earmark funds in the plan are unsecured and would be used

to fund renovations in the Marketplace. The HVAC projects and Marketplace renovations both contribute the academic facility function receiving the most investment.



9.1



**UMF**

**Narrative:**

The capital work on our campus supports key initiatives and are designed to increase NAV and investment in areas to that will help retain students and attract new students. This plan supports UMF's efforts to support NECHE standard 7 and meet several goals identified in the UMS Strategic Plan: Action 2 and Action 4 Goal 4.2 Commitment 1; Goals 3.2 and 3.3 under fiscal sustainability and Goal 1.1 under effective infrastructure portfolio in Commitment 2; and Goal 3.4 under Commitment 5. UMF's 5-year capital plan focuses on moving the needle on deferred maintenance backlog. The campus is undergoing a large Energy Service Company (ESCO) project to renew our HVAC systems that will improve user experience across the campus. With the help of a state capital improvement funds, UMF is making a significant investment to updating the Mallett and Purington residence halls by creating new single user restrooms with updated plumbing and electrical infrastructure that today's students expect.

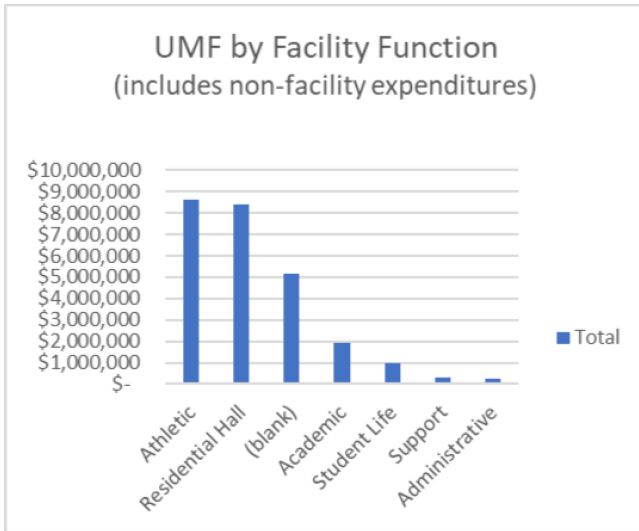
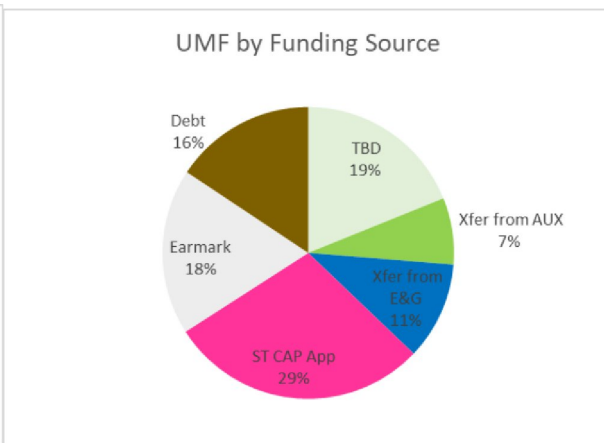
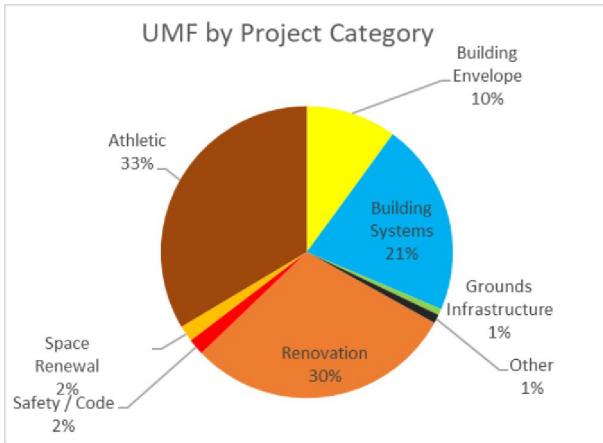
Over the next five years capital funds has been identified to support the ESCO project, replace roof systems, update campus walkways to be ADA compliant and transform our restrooms in E&G buildings to be user friendly and more inclusive for all. UMF has also requested earmark funds, which combined with other unsecured funds, will improve Prescott Field in order to bring it in line with other Division III programs in the state and conference.

9.1

Campus	Facility Name	Project Name	Project Type	Total Estimated P	Funding Source	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function
UMF	Roberts learning center	Furniture upgrade	Other	\$250,409	Xfer from E&G				\$250,409		\$250,409	Academic
UMF	Central Heat Plant	Boiler Upgrades	Building Systems	\$100,000	Xfer from E&G		\$125,000				\$125,000	Support
UMF	Main st-238 Look house	Look House Ventilation inst	Building Systems	\$60,000	Xfer from E&G			\$60,000			\$60,000	Administrative
UMF	Merrill Hall	Merrill hall elevator upgrad	Building Systems	\$80,000	Xfer from E&G					\$80,000	\$80,000	Academic
UMF	Main st-238, Look Hous	Look House Mechanical ven	Building Systems	\$109,563	Xfer from E&G		\$109,563				\$109,563	Administrative
UMF	Roberts Learning Center	Roberts learning center bat	Building Systems	\$350,000	Xfer from E&G		\$200,000	\$150,000			\$350,000	Academic
UMF	All campus	ESCO Audit Investment	Building Systems	200000	Xfer from E&G	\$200,000						\$200,000
UMF	Central Heat Plant	Boiler rebuild	Building Systems	\$166,842	Xfer from E&G			\$66,842	\$100,000		\$166,842	Support
UMF	Education Center 186 HI	Roof Replacement	Building Envelope	\$188,598	Xfer from E&G				\$188,598		\$188,598	Academic
UMF	Franklin Hall, Main st-25	Franklin hall foundation re	Building Envelope	\$60,000	Xfer from E&G		\$60,000				\$60,000	Administrative
UMF	Preble-Thomas hall	Preble hall concrete stair re	Building Envelope	\$6,000	Xfer from E&G	\$12,500					\$12,500	Academic
UMF	Preble-Thomas Hall	Preble-Thomas roof replace	Building Envelope	\$130,000	Xfer from E&G		\$130,000				\$130,000	Academic
UMF	Dearborn Lobby	Dearborn connector roof re	Building Envelope	\$34,000	Xfer from E&G	\$34,000					\$34,000	Athletic
UMF	Education Center	Education Center roof repla	Building Envelope	\$188,598	Xfer from E&G				\$188,598		\$188,598	Academic
UMF	Merrill hall	Merrill hall roof replaceme	Building Envelope	\$300,000	Xfer from E&G					\$300,000	\$300,000	Academic
UMF	FRC 152 Quebec St	Replace Lobby Flooring and	Space Renewal	\$62,000	Xfer from E&G	\$62,000					\$62,000	
UMF	Preble-Thomas Hall	Preble Fume hood replacen	Space Renewal	\$300,000	Xfer from E&G			\$300,000			\$300,000	
UMF	Mantor Library	Mantor Library restroom re	Space Renewal	\$100,000	Xfer from E&G			\$100,000			\$100,000	Academic
UMF		E&G Campus paving	Grounds Infrastructu	\$50,000	Xfer from E&G	\$50,000					\$50,000	
UMF	Olsen Studetn Center 11	Roof Replacement	Building Envelope	\$660,000	TBD				\$660,000		\$660,000	Student Life
UMF	MERRILL HALL-UMF	Roof Replacement	Building Envelope	\$300,000	TBD				\$300,000		\$300,000	Academic
UMF	Prescott field	Track and field turf project	Athletic	\$8,565,352	TBD			\$1,722,432	\$2,142,920		\$3,865,352	Athletic
UMF	Scott Hall North	Scott Hall north Restroom r	Renovation	\$65,000	Xfer from AUX		\$65,000				\$65,000	Residential Hall
UMF	Residential buildings	Kitchen renovations	Renovation	\$135,000	Xfer from AUX	\$135,000					\$135,000	Residential Hall
UMF	Lockwood Hall	Lockwood all Plumbing upgr	Renovation	\$395,000	Xfer from AUX				\$395,000		\$395,000	Residential Hall
UMF	Lockwood Hall	Lockwood Hall bathroom re	Building Systems	\$195,000	Xfer from AUX		\$195,000				\$195,000	Residential Hall
UMF	All Campus	ESCO audit investment	Building Systems	175000	Xfer from AUX	\$175,000					\$175,000	
UMF	Black Hall 126 Lincoln St	Roof Replacement	Building Envelope	\$218,634	Xfer from AUX			\$131,000	\$87,634		\$218,634	
UMF	Scott Hall South	Scott South window replace	Building Envelope	\$143,982	Xfer from AUX		\$143,982				\$143,982	Residential Hall
UMF	Olsen Student Center	Olsen Student Center roof r	Building Envelope	\$317,962	Xfer from AUX			\$317,962			\$317,962	Student Life
UMF		Campus Paving	Grounds Infrastructu	\$200,000	Xfer from AUX		\$50,000				\$50,000	
UMF	Residential parking lots	Seal coating and pavement	Grounds Infrastructu	\$80,000	Xfer from AUX	\$80,000					\$80,000	
UMF	Mallett hall	Mallett Fire door install	Safety / Code	\$65,000	Xfer from AUX		\$65,000				\$65,000	Residential Hall
UMF	Purington Hall	Life safety upgrade	Safety / Code	\$44,591	Xfer from AUX		\$44,591				\$44,591	Residential Hall
UMF		UMF ESCO Multiple Projects	Building Systems	\$12,200,000	Debt	\$4,000,000					\$4,000,000	
UMF	Prescott field	Track and field turf project	Athletic		Earmark		\$4,700,000	\$0			\$4,700,000	Athletic
UMF	UMFPuringtonHall	UMF Purington Hall Renova	Renovation	\$3,390,000	ST CAP App	\$2,055,000	\$850,000	\$385,000			\$3,290,000	Residential Hall
UMF	UMFMallettHall	UMF Mallett Hall Renovat	Renovation	\$3,760,000	ST CAP App	\$1,945,000	\$1,175,000	\$595,000			\$3,715,000	Residential Hall
UMF	All Residence halls	Dorm room lock replaceme	Safety / Code	\$350,000	ST CAP App	\$350,000					\$350,000	Residential Hall
				\$33,996,531		\$9,098,500	\$7,913,136	\$3,828,236	\$3,353,159	\$1,340,000	\$25,533,031	

**Analysis:**

UMF's 5-year plan consists of 38 projects costing \$25.5M in FY24-FY28. State capital improvement funds make up 29% of the total plan and fund critical renovations to modernize UMF's residence halls. TBD and unsecured earmarks constitute 37% of the plan and support UMF's effort to bring Prescott Field up to current collegiate standards. It is this project that creates the spike in athletics related expenditures. Finally, UMF's ESCO project will have a significant impact on both the user experience and NAV of facilities across the campus.



9.1



**UMFK**

Narrative:

Over the next five years, UMFK will strategically leverage federal earmark funds, state capital improvement funds, remaining Space Reduction Initiative funds, and increasing amounts of operating funds. These efforts support NECHE standard 7 and the UMS Strategic Plan: Action 2 and Action 4 Goal 4.2 Commitment 1; Goals 3.2 and 3.3 under fiscal sustainability and Goal 1.1 under effective infrastructure portfolio in Commitment 2; and Goal 3.4 under Commitment 5.

The Renovation of Fox Auditorium (renovation age 54) will address deferred maintenance and net asset value for our second largest space on campus, and is one of the key Elements of the UMFK Master Plan Report.

Reducing deferred maintenance in the science wing of Cyr Hall will include upgrades to the labs, greenhouse, and vital HVAC upgrades. These labs support the science courses in all of our academic programs as well as academic research projects. Our faculty research and facilities provide opportunity not only for UMFK students, but provide a base for summer research projects for undergraduate and graduate students from other campuses as well.

Our vision for the next five years includes increasing density with a multi-faceted approach to attracting outside groups to campus. An agreement to contract with Sodexo for conferencing is already in place, and we are in the exploratory phase of other initiatives. The underlying key to preparation for all of these is updating the residence halls. The Lodge needs HVAC upgrades, including installation on the second and third floors. Powell Hall needs room and restroom renovations, including the addition of single-user restrooms. Crocker needs room and hallway upgrades, as well as a continuation in the upstairs lounge of the very well-received student-led renovations which occurred in the downstairs lounge.

Areas of concern which are addressed in this five-year plan but for which funding has not yet been identified include HVAC in the Lodge, key card access campus-wide, and deferred maintenance/programmatic needs of Haenssler House.

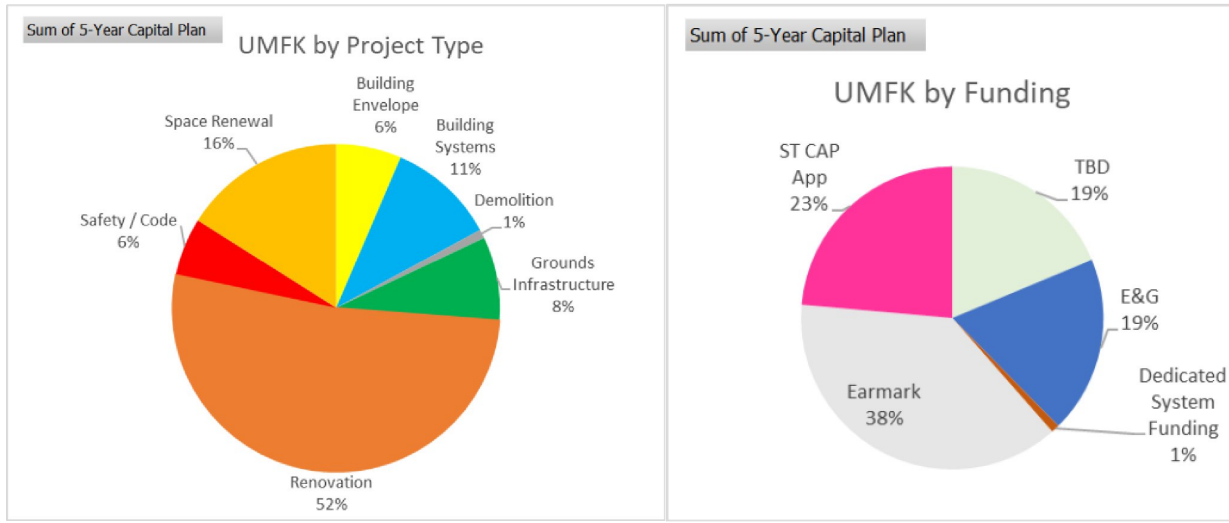
We continue to thoughtfully match opportunity with need, and will be developing more plans for deferred maintenance and space reduction as well as increases to density, net asset value, and revenue generation.

**9.1**

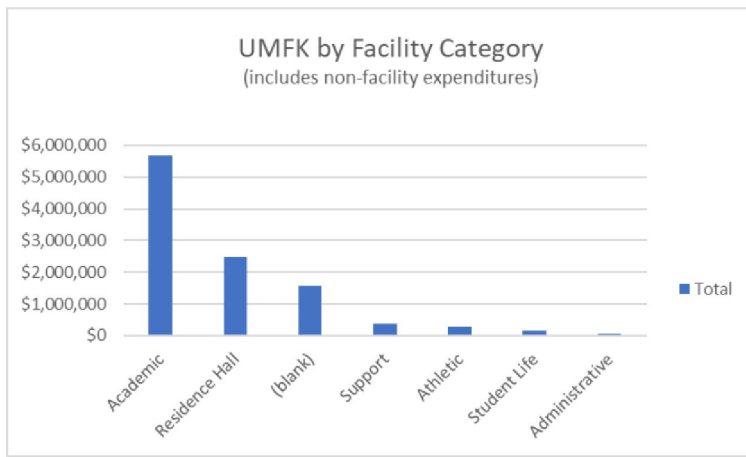
Campus	Project Name	Short Description	Project Type	Funding Source	Total Estimated Project Cost	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function
UMFK	Nowland Hall Building Renovation	Replace windows, doors	Renovation	Xfer from E&G	\$300,000	59,231	92,366				151,597	Student Life
UMFK	Sports Center Renovation	Sports Center Renovation	Renovation	Xfer from E&G	\$286,181			155,000		131,181	286,181	Athletic
UMFK	Lodge upgrades	add/alter/repair exterior	Renovation	Xfer from E&G	\$597,270			236,094	250,000		486,094	Residence Hall
UMFK	Cyr Hall renovations	Cyr Hall renovations	Renovation	Xfer from E&G	\$77,158	77,158					77,158	Administrative
UMFK	Energy Management System	Central computerize	Building Systems	Xfer from E&G	\$60,000		60,000				60,000	Support
UMFK	Plant	LP backup boiler and	Building Systems	Xfer from E&G	\$301,166	63,324					63,324	Support
UMFK	Exterior Lighting	Parking lots and walk	Grounds Infrastructure	Xfer from E&G	\$300,000					300,000	300,000	Support
UMFK	Roads and Walkways	Roads and Walkways	Grounds Infrastructure	Xfer from E&G	\$620,754	190,000	220,105		160,649		570,754	Support
UMFK	Lodge HVAC	HVAC installation on	Building Systems	TBD	\$1,000,000			500,000			1,000,000	Residence Hall
UMFK	Exterior envelope upgrades	Exterior envelope up	Building Envelope	TBD	\$125,000		125,000				125,000	Academic
UMFK	renovations and deferred	address deferred ma	Space Renewal	TBD	\$250,000		250,000				250,000	Support
UMFK	Card Access System - Aux	Card access system f	Safety / Code	TBD	\$200,000			200,000			200,000	Support
UMFK	Card Access System - E&G	Card access system f	Safety / Code	TBD	\$400,000			400,000			400,000	Support
UMFK	Cyr House Removal	Remove building anc	Demolition	Dedicated System Funding	\$95,000	78,487					78,487	House
UMFK	St. David House Demolition	Raze Building and re	Demolition	Dedicated System Funding	\$50,000	14,202					14,202	Administrative
UMFK	Old Model School Renovation	Upgrade building en	Renovation	ST CAP App	\$60,000		20,000	40,000			60,000	Academic
UMFK	Renovate bathrooms and	Renovate bathrooms	Renovation	ST CAP App	\$25,000			25,000			25,000	Academic
UMFK	Lodge upgrades	add/alter/repair ext	Renovation	ST CAP App	\$337,158	337,158					337,158	Residence Hall
UMFK	Cyr Hall renovations	Cyr Hall renovations	Renovation	ST CAP App	\$72,842	32,842	40,000				72,842	Administrative
UMFK	Crocker Hall Roof Replacement	repair/replace roofs	Building Envelope	ST CAP App	\$250,000	125,000	125,000	0	0		250,000	Residence Hall
UMFK	Cyr Hall Windows, Doors an	Replace windows in	Building Envelope	ST CAP App	\$305,000	100,000	100,000	105,000	0		305,000	Academic
UMFK	Crocker Hall Upgrade	Renovation and upgr	Space Renewal	ST CAP App	\$200,000	200,000			0		200,000	Residence Hall
UMFK	Cyr Hall Laboratory Upgrade	To upgrade greenho	Space Renewal	ST CAP App	\$1,000,000	200,000	800,000				1,000,000	Academic
UMFK	Powell Hall Renovations	Renovation and upgr	Space Renewal	ST CAP App	\$190,000	95,000	95,000				190,000	Residence Hall
UMFK	Enrollment & Advancement	Replacement	Space Renewal	ST CAP App	\$2,990,000	50,000					50,000	Administrative
UMFK	Fox - other renovations/upd	Fox - other renovatio	Renovation	Earmark	\$4,000,000		500,000	3,500,000			4,000,000	Administrative
					\$14,092,529	\$2,122,402.00	\$5,927,471.00	\$1,661,094.00	\$ 410,649.00	\$ 431,181.00	\$ 10,552,797.00	

Analysis:

The University of Maine at Fort Kent plans to spend \$10.6M on 26 projects valued at over \$14M over the next 5 years. Earmark funds constitute 38% of UMFK's 5-year plan, state capital improvement funds 23%, E&G and TBD funding 19% each, and dedicated systems funding 1%. The \$4M renovation of Fox Auditorium dominates the overall \$5.7M investment in the academic facility function and the renovation project category. UMFK also plans to spend \$2.5M on their residence halls.



9.1



**UMPI**

**Narrative:**

UMPI's 5-year capital plan centers on initiatives designed to enhance our campus environment in order to attract and retain in-person students. Significant investments are planned in the dining facility and residence halls to meet our students' needs and grow enrollment. These investments align with NECHE standard 7 and support UMPI meeting goals outlined in the UMS Strategic Plan: Action 2 and Action 4 Goal 4.2 Commitment 1; Goals 3.2 and 3.3 under fiscal sustainability and Goal 1.1 and 2.1 under effective infrastructure portfolio in Commitment 2; and Goal 3.4 under Commitment 5.

UMPI has applied for earmark funding to renovate the Gauvin Center and bring our athletic field up to current collegiate standards; both initiatives will enhance the student experience and strengthen our community ties.

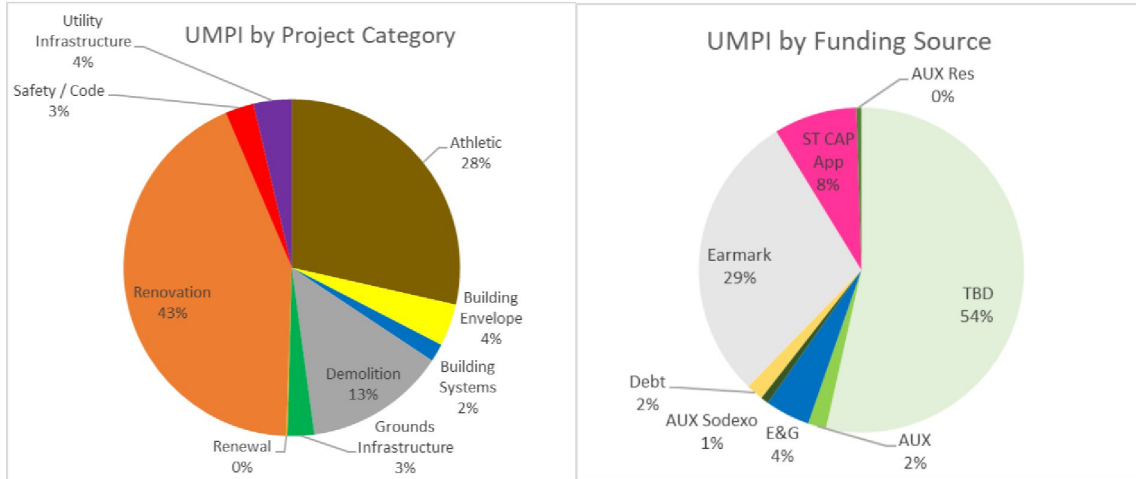
Grounds, utility infrastructure and building system projects in this plan provide a critical foundation for all our projects. Because the 5-year plan is aspirational, we have several projects that don't yet have funding secured. We will continue to work over the coming fiscal year to identify funding opportunities and adjust our project timelines and priorities as necessary.

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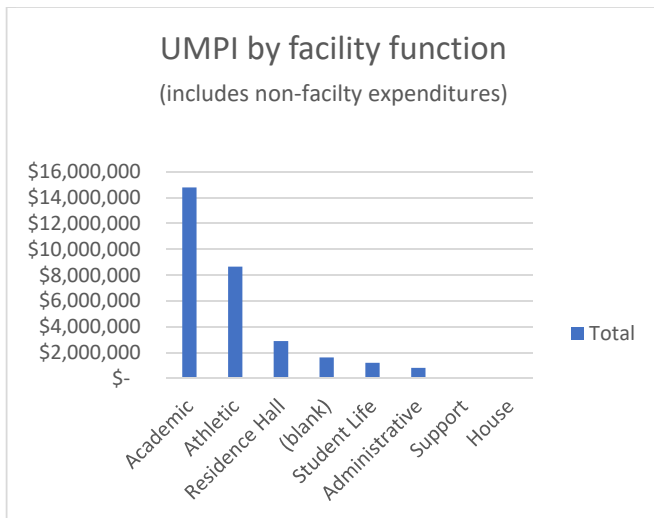
Campus	Facility Name	Project Name	Project Type	Funding Source	Total Estimated Project	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function
UMPI		FY28 Misc. Campus Paving	Grounds Infrastructure	Xfer from E&G	\$100,000					\$100,000	\$100,000	
UMPI	LIBRARY BLDG	Library Fire Panel	Safety / Code	Xfer from E&G	\$40,000			\$40,000			\$40,000	Academic
UMPI	Campus Center	Campus Center Fire Alarm	Safety / Code	Xfer from E&G	\$45,000	\$45,000					\$45,000	Administrative
UMPI	Campus Center	Campus Center AC	Building Systems	Xfer from E&G	\$150,000				\$150,000		\$150,000	Administrative
UMPI	Facilities Support	Facilities Support Boiler	Building Systems	Xfer from E&G	\$30,000			\$30,000			\$30,000	Support
UMPI	Gentle Hall	Gentle Pool Upgrades	Renovation	Xfer from E&G	\$100,000				\$100,000		\$100,000	Athletic
UMPI	Grounds	FY27 Misc. Campus Paving	Grounds Infrastructure	Xfer from E&G	\$74,870					\$74,870	\$74,870	
UMPI	Kiln	Kiln Roof	Building Envelope	Xfer from E&G	\$5,645			\$5,645			\$5,645	Academic
UMPI	Library Bldg	Library Elevator	Safety / Code	Xfer from E&G	\$132,435		\$132,435				\$132,435	Academic
UMPI	Norman Hall	Normal Hall Oil Tank	Utility Infrastructure	Xfer from E&G	\$150,000		\$150,000				\$150,000	Administrative
UMPI	Preble Hall	Preble Hall Boiler	Building Systems	Xfer from E&G	\$50,000	\$50,000					\$50,000	Administrative
UMPI	Smith House (Pr	Smith House Boiler	Building Systems	Xfer from E&G	\$8,000			\$8,000			\$8,000	House
UMPI	South Hall	South Hall Oil Tank	Utility Infrastructure	Xfer from E&G	\$110,000			\$110,000			\$110,000	Administrative
UMPI	South Hall	South Hall Fire Alarm Panel	Safety / Code	Xfer from E&G	\$17,695	\$17,695					\$17,695	Administrative
UMPI	Wieden Hall	Wieden Hall Oil Tank	Utility Infrastructure	Xfer from E&G	\$150,000	\$150,000					\$150,000	Academic
UMPI	Preble Hall	Preble Hall Brick Repointing	Building Envelope	Xfer from E&G	\$175,000					\$175,000	\$175,000	
UMPI	Kelley Commons	Kelley Commons Boiler II	Building Systems	TBD	\$26,405		\$26,405				\$26,405	Student Life
UMPI	Kelley Commons	Kelley Commons Oil Tank	Utility Infrastructure	TBD	\$150,000		\$150,000				\$150,000	Student Life
UMPI	MERRIMAN HAL	Merriman Hall Oil Tank	Utility Infrastructure	TBD	\$110,000			\$110,000			\$110,000	Residence Hall
UMPI		SAD1 Oil Tank	Utility Infrastructure	TBD	\$100,000		\$100,000				\$100,000	
UMPI	Preble Hall	Preble Hall Fire Alarm Panel	Safety / Code	TBD	\$60,000			\$60,000			\$60,000	Residence Hall
UMPI	Kelley Commons	Kelley Commons Elevator	Safety / Code	TBD	\$150,000		\$150,000				\$150,000	Student Life
UMPI		North Lot Paving	Grounds Infrastructure	TBD	\$150,000		\$150,000				\$150,000	
UMPI		CIL Lot Paving	Grounds Infrastructure	TBD	\$100,000			\$100,000			\$100,000	
UMPI		CIL Parking Lot Addition	Grounds Infrastructure	TBD	\$50,000		\$50,000				\$50,000	
UMPI		South Walkway Paving	Grounds Infrastructure	TBD	\$50,000		\$50,000				\$50,000	
UMPI		North Walkway Paving	Grounds Infrastructure	TBD	\$50,000		\$50,000				\$50,000	
UMPI	Preble Hall	Preble Hall Window Replace	Building Envelope	TBD	\$250,000				\$250,000		\$250,000	Residence Hall
UMPI	Campus Center	MPR Flooring	Renewal	TBD	\$30,000				\$30,000		\$30,000	Administrative
UMPI	Campus Center	Campus Center Access Cont	Safety / Code	TBD	\$20,000				\$20,000		\$20,000	
UMPI	Library Bldg	Library Window Replace	Building Envelope	TBD	\$400,000				\$400,000		\$400,000	Academic
UMPI	Library Bldg	Library Access Control	Safety / Code	TBD	\$20,000				\$20,000		\$20,000	Academic
UMPI	Campus Center	Campus Center Roof	Building Envelope	TBD	\$50,000		\$50,000				\$50,000	Administrative
UMPI	FOLSOM-PULLE	FOLSOM ROOF	Building Envelope	TBD	\$45,000		\$45,000				\$45,000	Academic
UMPI	MERRIMAN HAL	Merriman Stairs/Lobby Upg	Renovation	TBD	\$30,000		\$30,000				\$30,000	Residence Hall
UMPI	PREBLE HALL CO	Coal Shed Removal	Demolition	TBD	\$67,383				\$67,383		\$67,383	Administrative
UMPI	South Hall	South Hall Elevator	Safety / Code	TBD	\$140,000			\$140,000			\$140,000	Administrative
UMPI	MERRIMAN HAL	Merriman Hall ADA Entranc	Renovation	TBD	\$150,000			\$150,000			\$150,000	Residence Hall
UMPI	Athletic Field	Turf Field	Athletic	TBD	\$3,865,352			\$1,722,432	\$2,142,920		\$3,865,352	Athletic
UMPI	Wieden Hall	Gauvin Center Renovation	Renovation	TBD	\$6,000,000			\$4,000,000	\$2,000,000		\$6,000,000	Academic
UMPI	Normal Hall	Removal of Normal Hall	Demolition	TBD	\$4,000,000				\$2,000,000	\$2,000,000	\$4,000,000	Academic
UMPI	Emerson Hall	Emerson Hall Roof	Building Envelope	Xfer from AUX	\$140,175			\$140,175			\$140,175	Residence Hall
UMPI	Emerson Hall	Emerson Hall Oil Tank	Utility Infrastructure	Xfer from AUX	\$131,005		\$131,005				\$131,005	Residence Hall
UMPI	Kelley Commons	Kelley Commons Boiler II	Building Systems	Xfer from AUX	\$121,848	\$121,848					\$121,848	Residence Hall
UMPI	Park Hall	Park Hall Roof	Building Envelope	Xfer from AUX	\$150,688				\$150,688		\$150,688	Residence Hall
UMPI	Emerson Hall	Emerson Hall ADA Entrance	Renovation	Xfer From AUX Res	\$150,000					\$150,000	\$150,000	
UMPI	Emerson Hall	Emerson Hall Upgrades	Renovation	ST CAP App	\$1,087,650	\$1,087,650					\$1,087,650	Residence Hall
UMPI	Merriman Hall	Merriman Hall Renovation	Renovation	ST CAP App	\$559,030		\$559,030				\$559,030	Residence Hall
UMPI	Park Hall	Park Hall Renovations	Renovation	ST CAP App	\$661,756	\$100,000	\$0	\$0	\$0	\$0	\$100,000	Residence Hall
UMPI		Access Control	Safety / Code	ST CAP App	\$410,000	\$200,000					\$200,000	
UMPI		Underground Utility Work	Utility Infrastructure	ST CAP App	\$200,000	\$100,000	\$100,000				\$200,000	
UMPI		Campus Paving	Grounds Infrastructure	ST CAP App	\$250,000	\$100,000	\$100,000				\$200,000	
UMPI	Kelley Commons	Boiler Project	Building Systems	ST CAP App	\$231,564	\$131,564					\$131,564	Student Life
UMPI	Kelley Commons	Kelley Commons Cafeteria	Renovation	Debt	\$511,000	\$511,000					\$511,000	Student Life
UMPI	Athletic Field	Turf Field	Athletic	Earmark	\$4,700,000		\$4,700,000				\$4,700,000	Athletic
UMPI	Wieden Hall	Gauvin Center Renovation	Renovation	Earmark	\$4,000,000		\$4,000,000				\$4,000,000	Academic
UMPI	Kelley Commons	Kelley Commons Cafeteria	Renovation	AUX Sodexo	\$239,000	\$239,000					\$239,000	Student Life
					\$30,946,501	\$2,853,757	\$10,673,875	\$6,666,252	\$6,935,861	\$2,895,000	\$30,024,745	

**Analysis:**

UMPI plans to spend \$30M on 55 projects over the next 5 years, with over half of those funds identified as TBD and almost 30% in unsecured earmarks. The two proposed earmark funded projects are for the renovation of the Gauvin Center in Wieden Hall and to build an artificial turf athletic field. The \$10M Gauvin Center (\$4M earmark and \$6M TBD) drives the investment in academic spaces whereas the turf field drives the spending in the athletic category.



9.1



USMNarrative:

*USM's 5-year capital plan supports the University's mission of staying student-focused every day and is directly tied to key initiatives that will improve enrollment and retention. This plan focuses on completing the vision of the Portland campus created in the Master Plan through the construction of Portland Commons, the McGoldrick Center, and the Center for the Arts. This plan also aligns with the UMS NECHE Standards<sup>1</sup> and Strategic Plan<sup>2</sup>.*

*This plan includes revitalization of the residence halls on the Gorham campus. In addition, significant investments are planned for the University's academic spaces to create an enhanced learning environment. These include the Center for Teacher Excellence, the Dubyak Center, and a new E-Sports arena. Additional projects focus on lowering deferred maintenance on a priority and need basis in Mechanical, Electrical and Plumbing (MEP) and Envelope systems to improve the student learning environment and staff working comfort in academic facilities on all three campuses.*

*Because the 5-year plan is aspirational, there are several projects where the funding source has yet to be identified. Two such large projects are the removals of Dickey-Wood from the Gorham campus and the Law Building from the Portland Campus. Both projects are important to USM's overall appearance and will take a significant investment that is beyond USM's current fiscal capability. A thoughtful and creative approach to funding will be required if these projects are to be executed.*

9.1

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<sup>1</sup> NECHE Standard 7: Physical Resources

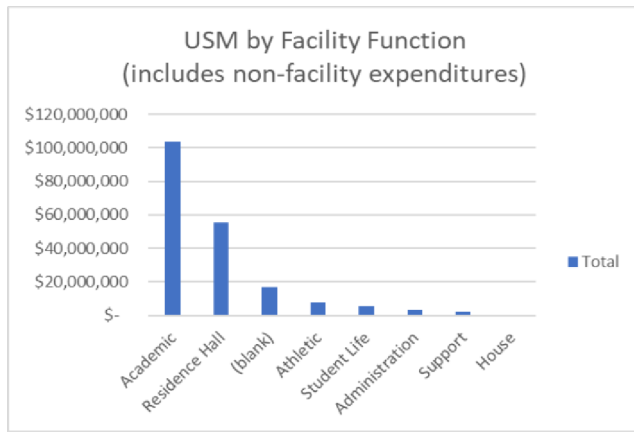
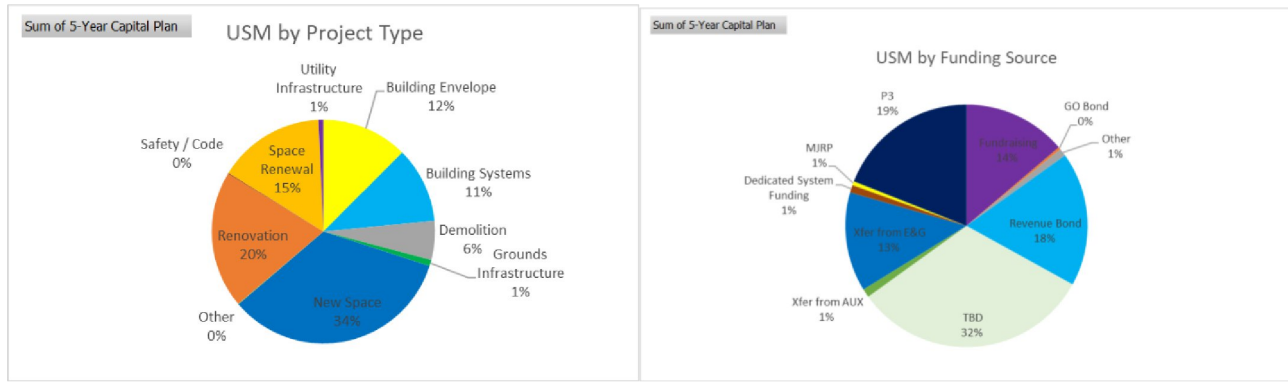
<sup>2</sup> UMS Strategic Plan Commitments: Action 2 and Action 4 Goal 4.2 Commitment 1; Goals 3.2 and 3.3 under fiscal sustainability and Goal 1.1 and 2.1 under effective infrastructure portfolio in Commitment 2; and Goal 3.4 under Commitment 5.

## Finance, Facilities & Technology Committee - 5 Year Capital Plan

Camp	Facility Nam	Project Name	Project Type	Funding Source	Total Estimated Project C	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Pl	Facility Funct	
USM	BAILEY HALL	Bailey Hall Curtainwall Rep	Building Envelope	Xfer from E&G	\$ 2,500,000					\$ 500,000	\$ 500,000	\$ 1,500,000	Academic
USM	BEDFORD ST-1C	106 Bedford Renov	Renovation	Xfer from E&G	\$ 225,000					\$ 225,000	\$ 225,000	\$ 225,000	Administration
USM	DEERING AVE-	228 Deering Renovation	Renovation	Xfer from E&G	\$ 175,000					\$ 175,000	\$ 175,000	\$ 175,000	Academic
USM	COLLEGE AVE-	37 College Ave Renov	Renovation	Xfer from E&G	\$ 350,000					\$ 350,000	\$ 350,000	\$ 350,000	House
USM	EXETER ST 065	65 Exeter Renov	Renovation	Xfer from E&G	\$ 200,000					\$ 200,000	\$ 200,000	\$ 200,000	Administration
USM	BEDFORD ST-05	92 Bedford Renov	Renovation	Xfer from E&G	\$ 275,000					\$ 275,000	\$ 275,000	\$ 275,000	Administration
USM	BEDFORD ST-04	94 Bedford Renov	Renovation	Xfer from E&G	\$ 225,000					\$ 225,000	\$ 225,000	\$ 225,000	Academic
USM	BEDFORD ST-05	98 Bedford Renov	Renovation	Xfer from E&G	\$ 225,000					\$ 225,000	\$ 225,000	\$ 225,000	Academic
USM	THE BARN	The Barn Renovation	Renovation	Xfer from E&G	\$ 200,000				\$ 200,000		\$ 200,000	\$ 200,000	Support
USM	MCLELLAN HOI	McLellan House Renovation	Renovation	Xfer from E&G	\$ 250,000					\$ 250,000	\$ 250,000	\$ 250,000	Administration
USM	THE FARM HOI	Farm House Ext Upg	Building Envelope	Xfer from E&G	\$ 171,378			\$ 171,378			\$ 171,378	\$ 171,378	Administration
USM	BAILEY HALL	Bailey Hall MEP Upg	Building Systems	Xfer from E&G	\$ 722,698			\$ 348,288	\$ 374,410		\$ 722,698	\$ 722,698	Academic
USM	BAILEY HALL	Bailey Library Wing Roof Rep	Building Envelope	Xfer from E&G	\$ 300,000		\$ 300,000				\$ 300,000	\$ 300,000	Academic
USM	CORTHELL HALI	Corthell Basement Renovat	Space Renewal	Xfer from E&G	\$ 400,000				\$ 400,000		\$ 400,000	\$ 400,000	Academic
USM	CORTHELL HAL	Corthell Concert Hall Upg	Space Renewal	Xfer from E&G	\$ 250,000				\$ 250,000		\$ 250,000	\$ 250,000	Academic
USM	CORTHELL HALI	Corthell Lighting Upg	Building Systems	Xfer from E&G	\$ 325,502		\$ 325,502				\$ 325,502	\$ 325,502	Academic
USM	FIELD HOUSE, C	Field House MEP upgrades	Building Systems	Xfer from E&G	\$ 750,000		\$ 350,000	\$ 400,000			\$ 750,000	\$ 750,000	Athletic
USM	FIELD HOUSE, C	Field House LED Lighting up	Building Systems	Xfer from E&G	\$ 350,000		\$ 350,000				\$ 350,000	\$ 350,000	Athletic
USM		Gorham Elevator Repairs	Building Systems	Xfer from E&G	\$ 3,000,000		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000	Academic
USM	HOT WATER DI	Gorham Underground Util R	Utility Infrastructure	Xfer from E&G	\$ 675,000	\$ 200,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 500,000	\$ 500,000	Academic
USM	HILL GYM, CO5	Hill Gym MEP Upg	Building Systems	Xfer from E&G	\$ 750,000			\$ 750,000			\$ 750,000	\$ 750,000	Athletic
USM	LEWISTON-AUE	LAC Roof Replacement	Building Envelope	Xfer from E&G	\$ 400,000					\$ 400,000	\$ 400,000	\$ 400,000	Academic
USM	LUTHER BONNI	Luther Bonney Roof Upg	Building Envelope	Xfer from E&G	\$ 300,000			\$ 300,000			\$ 300,000	\$ 300,000	Academic
USM	LUTHER BONNI	Luther Bonney Curtainwall F	Building Envelope	Xfer from E&G	\$ 500,000		\$ 500,000				\$ 500,000	\$ 500,000	Academic
USM	LUTHER BONNI	Luther Bonney Space renew	Space Renewal	Xfer from E&G	\$ 2,000,000			\$ 1,000,000		\$ 1,000,000	\$ 2,000,000	\$ 2,000,000	Academic
USM	LUTHER BONNI	Luther Bonney Sprinkler Up	Safety / Code	Xfer from E&G	\$ 200,000			\$ 200,000			\$ 200,000	\$ 200,000	Academic
USM	MASTERTON H	Masterston Hall Envelope Re	Building Envelope	Xfer from E&G	\$ 1,000,000				\$ 1,000,000		\$ 1,000,000	\$ 1,000,000	Academic
USM	MAINTENANCE	MTB Renovation	Renovation	Xfer from E&G	\$ 200,000					\$ 200,000	\$ 200,000	\$ 200,000	Support
USM	PAYSON SMITH	Payson Smith Envelope Rep	Building Envelope	Xfer from E&G	\$ 503,979				\$ 355,014	\$ 148,965	\$ 503,979	\$ 503,979	Academic
USM	PAYSON SMITH	Payson Smith MEP Upg	Building Systems	Xfer from E&G	\$ 1,000,000	\$ 300,000					\$ 800,000	\$ 800,000	Academic
USM	PAYSON SMITH	Payson Smith Space Renewe	Space Renewal	Xfer from E&G	\$ 600,000			\$ 300,000	\$ 300,000		\$ 600,000	\$ 600,000	Academic
USM	PAYSON SMITH	Payson Smith Space Renewe	Building Systems	Xfer from E&G	\$ 300,000		\$ 300,000			\$ 200,568	\$ 500,568	\$ 500,568	Academic
USM	PAYSON SMITH	Payson Smith Bathroom Up	Building Systems	Xfer from E&G	\$ 500,000		\$ 500,000				\$ 500,000	\$ 500,000	Academic
USM		Portland Elevator Repairs	Building Systems	Xfer from E&G	\$ 3,000,000			\$ 500,000	\$ 500,000	\$ 250,000	\$ 1,250,000	\$ 1,250,000	Academic
USM	STEAM DISTRIE	Portland Underground Util F	Utility Infrastructure	Xfer from E&G	\$ 625,000	\$ 50,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 375,000	\$ 375,000	Academic
USM	PRINT MAKING	Print Studio Renova	Renovation	Xfer from E&G	\$ 150,000					\$ 150,000	\$ 150,000	\$ 150,000	Academic
USM	ROBIE-ANDREV	Robie Andrews Transforme	Utility Infrastructure	Xfer from E&G	\$ 500,000				\$ 500,000		\$ 500,000	\$ 500,000	Residence Hall
USM	SCIENCE BLDG,	Science Building Envelope R	Building Envelope	Xfer from E&G	\$ 400,000		\$ 200,000	\$ 200,000			\$ 400,000	\$ 400,000	Academic
USM	FIELD HOUSE, C	Field House Curtain Replace	Other	Xfer from E&G	\$ 150,000		\$ 150,000				\$ 150,000	\$ 150,000	Athletic
USM	BAILEY HALL	Bailey Bathroom Upgrades-I	Building Systems	Xfer from E&G	\$ 500,000	\$ 450,000					\$ 450,000	\$ 450,000	Academic
USM		Parking Lot Repairs	Grounds Infrastructu	Xfer from E&G	\$ 450,000			\$ 150,000	\$ 300,000		\$ 450,000	\$ 450,000	Academic
USM		Sidewalk Repairs	Grounds Infrastructu	Xfer from E&G	\$ 300,000			\$ 150,000	\$ 150,000		\$ 300,000	\$ 300,000	Academic
USM		Site Roadway Repairs	Grounds Infrastructu	Xfer from E&G	\$ 450,467	\$ 100,000	\$ 150,000		\$ 200,467		\$ 450,467	\$ 450,467	Academic
USM	CENTER FOR TH	Center for Arts Construction	New Space	Xfer from E&G	\$ 500,000	\$ 250,000	\$ 250,000				\$ 500,000	\$ 500,000	Academic
USM	Russell Hall	Russell Hall Envelope Repar	Building Envelope	Xfer from E&G	\$ 475,000	\$ 450,000					\$ 450,000	\$ 450,000	Academic
USM	LUTHER BONNI	Luther Bonney Bathroom U	Building Systems	Xfer from E&G	\$ 862,463	\$ 812,463					\$ 812,463	\$ 812,463	Academic
USM	ACADEMY BLDI	Academy Bldg Interior Ren	Renovation	Xfer from E&G	\$ 636,335		\$ 636,335				\$ 636,335	\$ 636,335	Academic
USM	BAILEY HALL	Center For Teacher Excellen	Space Renewal	Xfer from E&G	\$ 400,000	\$ 400,000					\$ 400,000	\$ 400,000	Academic
USM	GLICKMAN FAN	Glickman Fire Panel Replace	Safety / Code	Xfer from E&G	\$ 100,000	\$ 100,000					\$ 100,000	\$ 100,000	Academic
USM	Renovation wo	Renovation work - TBD	Renovation	Xfer from E&G	\$ 750,000	\$ 750,000					\$ 750,000	\$ 750,000	Administration
USM	HUSKEY DRIVE	28 Husky Drive Renov	Renovation	TBD	\$ 300,000						\$ 300,000	\$ 300,000	Academic
USM	ANDERSON HA	Anderson Interior Space Ren	Space Renewal	TBD	\$ 4,000,000		\$ 2,000,000	\$ 2,000,000			\$ 4,000,000	\$ 4,000,000	Residence Hall
USM	ANDERSON HA	Anderson MEP Upgrades	Building Systems	TBD	\$ 500,000		\$ 500,000				\$ 500,000	\$ 500,000	Residence Hall
USM	BAILEY HALL	Bailey Classroom Renovat	Space Renewal	TBD	\$ 1,800,000		\$ 500,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 1,800,000	\$ 1,800,000	Academic
USM	BROOKS STUDE	Brooks Dining Ctr Curtainwa	Building Envelope	TBD	\$ 2,000,000		\$ 1,000,000	\$ 1,000,000			\$ 2,000,000	\$ 2,000,000	Student Life
USM	BROOKS STUDE	Brooks MEP Upgrades	Building Systems	TBD	\$ 1,500,000		\$ 1,500,000				\$ 1,500,000	\$ 1,500,000	Student Life
USM	CORTHELL HAL	Corthell Envelope Rep/Upg	Building Envelope	TBD	\$ 3,000,000		\$ 1,500,000	\$ 1,500,000			\$ 3,000,000	\$ 3,000,000	Academic
USM	CORTHELL HALI	Corthell Hall MEP Upg	Building Systems	TBD	\$ 1,450,000		\$ 1,000,000				\$ 1,000,000	\$ 1,000,000	Academic
USM	Law School	Law School Demolition	Demolition	TBD	\$ 5,000,000		\$ 2,500,000	\$ 2,500,000			\$ 5,000,000	\$ 5,000,000	Academic
USM	FIELD HOUSE, C	Field House Shell Upg	Building Envelope	TBD	\$ 1,500,000		\$ 1,500,000				\$ 1,500,000	\$ 1,500,000	Athletic
USM	GLICKMAN FAN	Glickman Library Envelope F	Building Envelope	TBD	\$ 4,000,000					\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	Academic
USM	HILL GYM, CO5	Hill Gym Shell Upgrades	Building Envelope	TBD	\$ 1,000,000		\$ 1,000,000				\$ 1,000,000	\$ 1,000,000	Athletic
USM	ICE ARENA, CO	Ice Arena Shell Upgrades	Building Envelope	TBD	\$ 1,500,000		\$ 1,500,000				\$ 1,500,000	\$ 1,500,000	Athletic
USM	JOHN MITCHEL	JMC interior & Lab Upg	Space Renewal	TBD	\$ 3,000,000		\$ 1,500,000	\$ 1,500,000			\$ 3,000,000	\$ 3,000,000	Academic
USM	LUTHER BONNI	Luther Bonney Envelope Rep	Building Envelope	TBD	\$ 2,000,000		\$ 1,000,000	\$ 1,000,000			\$ 2,000,000	\$ 2,000,000	Academic
USM	LUTHER BONNI	Luther Bonney MEP Upg	Building Systems	TBD	\$ 2,000,000		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000	Academic
USM	MASTERTON H	Masterston Hall Space Renev	Space Renewal	TBD	\$ 1,000,000				\$ 1,000,000		\$ 1,000,000	\$ 1,000,000	Academic
USM	ICE ARENA, CO	Repl Ammonia Sys at Ice Ar	Building Systems	TBD	\$ 1,500,000		\$ 1,500,000				\$ 1,500,000	\$ 1,500,000	Athletic
USM	RUSSELL HALL	Russel Hall Space Renewal	Space Renewal	TBD	\$ 3,000,000			\$ 3,000,000			\$ 3,000,000	\$ 3,000,000	Academic
USM	RUSSELL HALL	Russel Hall MEP Upg	Building Systems	TBD	\$ 2,000,000			\$ 1,000,000	\$ 1,000,000		\$ 2,000,000	\$ 2,000,000	Academic
USM	SCIENCE BLDG,	Science Bldg MEP Upg	Building Systems	TBD	\$ 2,000,000			\$ 1,000,000	\$ 1,000,000		\$ 2,000,000	\$ 2,000,000	Academic
USM	SCIENCE BLDG,	Science Bldg Space Renewal	Space Renewal	TBD	\$ 1,000,000		\$ 500,000	\$ 500,000			\$ 1,000,000	\$ 1,000,000	Academic
USM	SULLIVAN REC	Sullivan Gym MEP Upgrades	Building Envelope	TBD	\$ 1,000,000		\$ 1,000,000				\$ 1,000,000	\$ 1,000,000	Student Life
USM	UPTON-HASTIN	Upton Hasting Envelope Rep	Building Envelope	TBD	\$ 4,000,000		\$ 2,000,000	\$ 2,000,000			\$ 4,000,000	\$ 4,000,000	Residence Hall
USM	UPTON-HASTIN	Upton Hastings Space Renev	Space Renewal	TBD	\$ 10,000,000			\$ 5,000,000	\$ 5,000,000		\$ 10,000,000	\$ 10,000,000	Residence Hall
USM	WOODWARD H	Woodward Envelope Rep	Building Envelope	TBD	\$ 750,000		\$ 750,000				\$ 750,000	\$ 750,000	Residence Hall
USM	DICKEY-WOOD	Dickey-Wood Demolition	Demolition	TBD	\$ 4,000,000		\$ 2,000,000	\$ 2,000,000			\$ 4,000,000	\$ 4,000,000	Academic
USM	UPTON-HASTIN	UPTON HASTINGS Bathroom	Building Systems	Xfer from AUX	\$ 666,515				\$ 354,339	\$ 312,176	\$ 666,515	\$ 666,515	Residence Hall
USM	BROOKS STUDE	Brooks Freight Elevator Rep	Building Systems	Xfer from AUX	\$ 150,000	\$ 150,000					\$ 150,000	\$ 150,000	Student Life
USM	PHILLIP HALL	Upgrade Phillip	Building Systems	Xfer from AUX	\$ 314,234			\$ 314,234			\$ 314,234	\$ 314,234	Residence Hall
USM	Anderson Hall	Anderson Hall Bathroom Up	Building Systems	Xfer from AUX	\$ 545,398		\$ 295,398	\$ 250,000			\$ 545,398	\$ 545,398	Residence Hall
USM	PARKING GARA	Parking Garage Maintenance	Grounds Infrastructu	Xfer from AUX	\$ 546,447	\$ 146,447				\$ 200,000	\$ 200,000	\$ 546,447	Academic
USM	SCIENCE BLDG,	Science Bldg Dubyak Ctr Ren	Space Renewal	GO Bond	\$ 1,000,000	\$ 500,000					\$ 500,000	\$ 500,000	Academic
USM	BAILEY HALL	Center For Teacher Excellen	Space Renewal	GO Bond	\$ 250,000	\$ 125,000					\$ 125,000	\$ 125,000	Academic
USM	BAILEY HALL	Center For Teacher Excellen	Space Renewal	Fundraising	\$ 250,000	\$ 250,000					\$ 250,000	\$ 250,000	Academic
USM	CENTER FOR TH	Center for Arts Construction	New Space	Fundraising	\$ 63,000,000	\$ 16,000,000	\$ 8,400,000				\$ 24,400,000	\$ 24,400,000	Academic
USM	23 Brighton Av	23 Brighton Ave Ptdl Renov	Renovation	Fundraising	\$ 1,435,000	\$ 750,000	\$ 685,000				\$ 1,435,000	\$ 1,435,000	Administration
USM	Brooks Dining C	E-Sports Arena	Space Renewal	Fundraising	\$ 750,000	\$ 100,000	\$ 650,000				\$ 750,000	\$ 750,000	Academic
USM	CENTER FOR TH	Center for Arts Construction	New Space	Other	\$ 2,000,000	\$ 2,000,000					\$ 2,000,000	\$ 2,000,000	Academic
USM	New Parking Gi	Construction of new Structu	New Space	Revenue Bond	\$ 23,500,000	\$ 1,000,000					\$ 1,000,000	\$ 1,000,000	Support
USM	NEW STUDENT	Construction of Portland Co	New Space	Revenue Bond	\$ 74,000,000	\$ 1,200,000					\$ 1,200,000	\$ 1,200,000	Residence Hall
USM	CENTER FOR TH	Center for Arts Construction	New Space	Revenue Bond	\$ 32,000,000		\$ 16,000,000	\$ 16,000,000			\$ 32,000,000	\$ 32,000,000	Academic
USM	STUDENT SUCC	New Student Success and C	New Space	Revenue Bond	\$ 26,000,000	\$ 600,000					\$ 600,000	\$ 6	

Analysis:

Over the next 5 fiscal years USM will spend \$194.6M on over 90 projects primarily focused on academic space and residence halls. New construction (34%) is centered on completing construction of Portland Commons, McGoldrick Center, and parking garage and starting construction on the Center for the Arts. The Center for the Arts project both drives the amount of fundraising dollars anticipated (14%) and the large investment in academic spaces. The completion of Portland Commons, and future work on the residence halls on the Gorham campus are the bulk of the investment in residence halls at USM. USM’s plan is made up of 32% TBD projects, which include work in both academic spaces and residence halls, along with the demolitions of the Law Building and Dickey-Wood.



9.1

Maine Law

Narrative:

In FY24-FY25 the Graduate & Professional Center located at 300 Fore Street intends to replace the failing RT Units that control the HVAC System for two floors of the building. At the same time, the roof membrane and building envelope study will be done to determine any and what work should be completed to remedy the leaks that the building currently experiences on bad weather days.

Additionally, we will be enlisting the services of a sign designer and work with the City of Portland to get new signage approved and installed on the external facade of the building. Inside the building, there are a few small flooring matters to work out on the first floor and some lighting and AV/Sound System that needs to go onto the first-floor stage area for events. There are a few classrooms that need technology installed so they can be utilized for hyflex teaching. Finally, some of the classrooms need to be outfitted with more multifunctional furniture and teaching lecterns that will accommodate both MBA courses and JD courses.

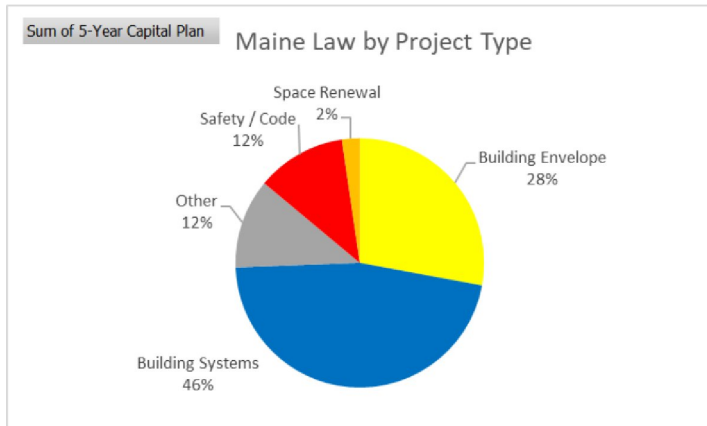
As a single facility that has recently undergone an extensive renovation, Maine Law does not anticipate any extensive capital needs beyond FY25 for 300 Fore Street at this time. We will work with Gordian and other experts to determine lifecycle replacement requirements to inform future capital plans. Furthermore, we will need to assess the needs and develop capital projects for 7 Custom House moving forward. is executed, there will be a need for capital projects to renovate the space to support the planned use and address anticipated building systems and envelope issues.

9.1

Campus	Facility Name	Project Name	Short Description	Project Type	Funding Source	Total Estimated Project Cost	FY24 Budget	FY25 Budget	FY26 Budget	FY27 Budget	FY28 Budget	5-Year Capital Plan	Facility Function	
Maine Law	Maine Law	AV Install	Install AV in the event room	Other	ST CAP App	\$125,000	\$	125,000				\$	125,000	Academic
Maine Law	Maine Law	RT HVAC Unit Replacement	Life cycle replacement of RT HVAC units	Building Systems	ST CAP App	\$500,000	\$	100,000	\$	400,000		\$	500,000	Academic
Maine Law	Maine Law	Building envelope study	Determine roof issues and repair needs	Building Envelope	ST CAP App	\$50,000	\$	50,000				\$	50,000	Academic
Maine Law	Maine Law	Roof Repair	Make appropriate repairs following study	Building Envelope	ST CAP App	\$250,000	\$	100,000	\$	150,000		\$	250,000	Academic
Maine Law	Maine Law	Flooring Replacement	Common Space flooring replacement/sound isolation	Space Renewal	ST CAP App	\$25,000	\$	25,000				\$	25,000	Academic
Maine Law	Maine Law	Security System upgrade	Security system upgrade	Safety / Code	ST CAP App	\$125,000	\$	125,000				\$	125,000	Academic
						<b>\$1,075,000</b>	<b>\$</b>	<b>\$25,000</b>	<b>\$</b>	<b>\$50,000</b>		<b>\$</b>	<b>1,075,000</b>	

Analysis:

Maine Law’s Capital Plan is focused on making necessary improvements to 300 Fore Street, with most of the work focused on the building’s envelope and systems. All of the projects are funded by State Capital Improvement Funds.









# FY2024-FY2028 Capital Investment Plan

9.2

Nate Harris  
Assoc Director of Capital Planning

# Overview

- 5-year plan is aspirational & includes projects without secured funds
- Direct ties to Unified Accreditation and UMS Strategic Plan
  - NECHE Standard 7- Physical Resources “bring facility age in line with postsecondary sector standards”
  - Commitment 1 Student Success (SS) Action 2 – Improve Retention
  - Commitment 1 SS Goal 4.2 – Maximize enrollment
  - Fiscal Sustainability Goal 3.2 – Identify infrastructure efficiencies & optimize upkeep of classrooms, etc.
  - FS Goal 3.3 – Identify reductions in energy consumption
  - Effective Infrastructure Portfolio (EIP) Goal 1.1 - Address physical plant needs in relation to other infrastructure needs
  - EIP Goal 2.1 - Target disused and low-Net Asset Value buildings for removal
  - Commitment 5 Unified Accreditation Goal 3.4 – Address facility planning goals
- \$1.2B supporting over 400 projects valued at over \$1.5B

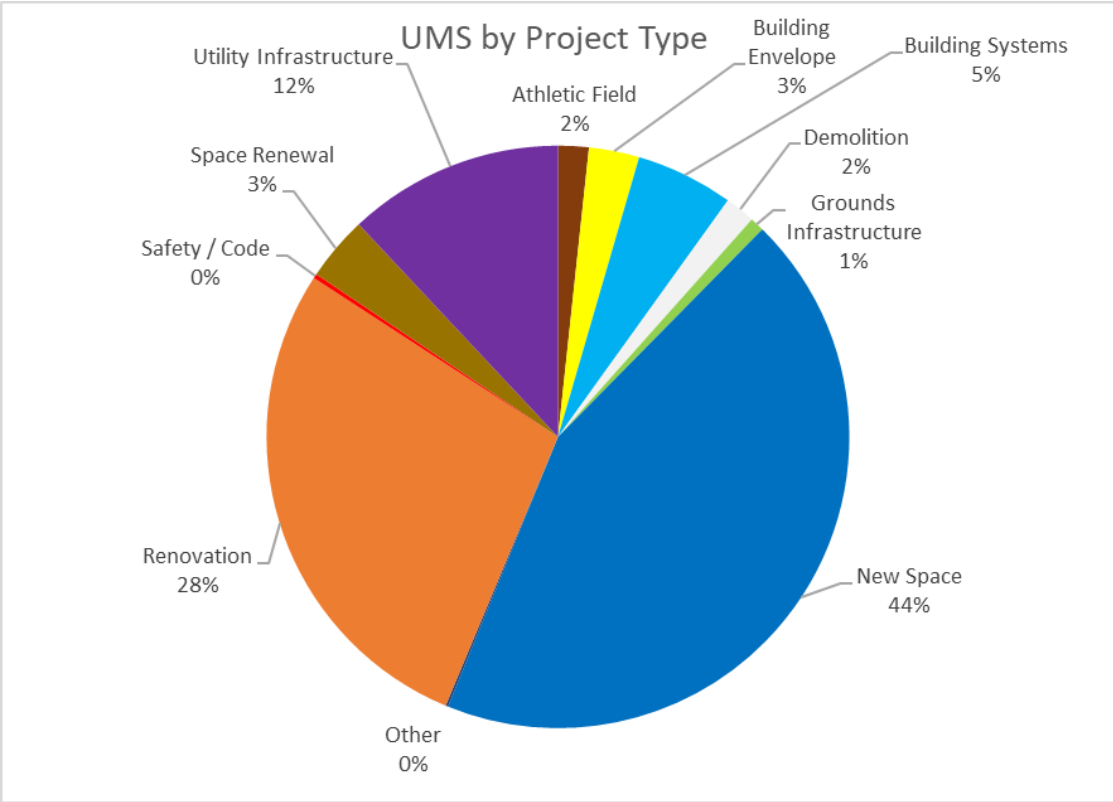
9.2



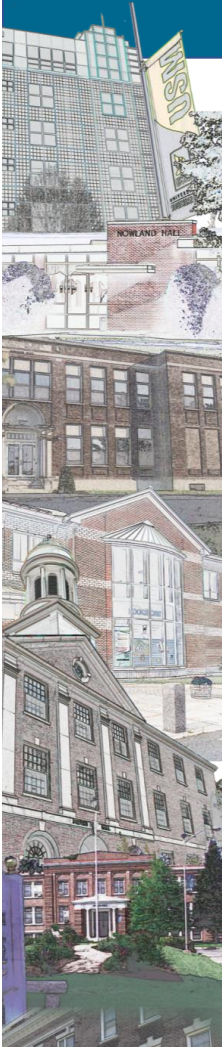
# FY24-FY28 Capital Plan

9.2

Row Labels	Sum of 5-Year Capital Plan
Athletic Field	\$ 19,555,704
Building Envelo	\$ 32,185,139
Building System	\$ 62,340,919
Demolition	\$ 19,240,464
Grounds Infrasi	\$ 9,047,187
New Space	\$ 503,721,196
Other	\$ 1,642,909
Renovation	\$ 321,212,067
Safety / Code	\$ 2,877,035
Space Renewal	\$ 41,255,581
Utility Infrastru	\$ 137,821,420
<b>Grand Total</b>	<b>\$ 1,150,899,621</b>



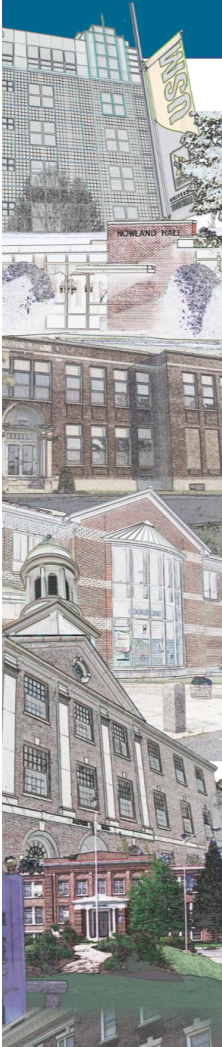
# Capital Plan by Funding Source



- Over 20 funding sources in the capital plan
- Top sources include:
  - TBD - \$342M (30%)
  - Fundraising - \$182M (16%)
  - Revenue Bonds – \$162M (14%)
  - Earmarks - \$123M (11%)
  - HAF Grant - \$102M (9%)
  - E&G and Aux (including reserves) - \$94M (8%)
  - State Capital Improvement Funds - \$45M (4%)

9.2

# Capital Plan by Cost Bracket



Cost Bracket	# Projects	5-Year	% total projects	% Capital Plan \$
>\$10M	22	792,764,171	5%	69%
≤\$10M - \$2M	54	232,456,366	13%	20%
≤\$2M - \$500K	82	80,330,331	20%	7%
≤\$500K	255	45,348,753	62%	4%

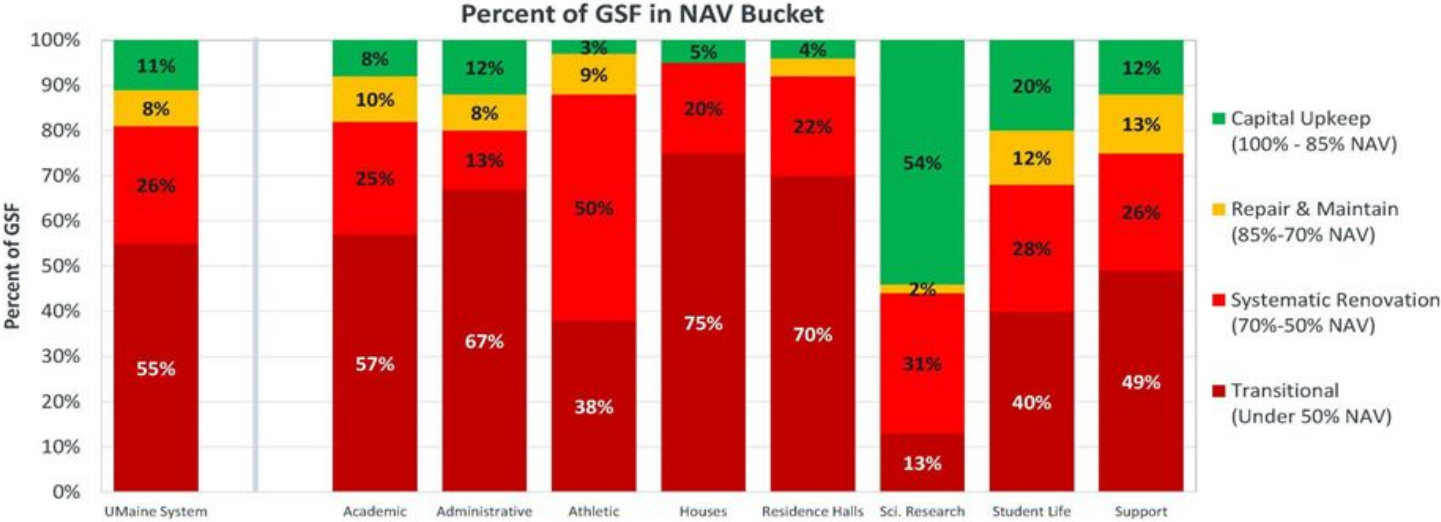
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# Portfolio View



- Portfolio view of facility inventory
  - Identifies areas with the lowest NAV (e.g. Residence Halls and Academic Facilities)

## Looking at UMaine System By Functional Portfolio



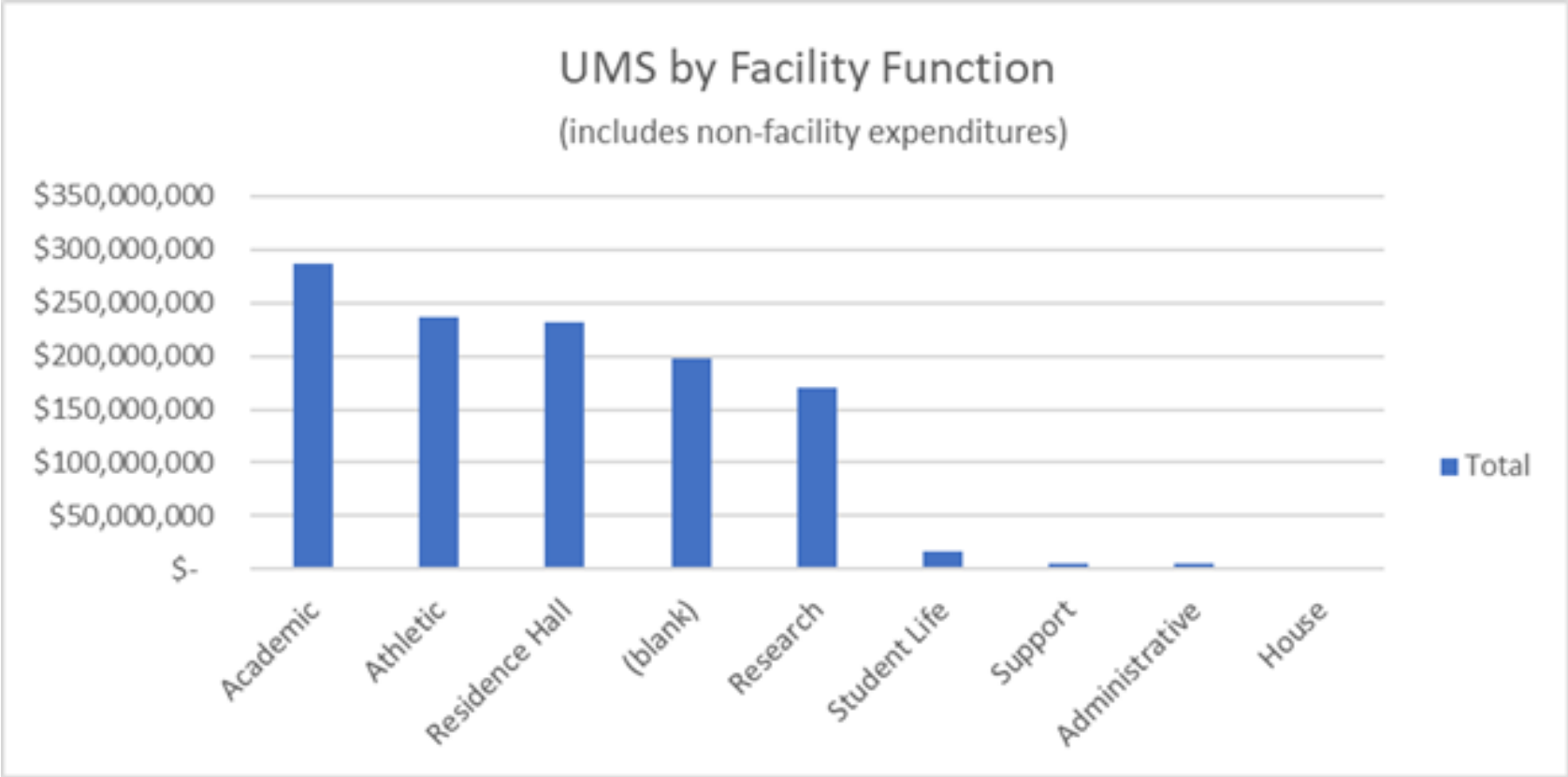
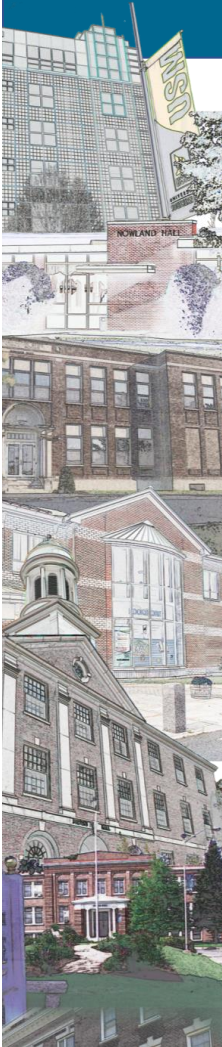
% of System GSF	100%	39%	8%	7%	1%	26%	6%	8%	5%
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Total Asset Reinvestment need for the UMS FY22, inclusive of all included buildings



9.2

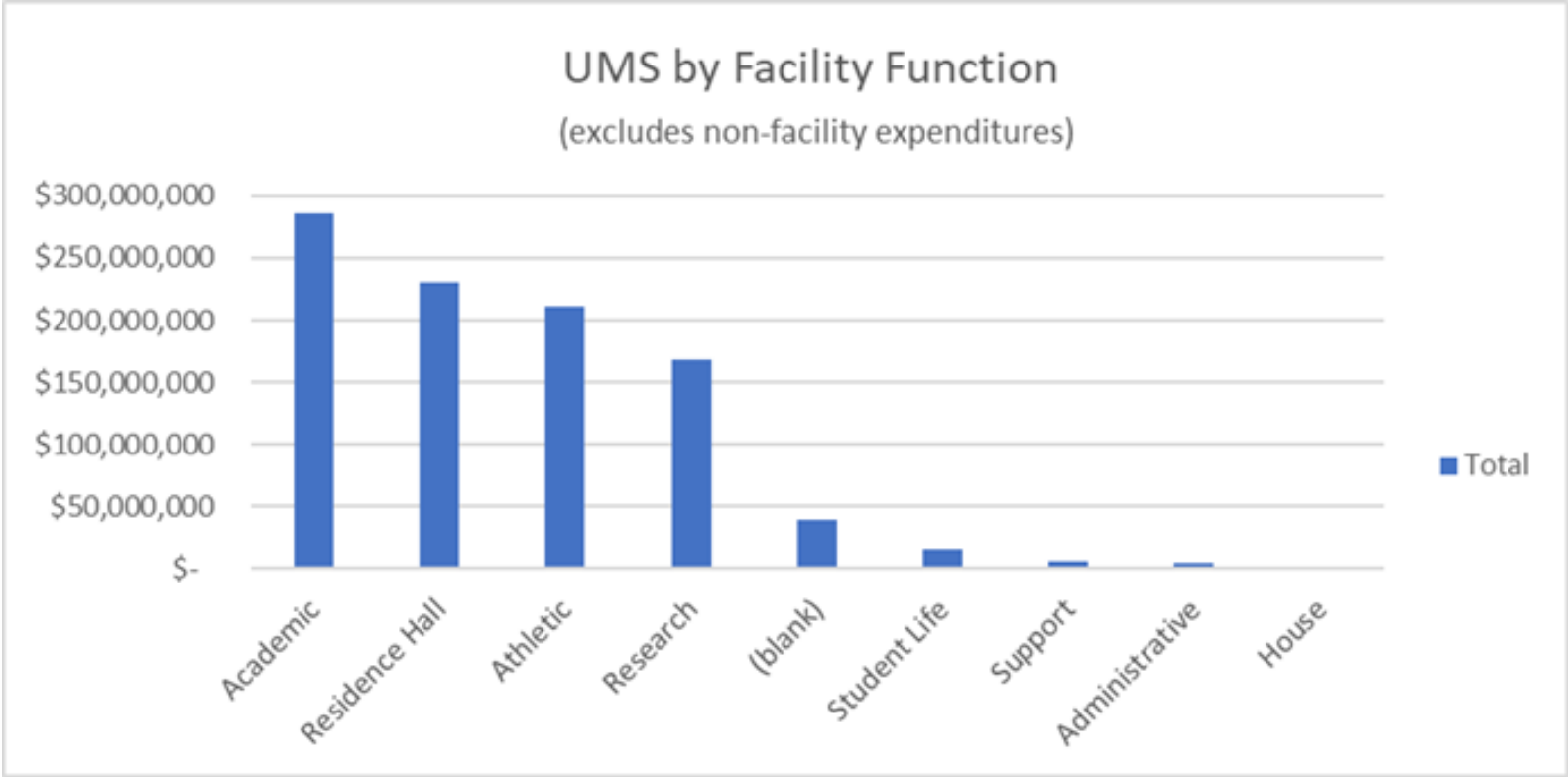
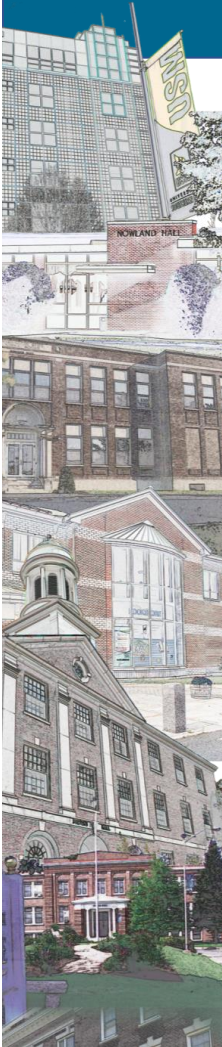
# 5-Year Plan through Portfolio lens



9.2

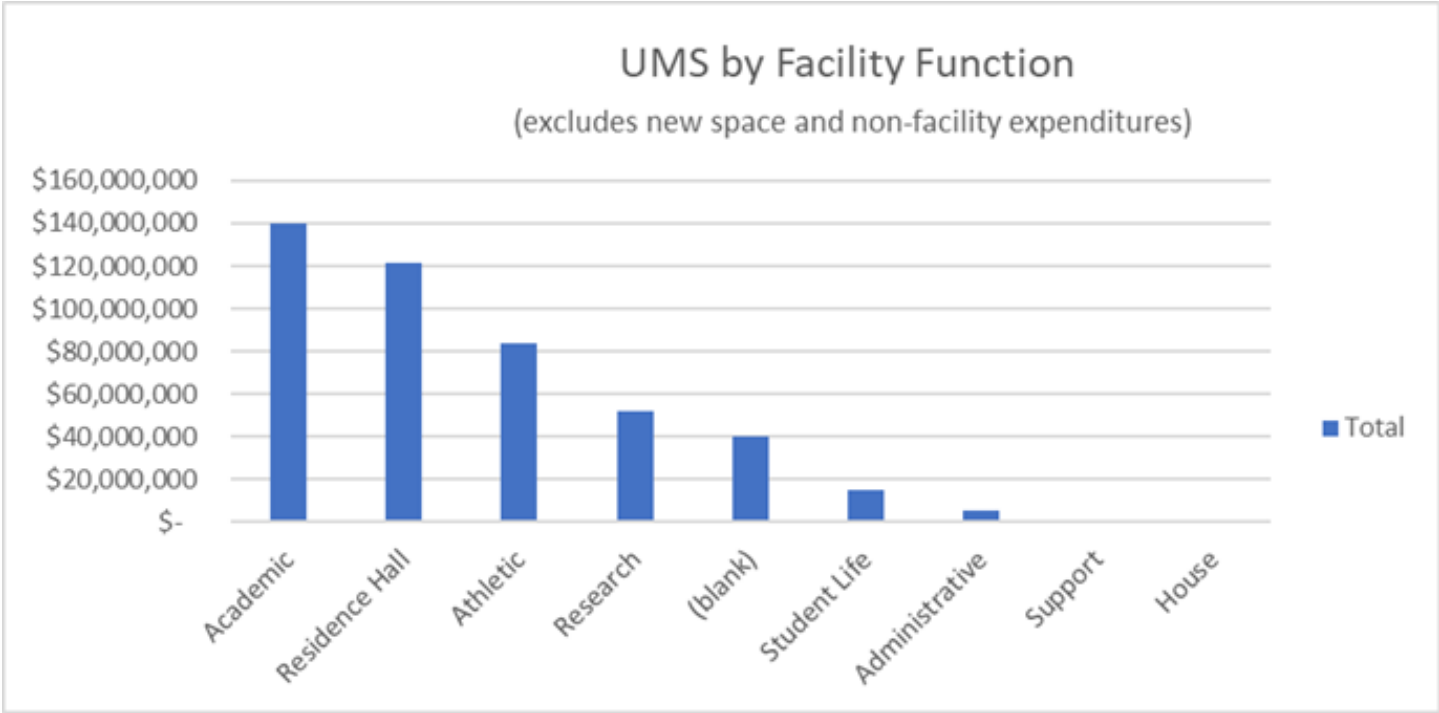
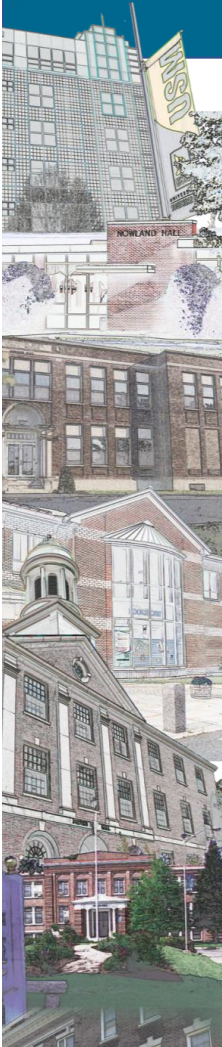


# 5-Year Plan through Portfolio lens



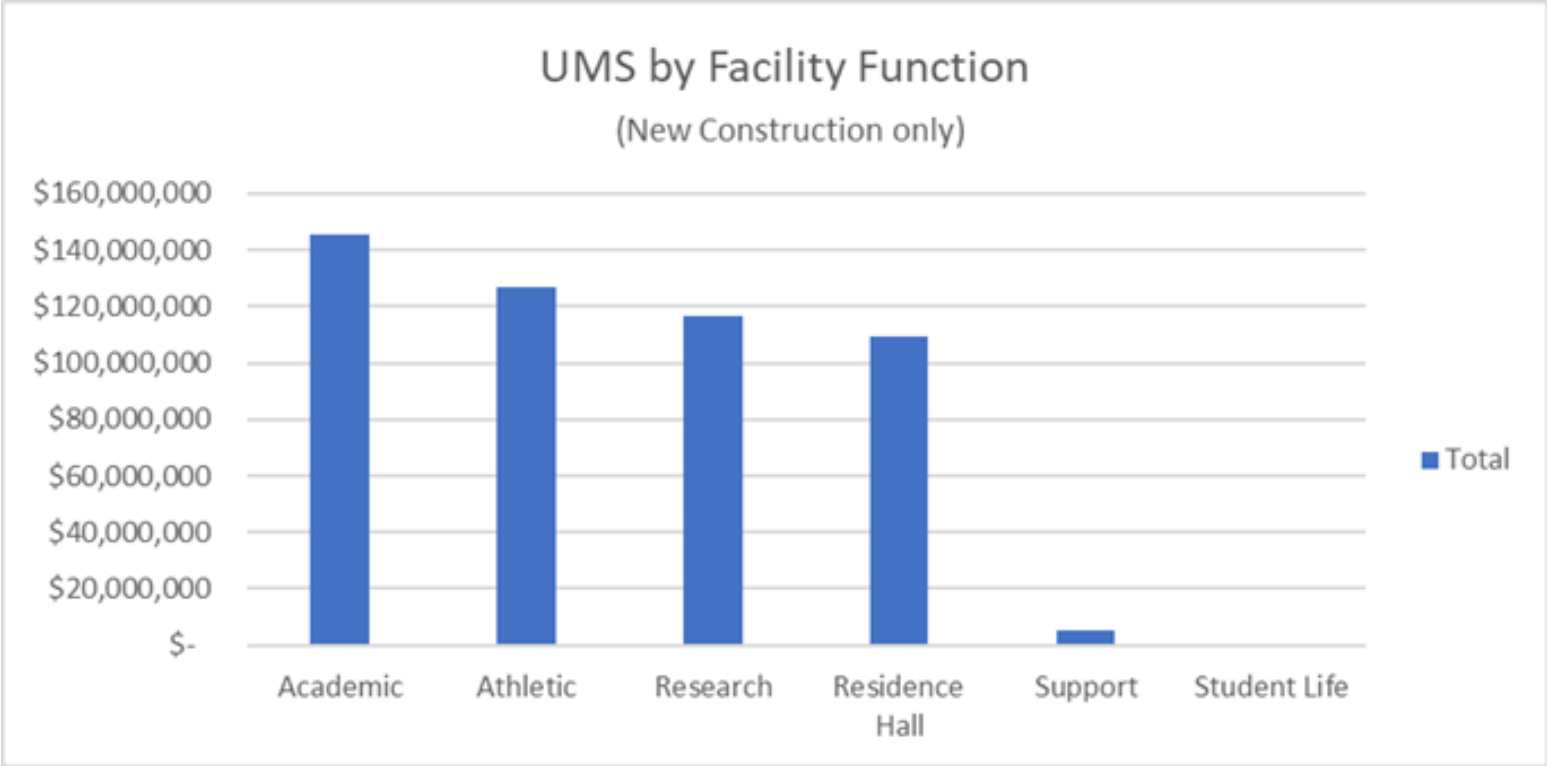
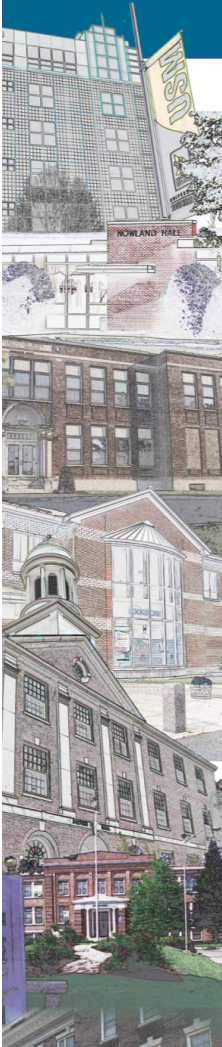
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# 5-Year Plan through Portfolio lens



9.2

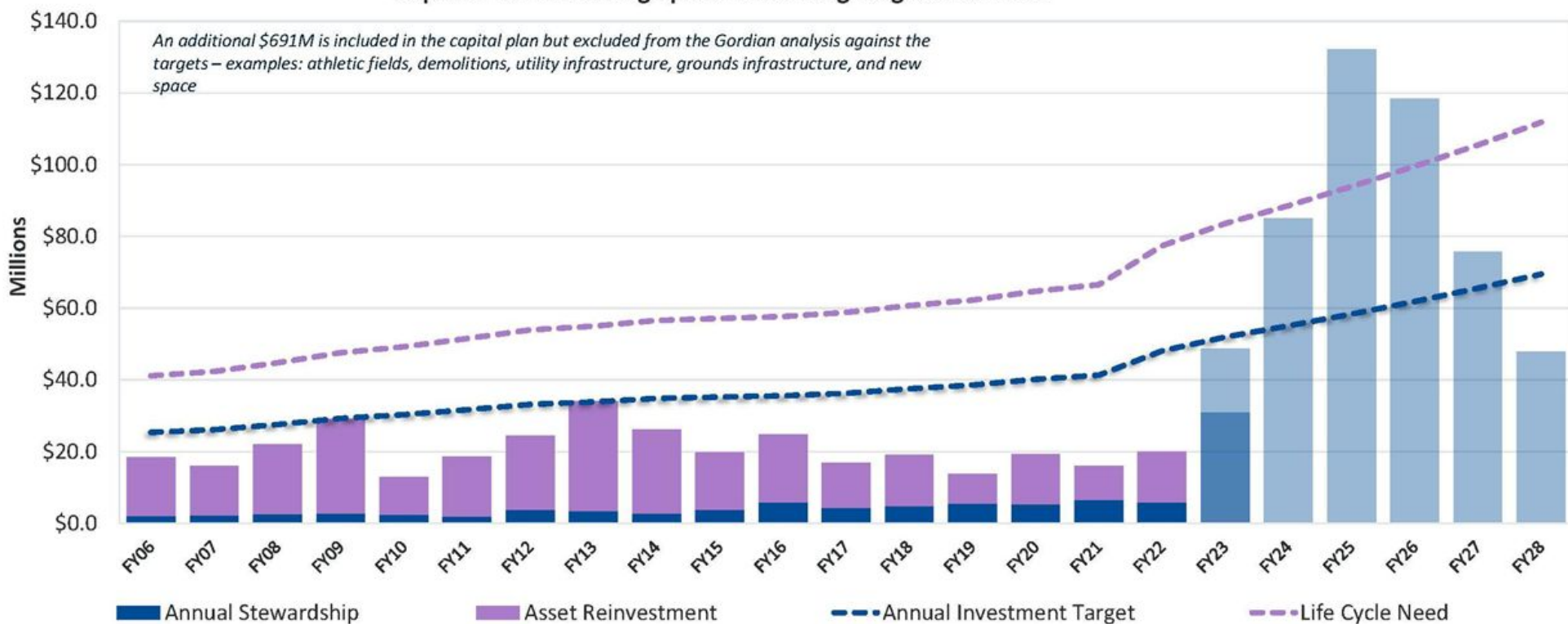
# 5-Year Plan through Portfolio lens



9.2

# UMS FY24-28 Capital Plan Performance Against Gordian's Annual Targets

Capital Plan in Existing Space vs Funding Target Over Time

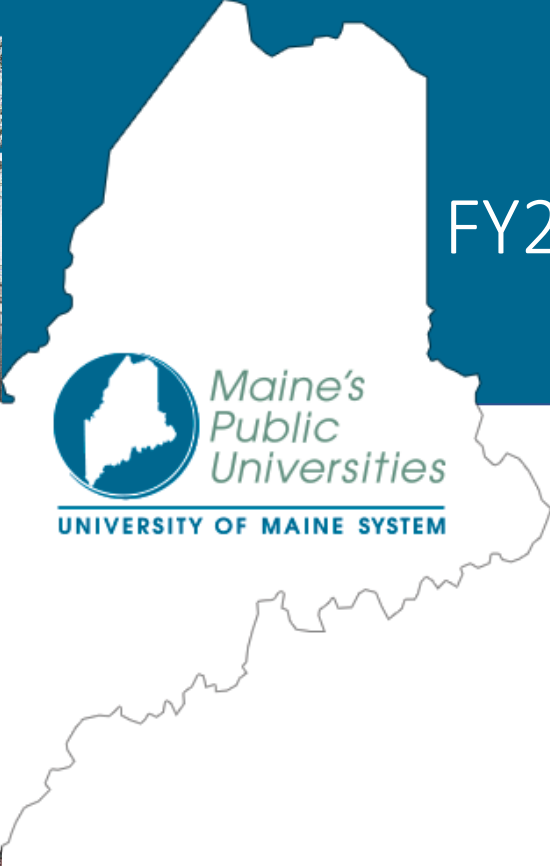


9.2

January 2023 RSMeans CCI catalog is 8% which is the escalation factor for the FY23 analysis. FY24-FY28 escalation factor is projected at 6%.

FY23 spend as of 1.31.23





# FY2024-FY2028 Capital Investment Plan

9.2

Comments or Questions?

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Multi-Year Financial Analysis Presentation

**INITIATED BY:** Roger J. Katz, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

N/A

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

At the July 10, 2023 Board of Trustees meeting, it was requested that Vice Chancellor Ryan Low take a deeper look at the Multi-Year Financial Analysis for the University of Maine System with the Finance, Facilities and Technology Committee. Vice Chancellor Low will provide a brief presentation to the Committee at the August 23, 2023 meeting.

Attachment

[MYFA Presentation](#)

MYFA Presentation Pending Submission

**10.1**