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

The University of Maine

FY22 ROPA Final Presentation

Presenters: Jordan Morris and Emma Viles

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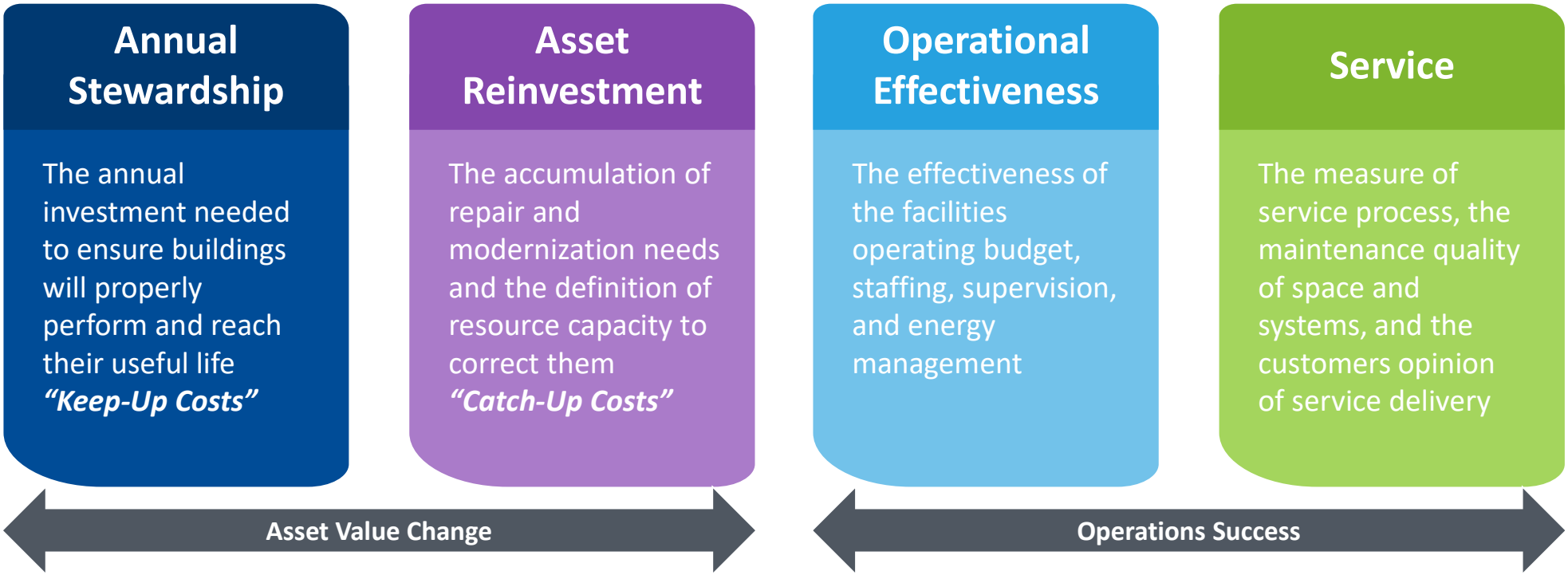
Introduction

A Vocabulary for Measurement

Facilities Measurement, Benchmarking & Analysis



Core Observations

Space:

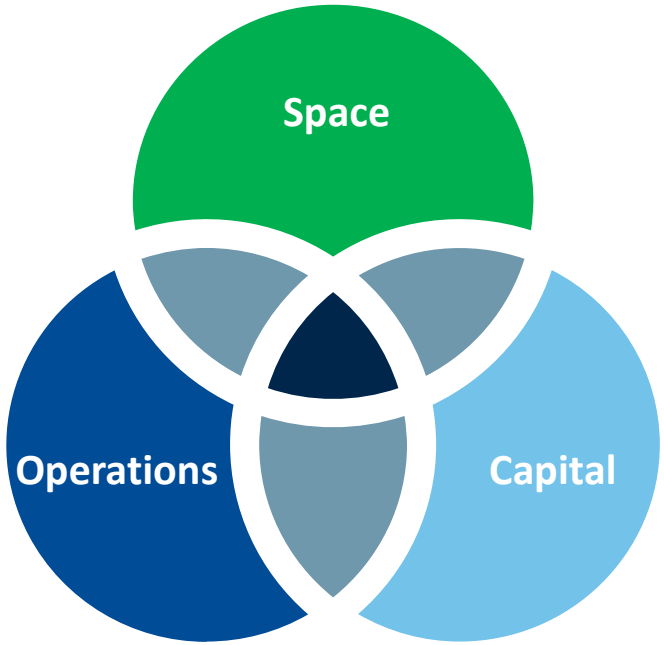
- UMaine is an older campus than peers, and is comprised of smaller, less complex buildings.

Capital:

- UMaine has funded under the Annual Investment Target for the last 8 years of analysis, adding an estimated $100 M to the Asset Reinvestment backlog over that span.

Operations:

- Operating costs increased in 2022 across all categories (people 13%, expenses 17%, utilities 16%)



UM Facilities Peer Institutions

Benchmarking analysis includes all campus facilities totaling 4.45M GSF

Institution	Location
Indiana University of PA	Indiana, PA
University of Alaska Fairbanks	Fairbanks, AK
University of Maryland – College Park	College Park, MD
University of Massachusetts – Dartmouth	North Dartmouth, MA
University of Massachusetts – Lowell	Lowell, MA
University of Massachusetts Amherst	Amherst, MA
University of New Hampshire	Durham, NH
University of Rhode Island	Kingston, RI
University of Vermont	Burlington, VT
West Chester University of PA	West Chester, PA

Comparative Considerations

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

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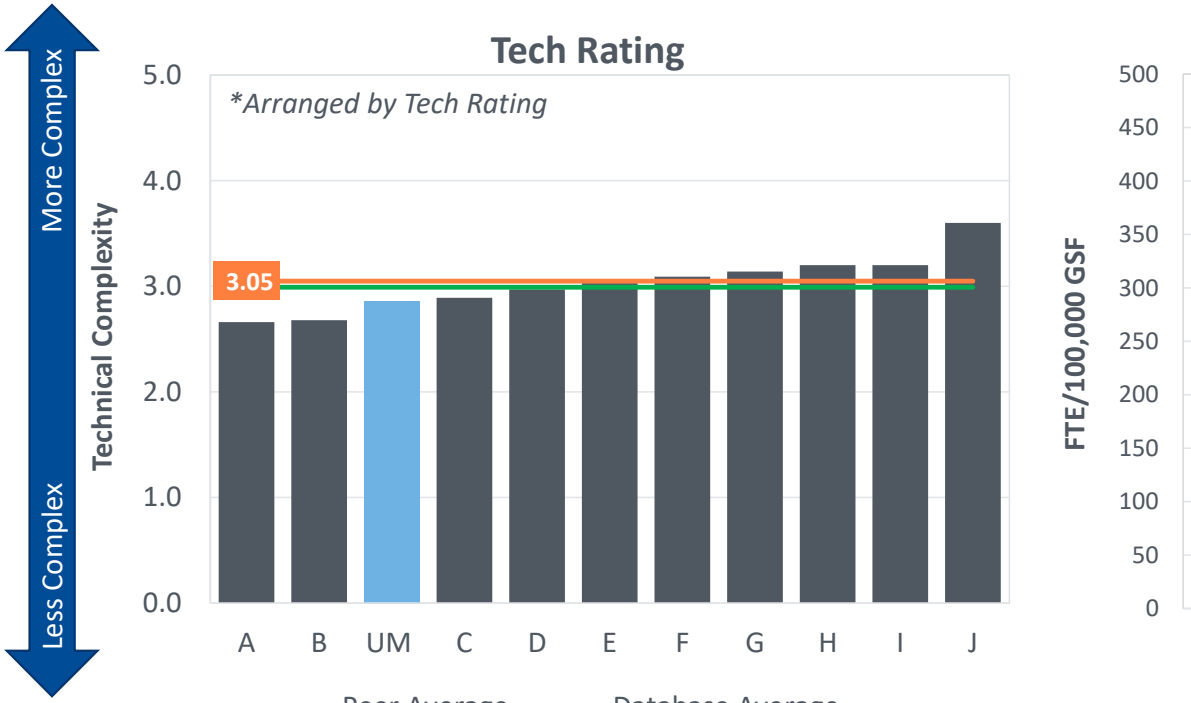
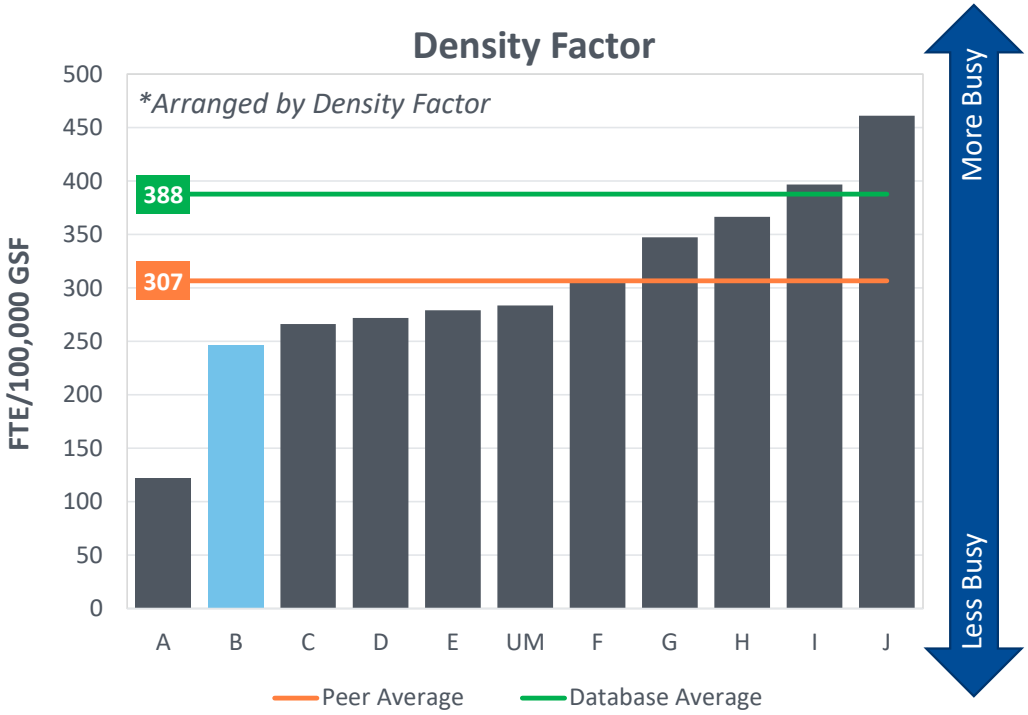
Space Profile

Qualifying Metrics: Tech Rating and Density Factor



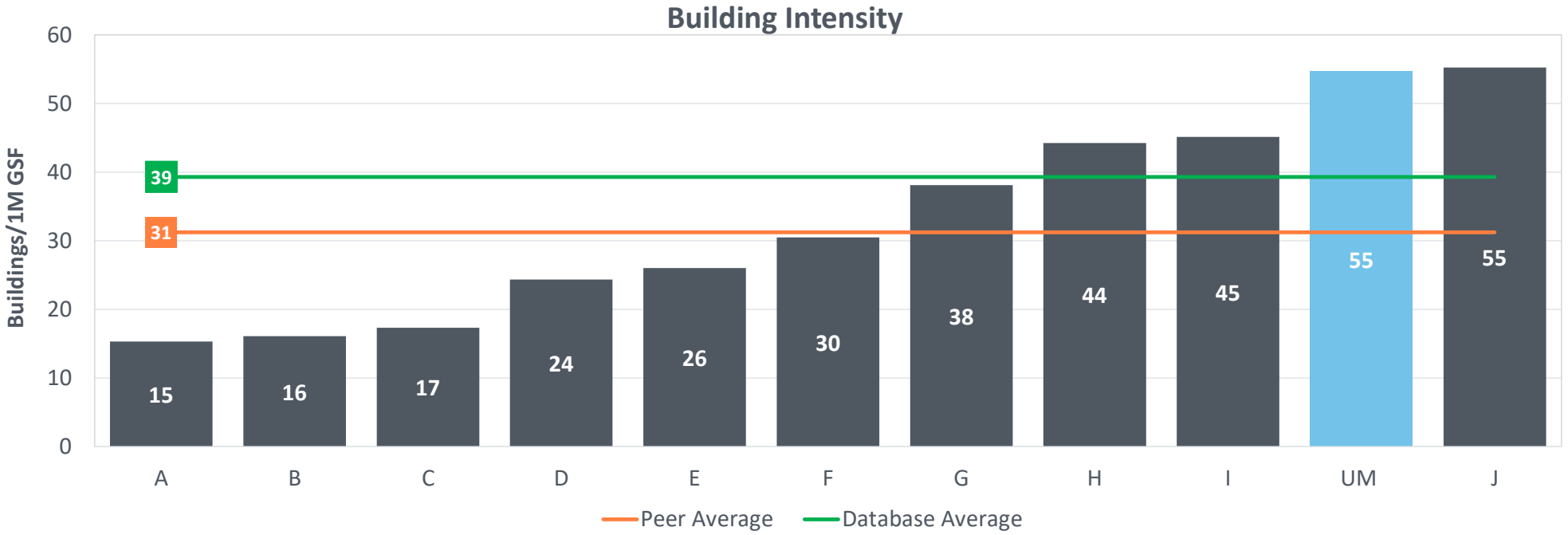
Energy Consumption	Maintenance Staffing Levels
Impacts	
Stewardship Need	Maintenance Materials



Wear and Tear of Space	Custodial Staffing Levels
Impacts	
Maintenance Staffing Levels	User Perception

Qualifying Metric: Building Intensity

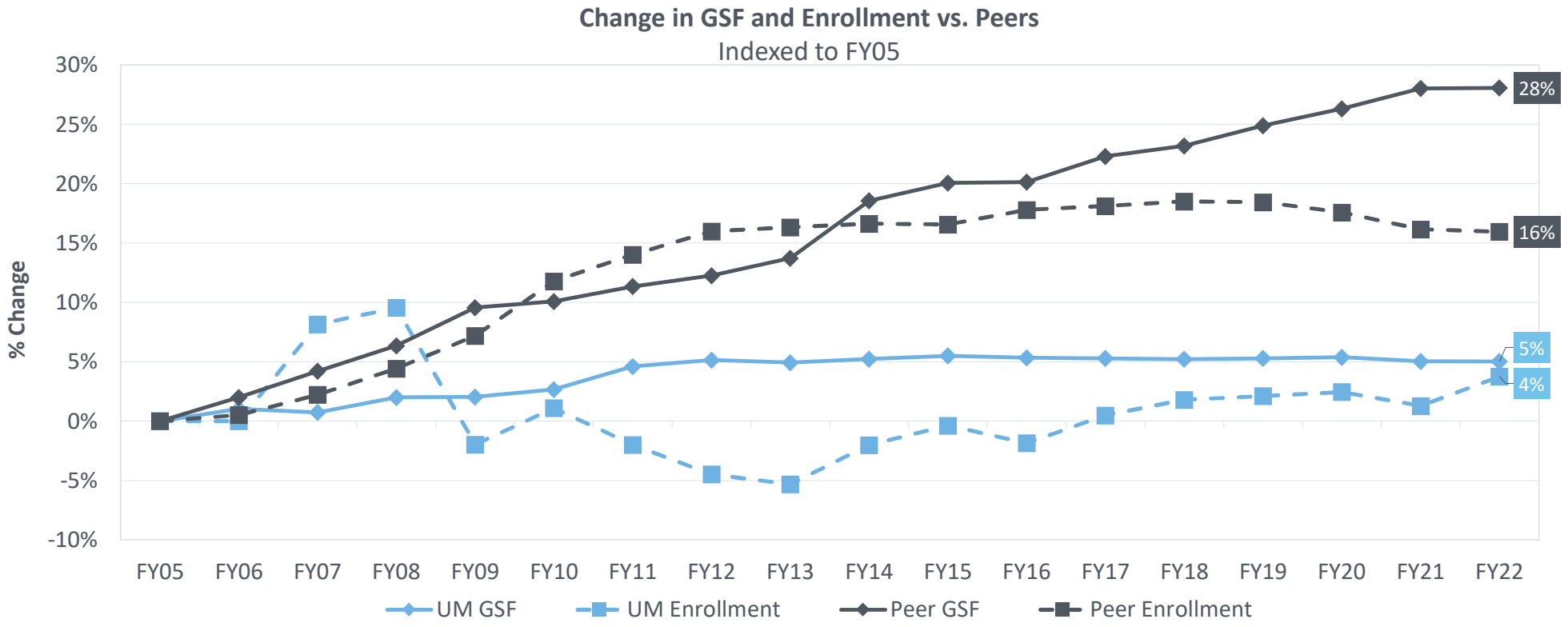
UM is comprised of more, smaller buildings than peers and database



Daily Operating Costs	Energy Consumption
Impacts	
"Windshield Time" for Staff	Economies of Scale

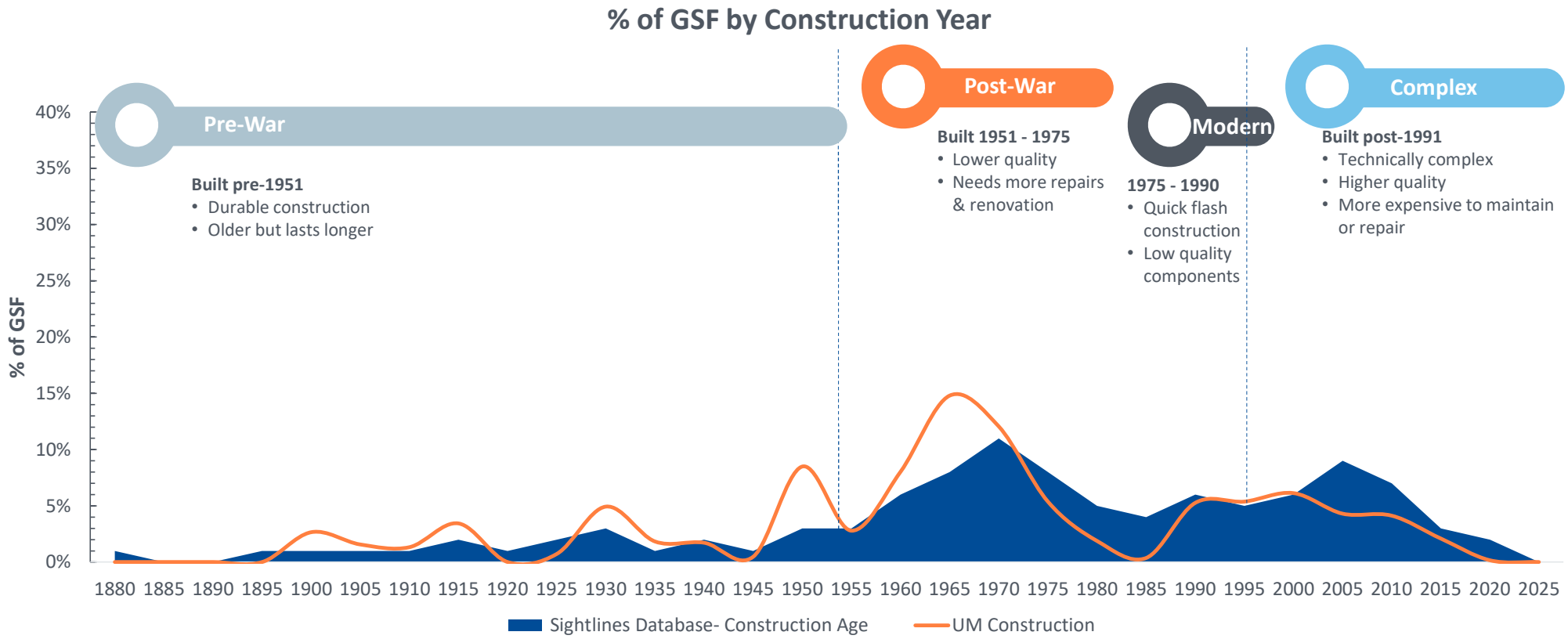
% Change in GSF and Enrollment Since FY05

Space and enrollment growth at UM are below that of peers



Putting Your Campus Building Age in Context

The campus age drives the overall risk profile



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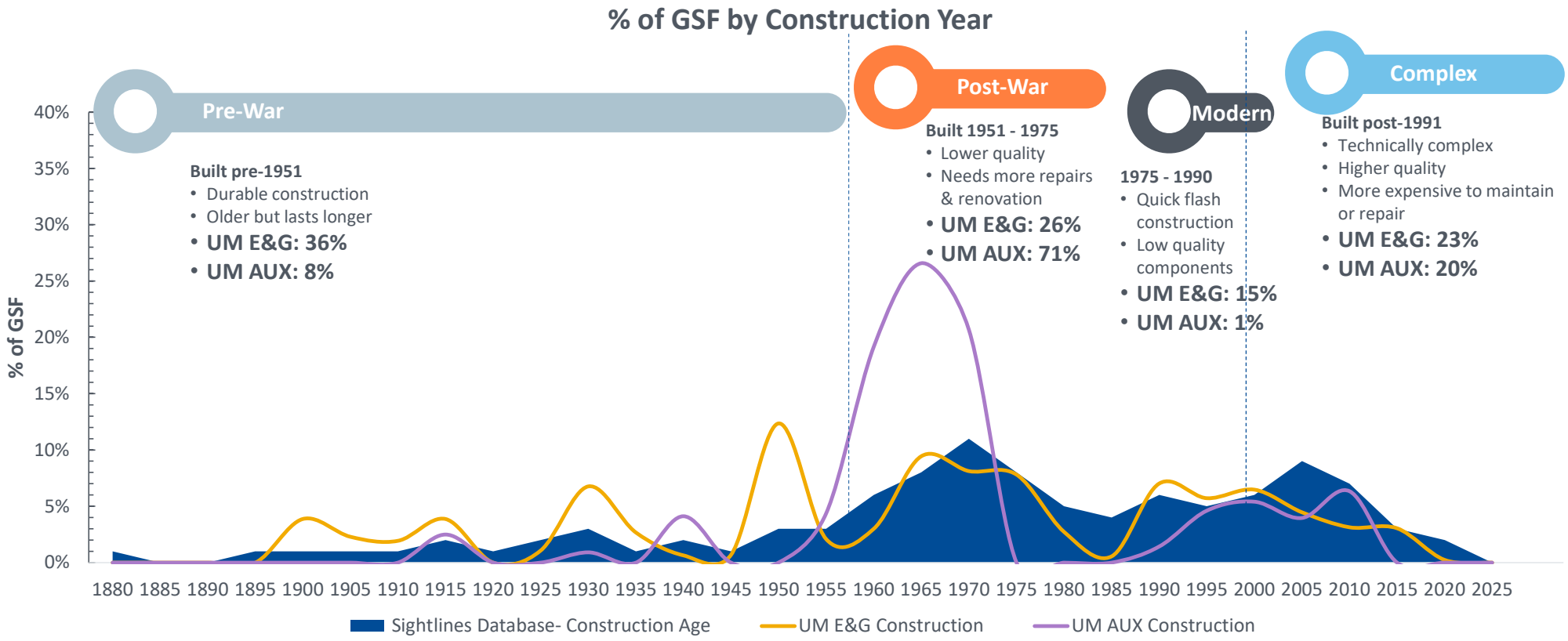

Putting Your Campus Building Age in Context

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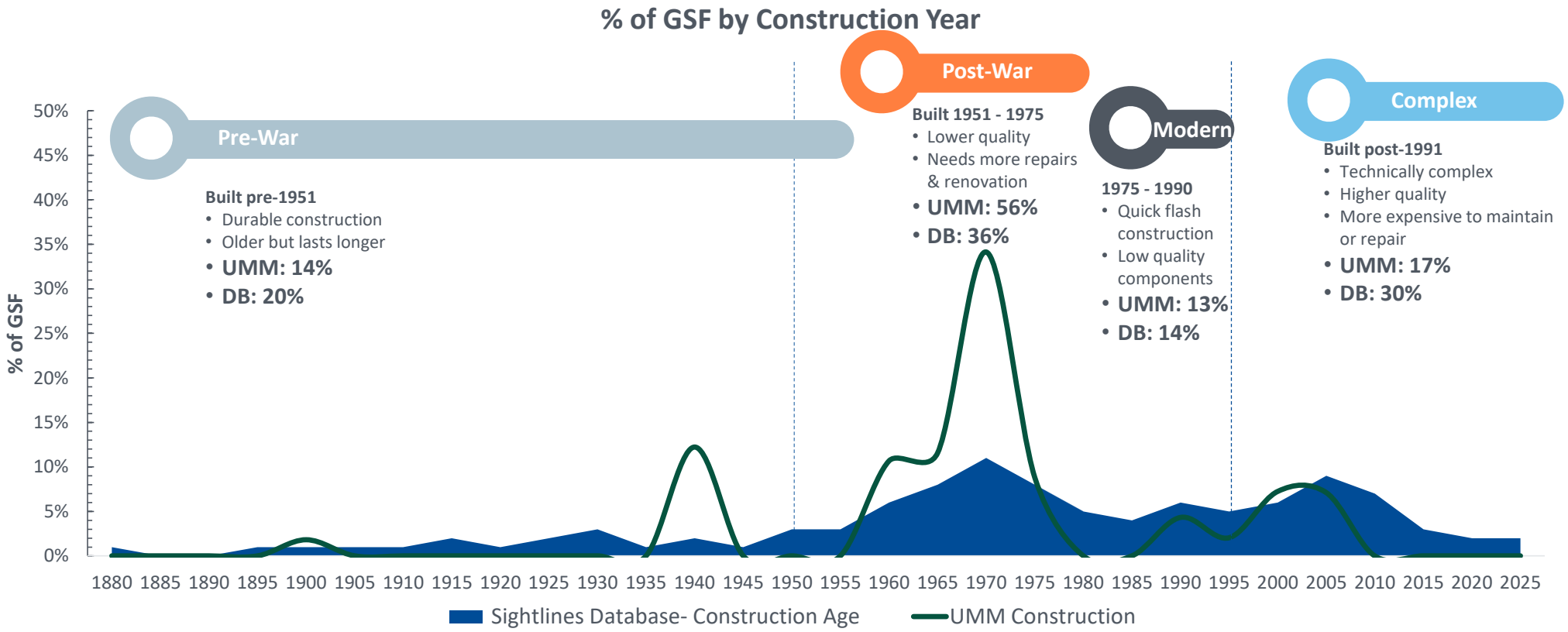
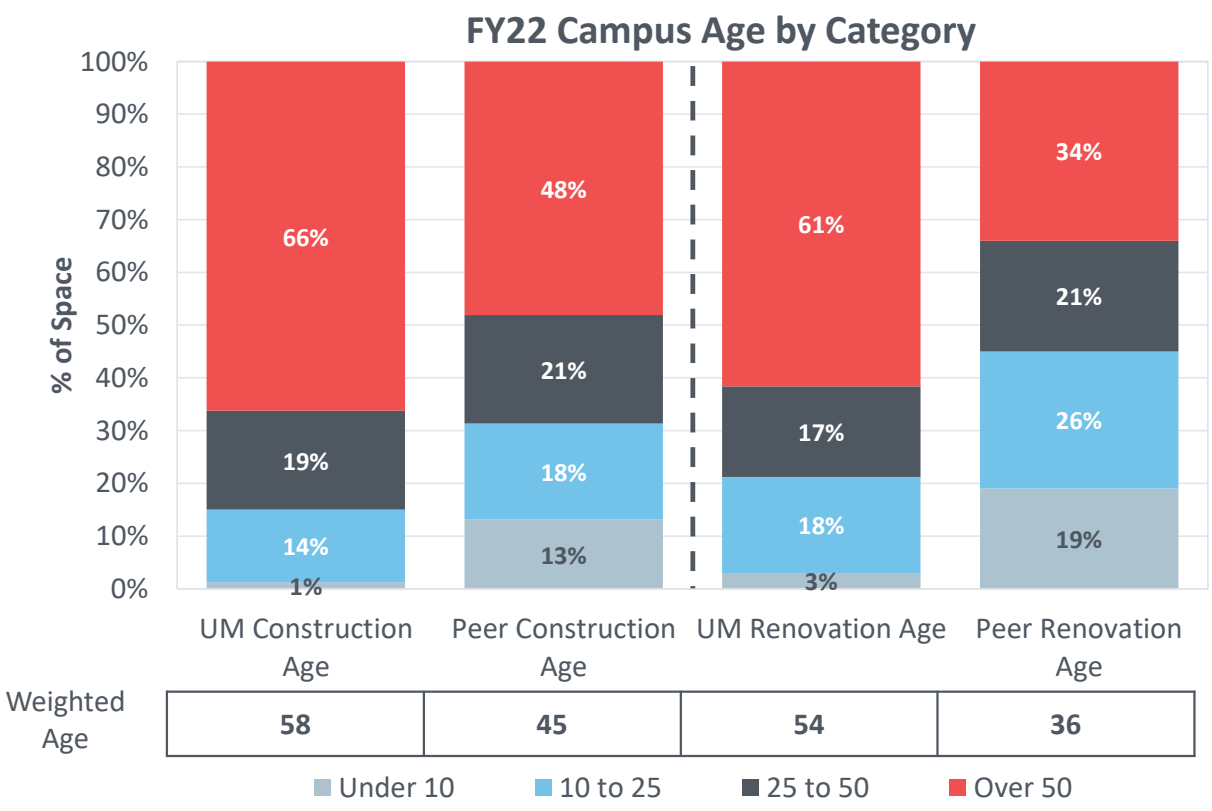


UM Renovation Age Distribution

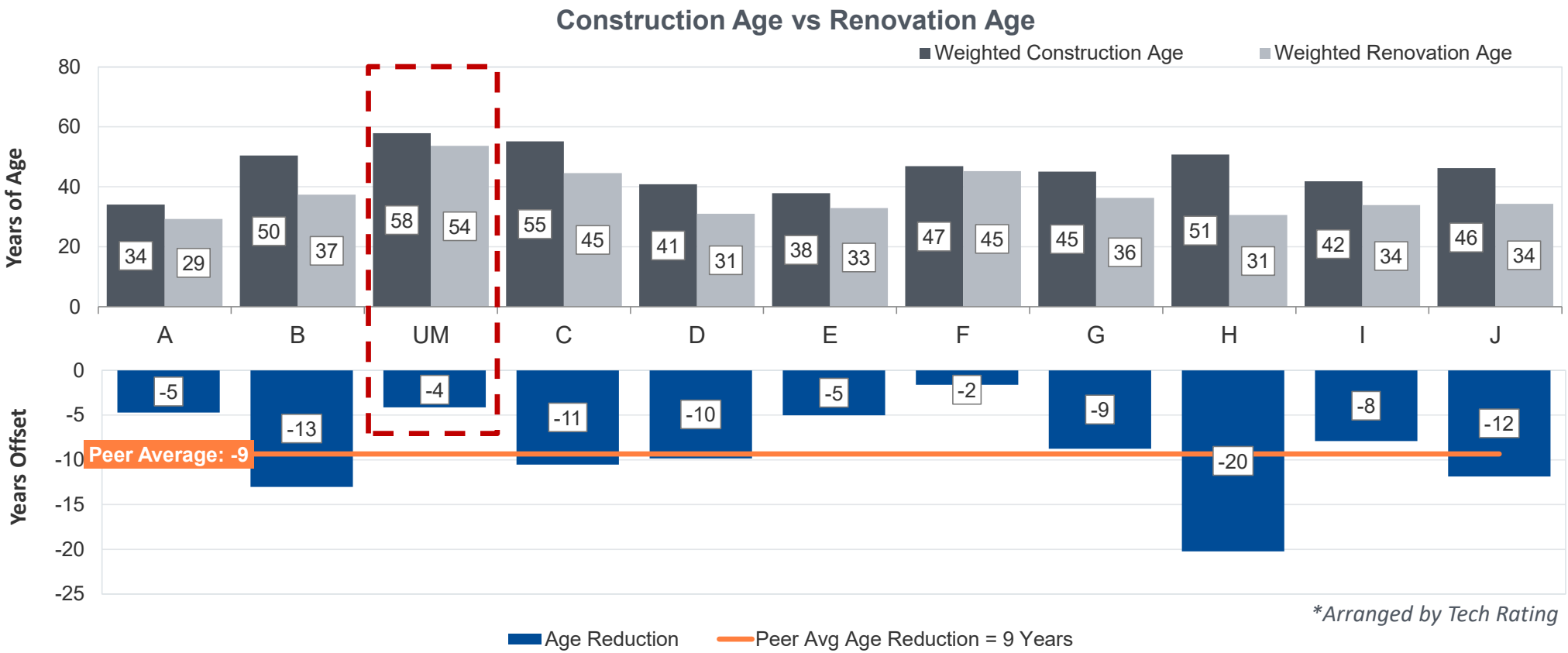
78% of space at UM is in the high-risk (over 25 years old) category, with 61% of space over 50 years old



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

UM Has Performed Less Gut Renovations than Peers

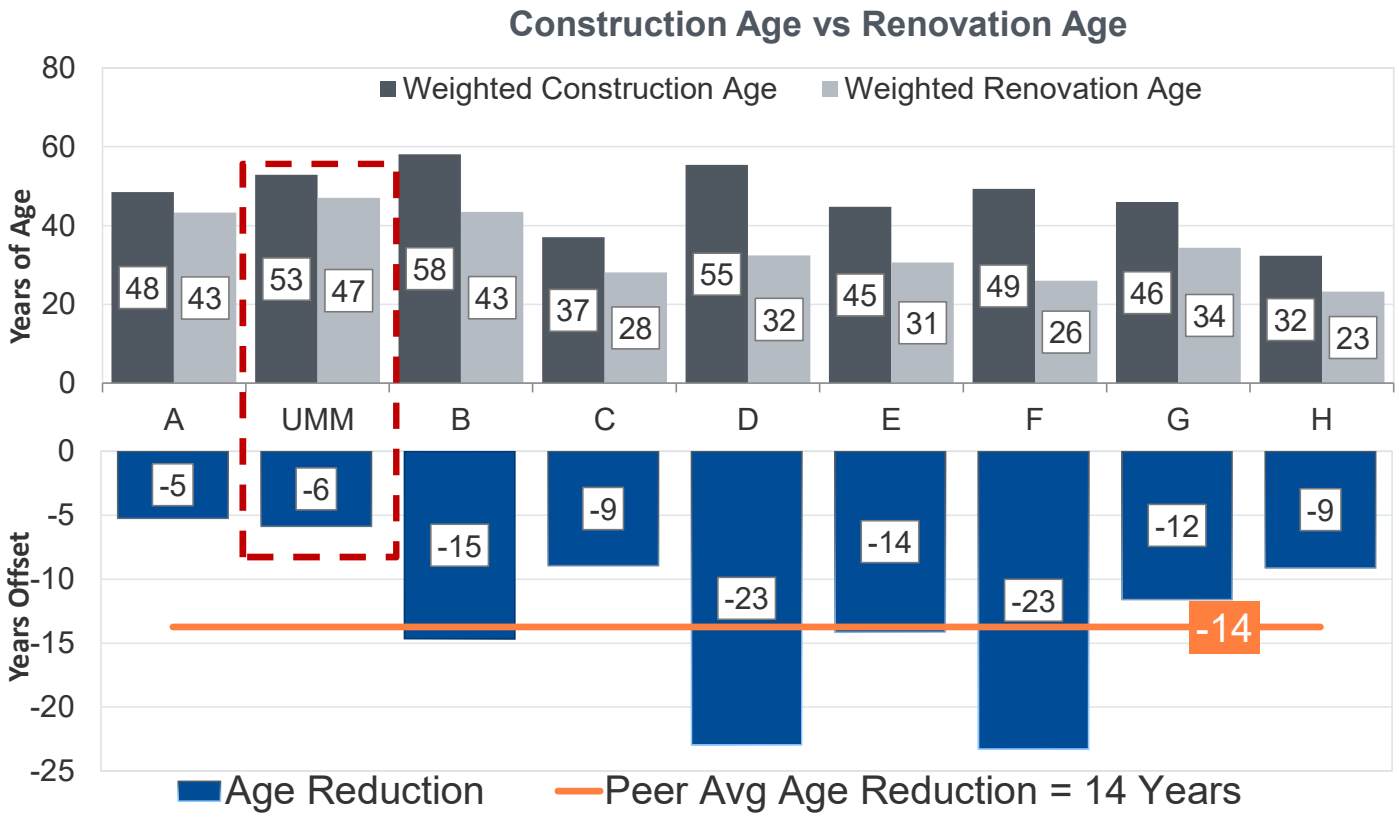
On average, peers have offset campus age by five more years than UM



**Arranged by Tech Rating*

Construction Age vs. Renovation Age

On average, peers have offset 8 more years than UMM



Institution	Location
Fitchburg State University	Fitchburg, MA
Keene State College	Keene, NH
Lack Haven University of PA	Lock Haven, PA
Mansfield University of PA	Mansfield, PA
University of Alaska - Juneau	Juneau, AK
University of Maine at Fort Kent	Fort Kent, ME
University of Maine at Presque Isle	Presque Isle, ME
Worcester State University	Worcester, MA

**Arranged by Tech Rating*

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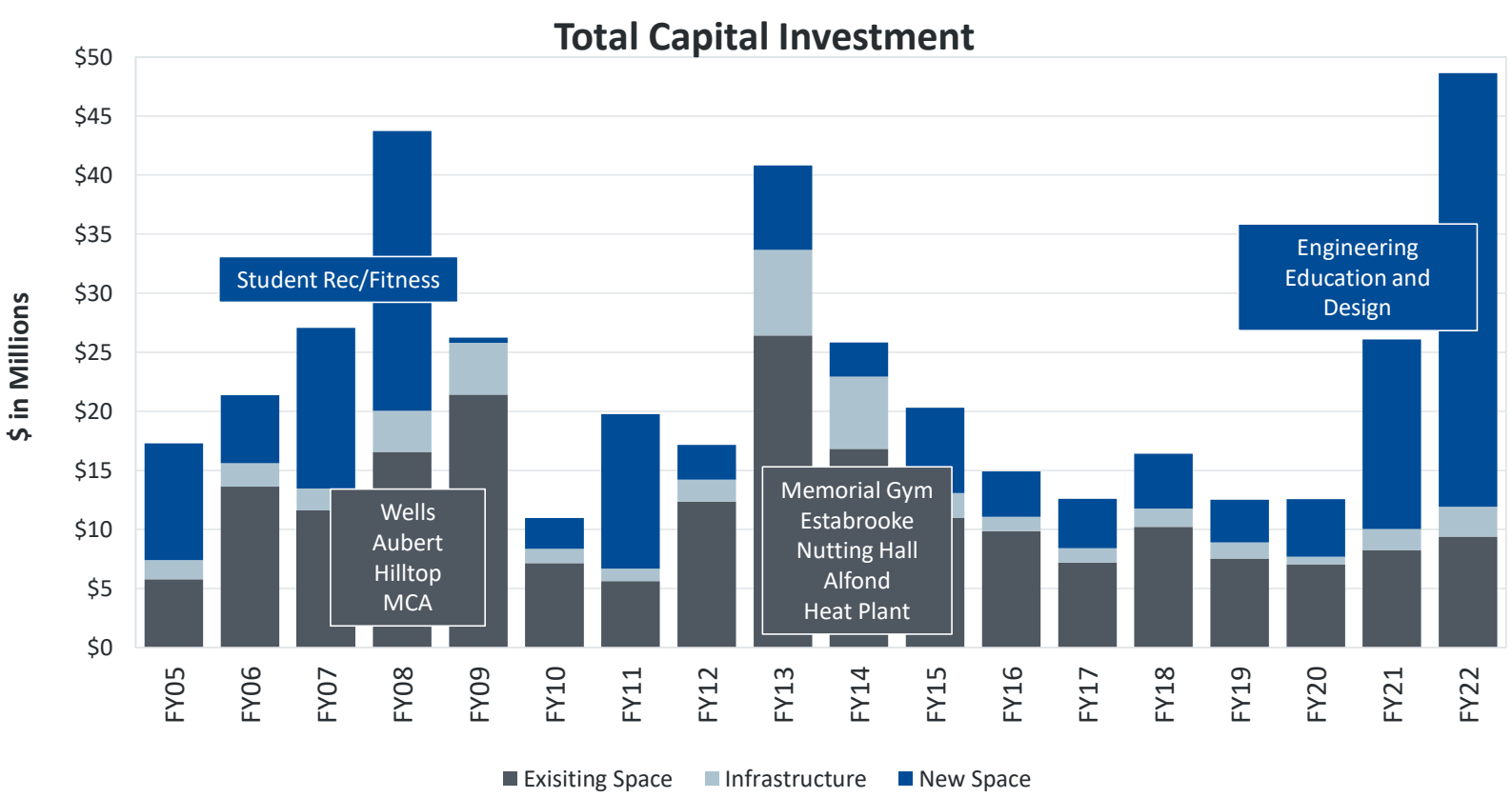
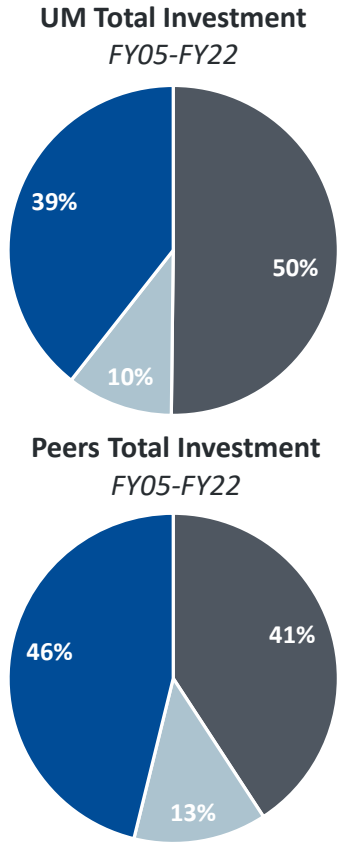
Capital Profile

Total Capital Investment

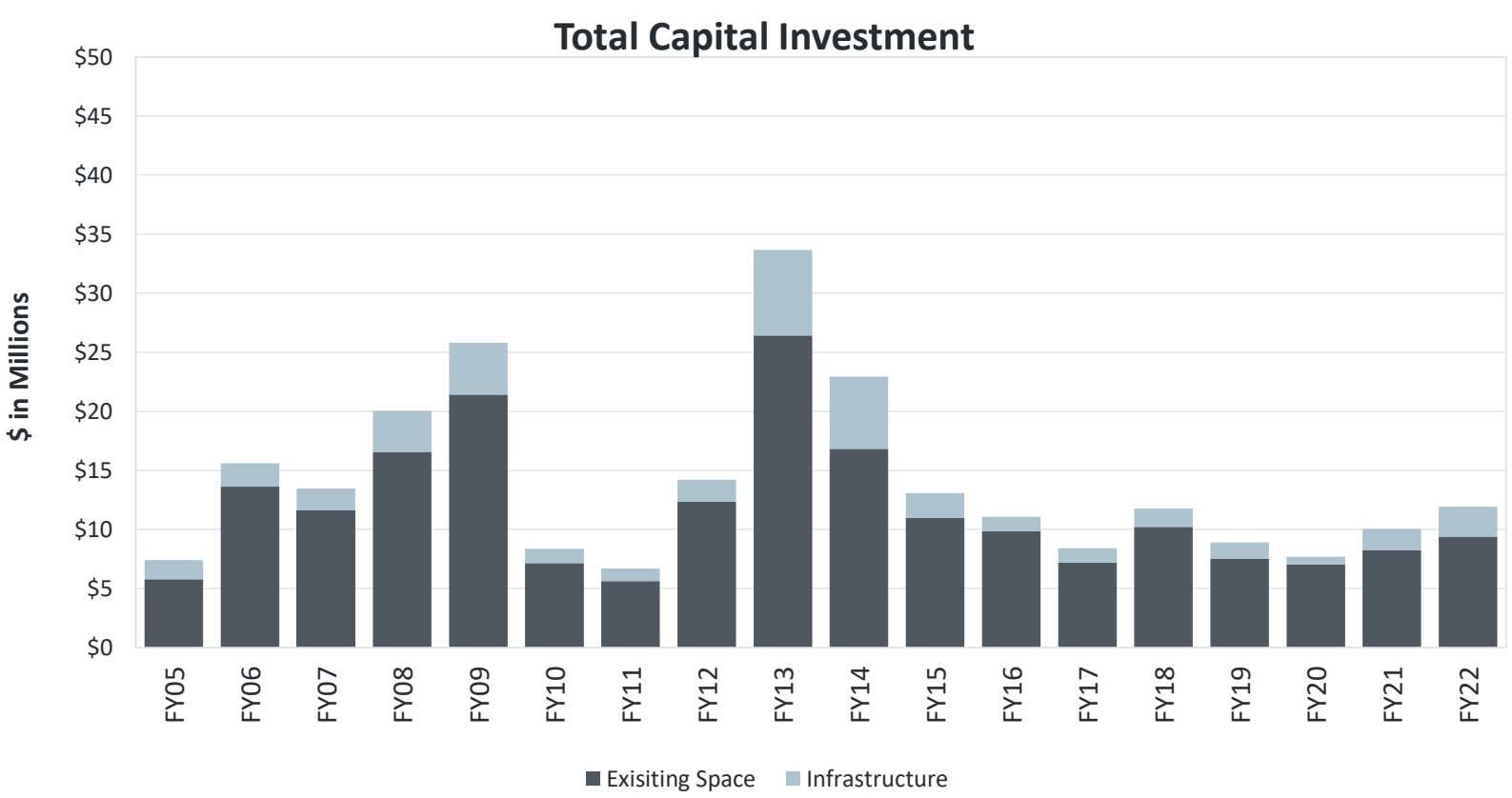
Average total capital investment $23.0M/year from FY05-FY22



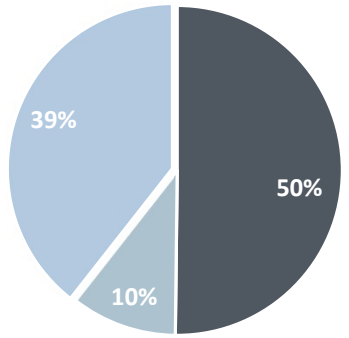


Total Capital Investment

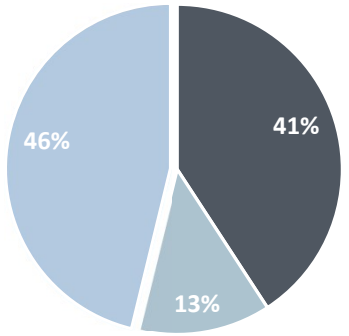
Average total existing space and infrastructure capital investment $13.9 M/year from FY05-FY22



UM Total Investment
FY05-FY22

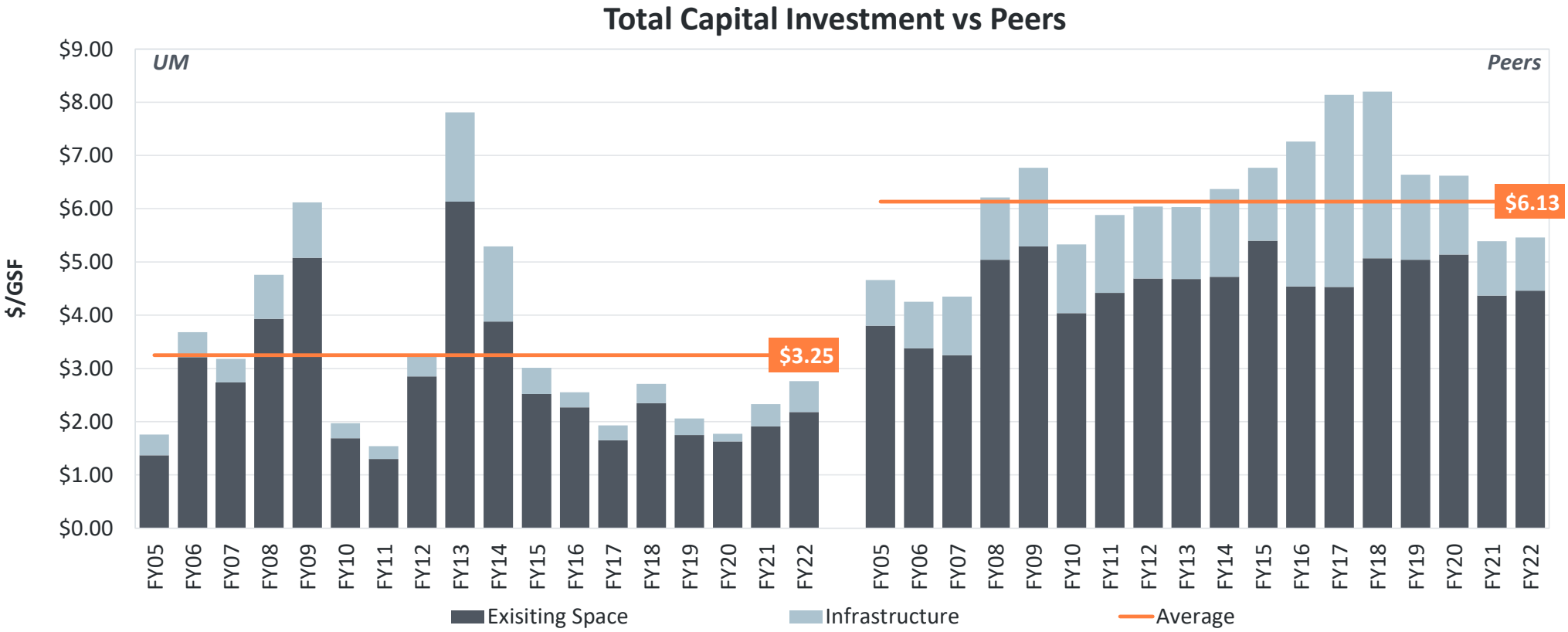


Peers Total Investment
FY05-FY22



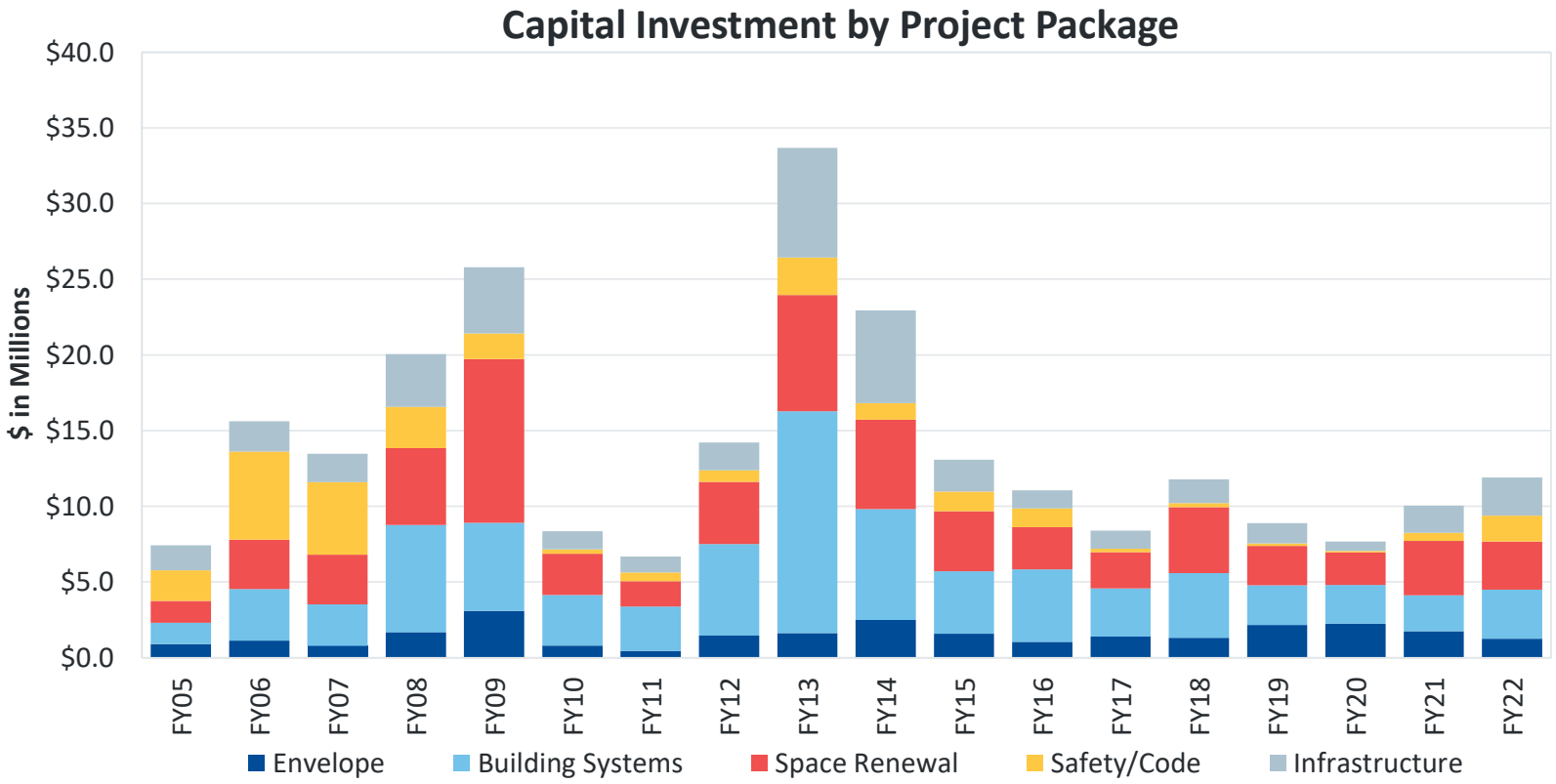
Total Capital Investment vs Peers

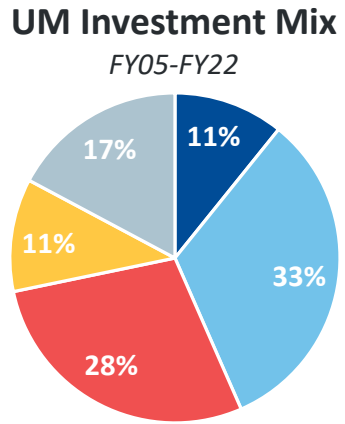
Peers investing $2.88/GSF more than UM from FY05-FY22



Total Project Spending by Package

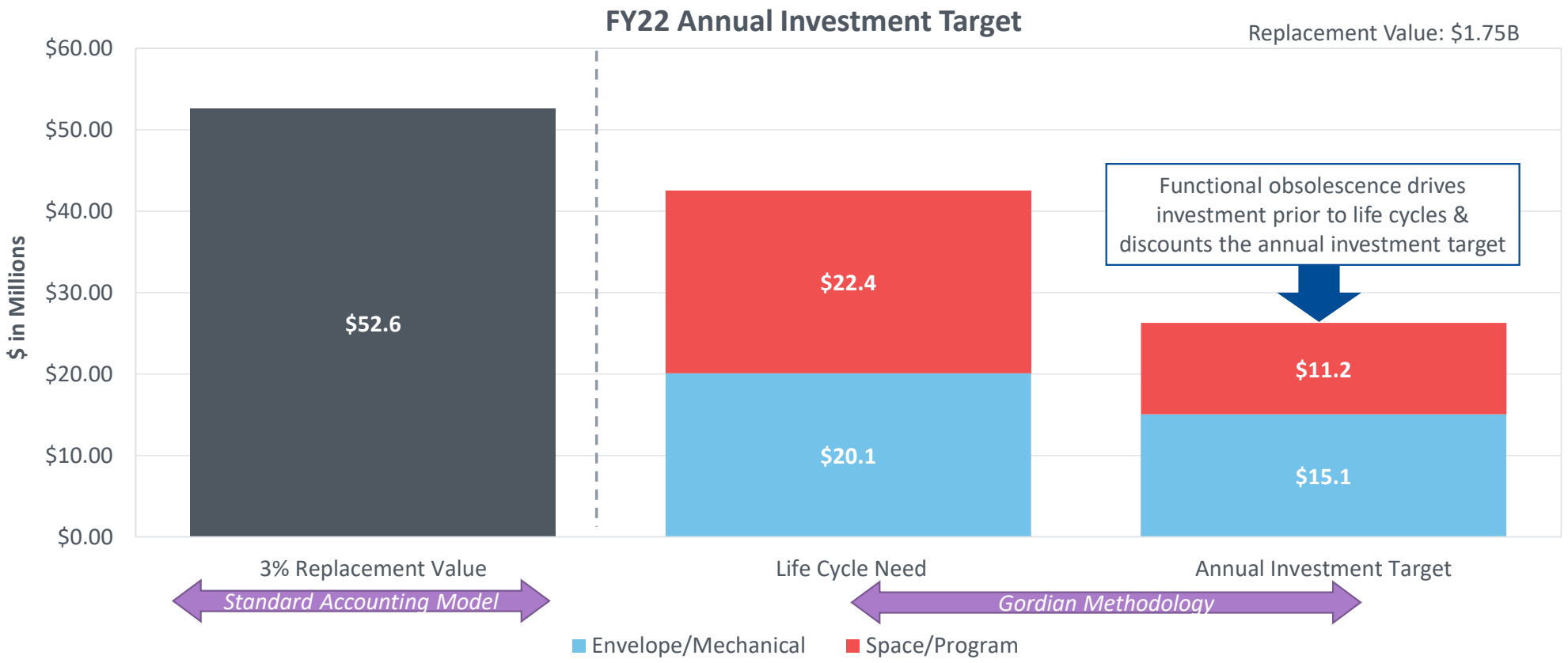
44% of UM's historical spending is into high ROI projects such as Envelope and Building Systems





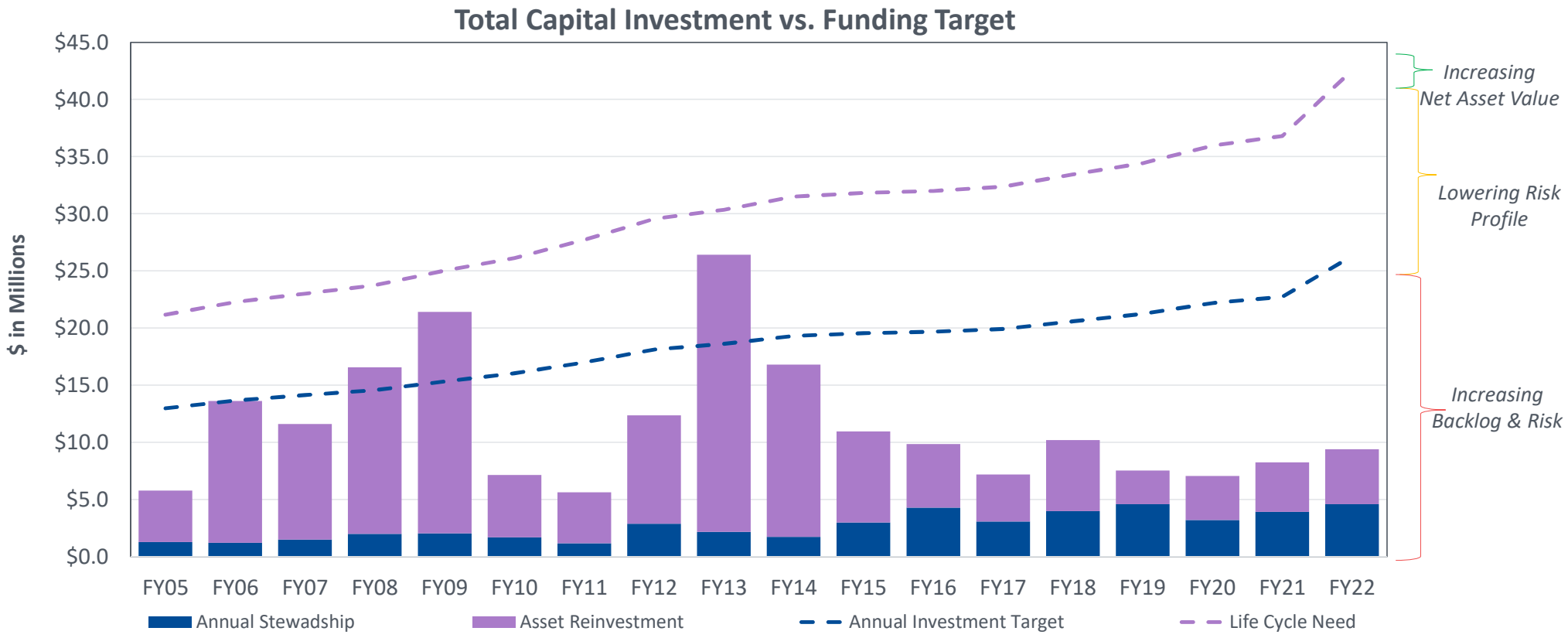
Defining an Annual Investment Target

*Gordian recommends an Annual Funding Target of **$26.3M** into existing space*



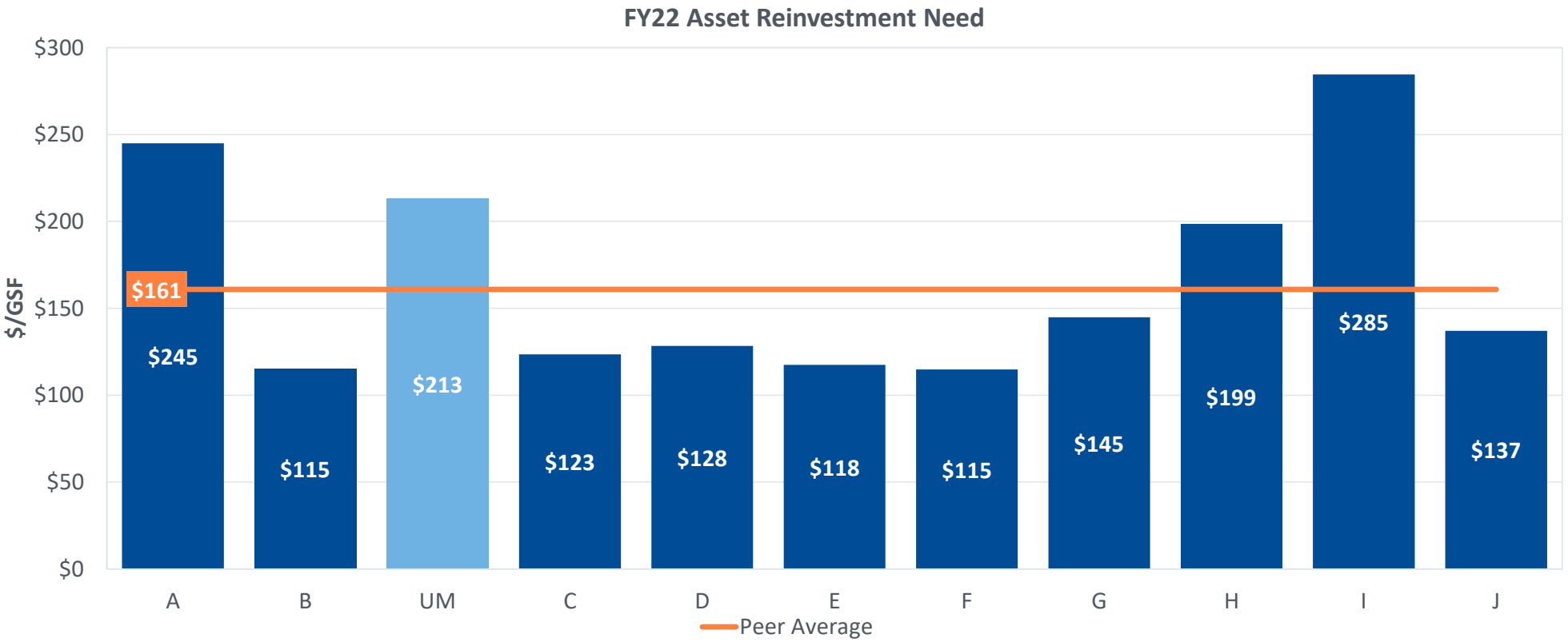
Capital Performance vs. Investment Targets

UM combined investment in FY22 was $16.9M below Gordian's Annual Investment Target



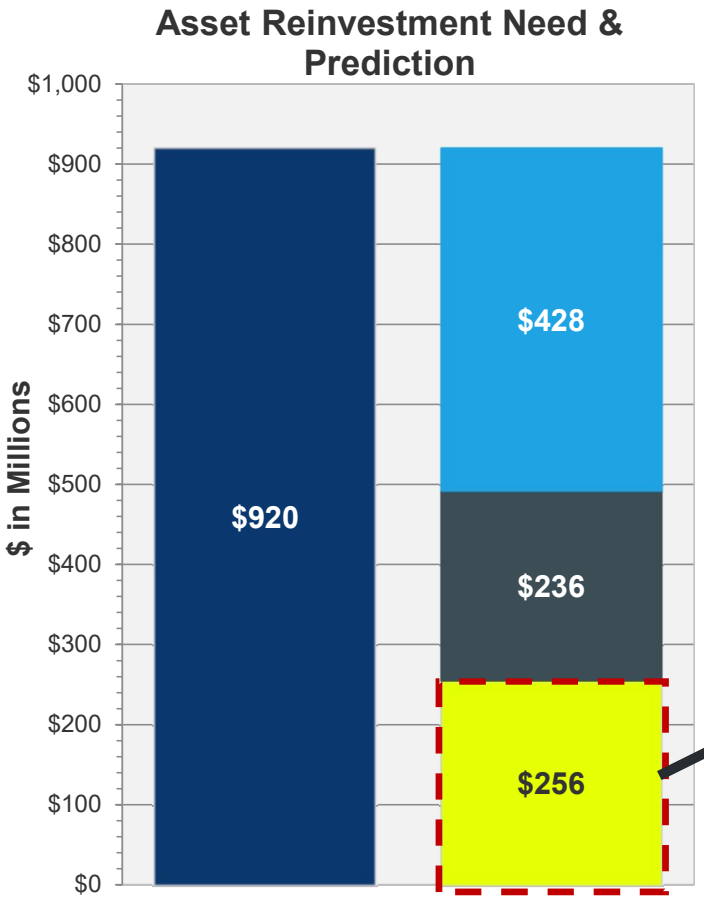
Asset Reinvestment Need $/GSF vs. Peers

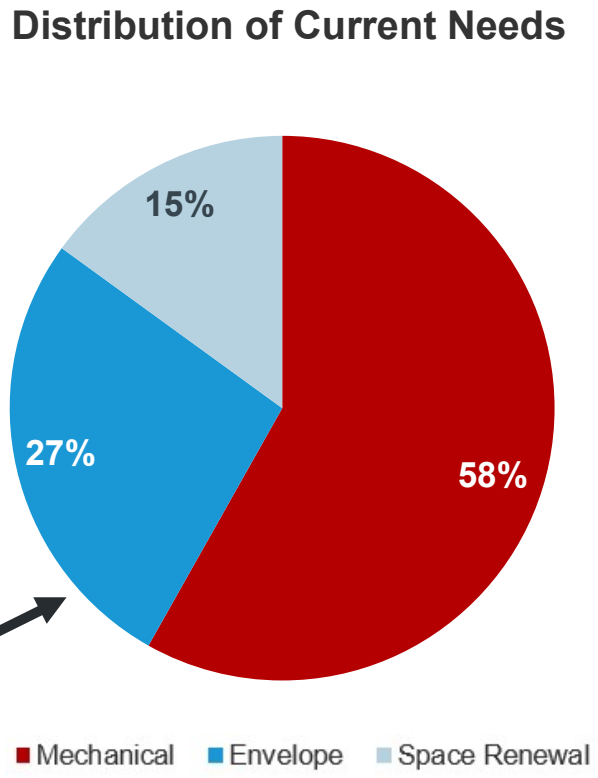
When AR Need is normalized on a $/GSF basis, UM is among the highest and well above the $100/GSF threshold



**Arranged by Tech Rating*

Prediction: UM's Current Needs

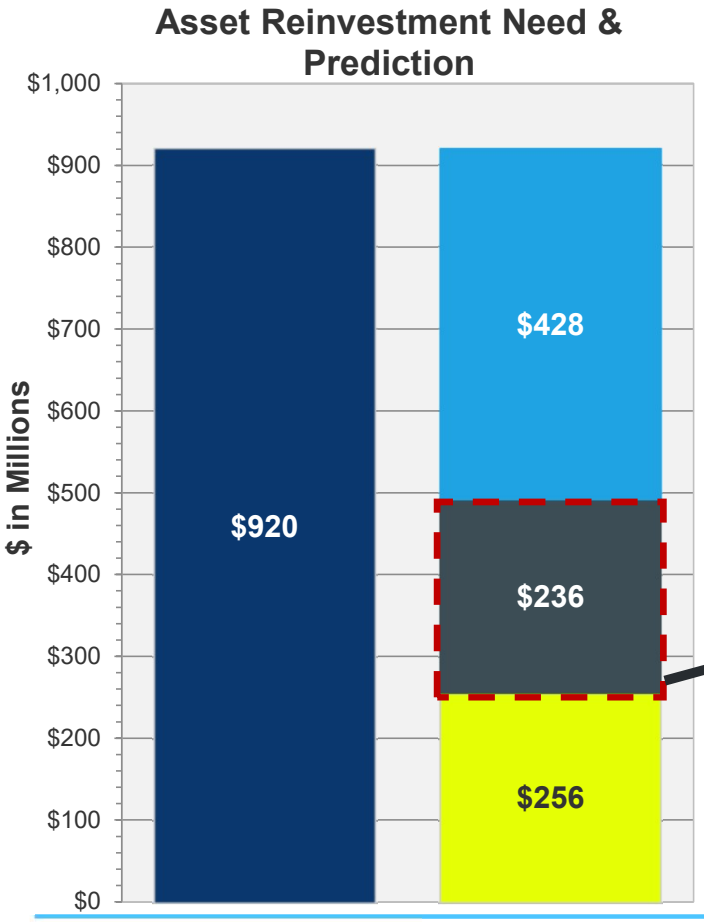


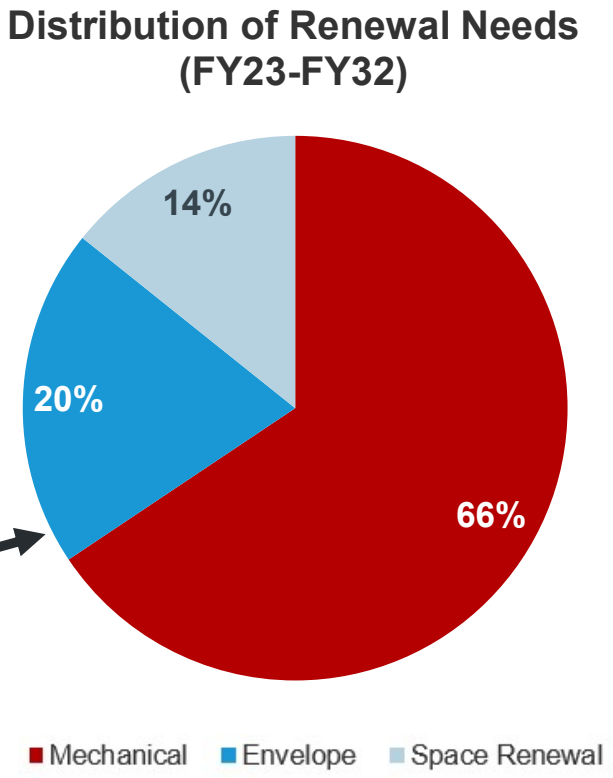


Major Current Building Needs

Building	System
AUBERT HALL	HVAC
YORK HALL	HVAC
FOGLER LIBRARY-ORIG	Exteriors
KNOX HALL	HVAC
OXFORD HALL	HVAC
SOMERSET HALL	HVAC
HANCOCK HALL	HVAC
FOGLER LIBRARY-ORIG	Electrical
HART HALL	HVAC
ANDROSCOGGIN HALL	HVAC

Prediction: UM's Upcoming Renewal Needs





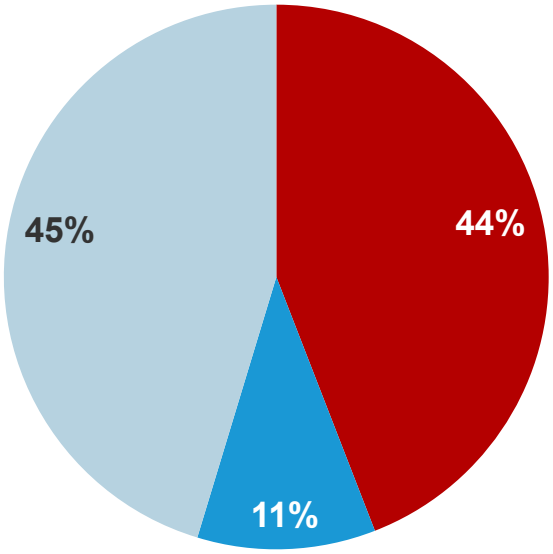
Major Upcoming Building Needs

Building	System
FOGLER LIBRARY-ORIG	HVAC
CLASS OF 1944 HALL	HVAC
MEMORIAL UNION-AD2	HVAC
BRYAND GLOBAL SCIENCES CENTER	HVAC
DONALD P CORBETT HALL	HVAC
AUBURT HALL	Electrical
AUBERT HALL	Exteriors
HITCHNER HALL, BIOLOGY WING-AD4	HVAC
AUBURT HALL	Plumbing
MEMORIAL UNION-ORIG	HVAC

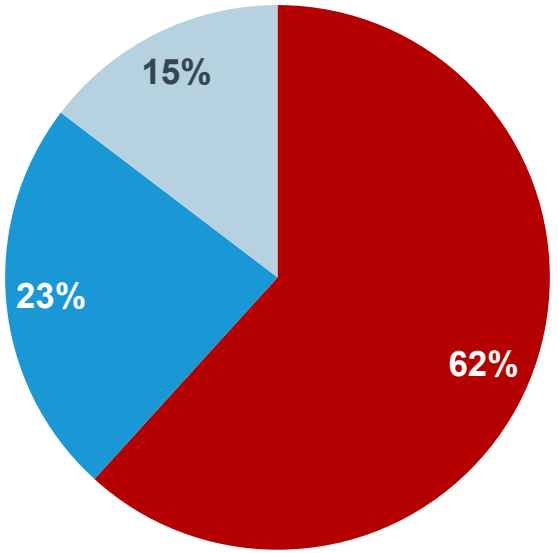
Historic Funding vs Current and Renewal Needs

Shift in investment allocation needed towards mechanical systems and building envelope

Historical Investment (FY05-FY22)



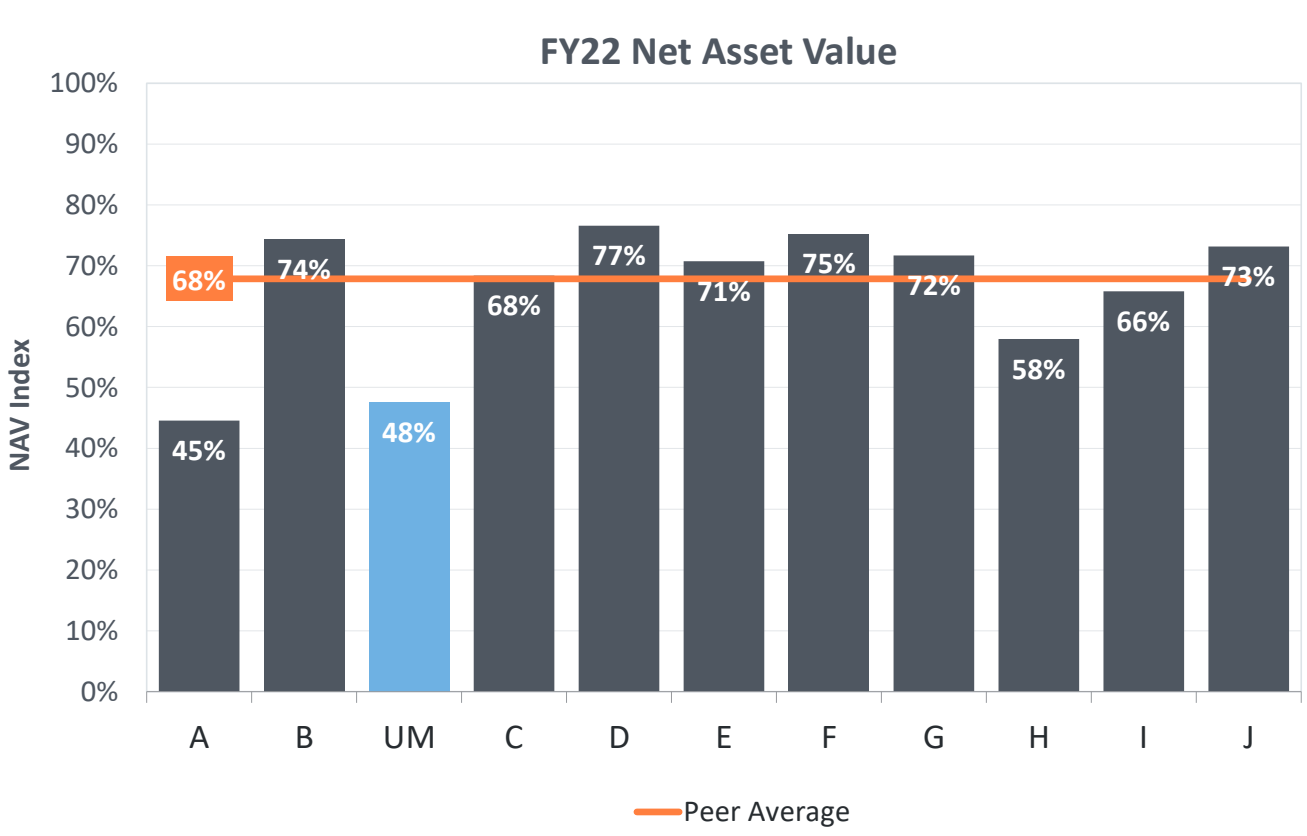
Distribution of All Needs (FY23-FY32)



Mechanical Envelope Space Renewal

Net Asset Value Compared to Peers

UM has a NAV of 48% representing the Transitional Stage



**Arranged by Tech Rating*

NAV Index	Investment Strategy
100%-85%	**Capital Upkeep Stage:** Primarily new or recently renovated buildings with sporadic building repair & life cycle needs; "You pick the projects"
85%-70%	**Repair and Maintain Stage:** Buildings are beginning to show their age and may require more significant investment on a "Sample College"-by-"Sample College" basis
70%-50%	**Systemic Renovation Stage:** Buildings may require more significant repairs; large capital infusions; "The projects pick you"
Below 50%	**Transitional/Gut Renovation/Demo Stage:** Major buildings components are in jeopardy of failure. Reliability issues are widespread throughout the building.

$$\text{NAV Index} = \frac{\text{(Replacement Value - Building Needs)}}{\text{Replacement Value}} \times 100$$

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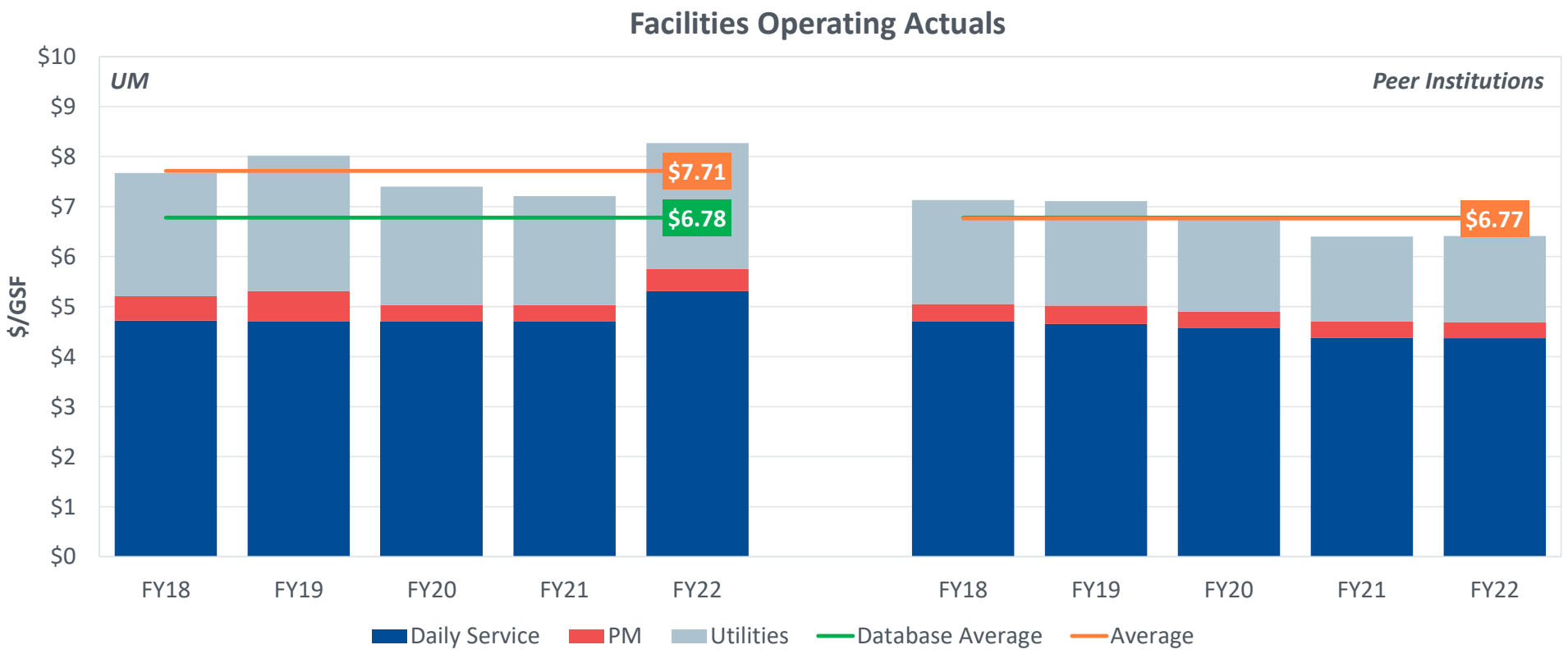
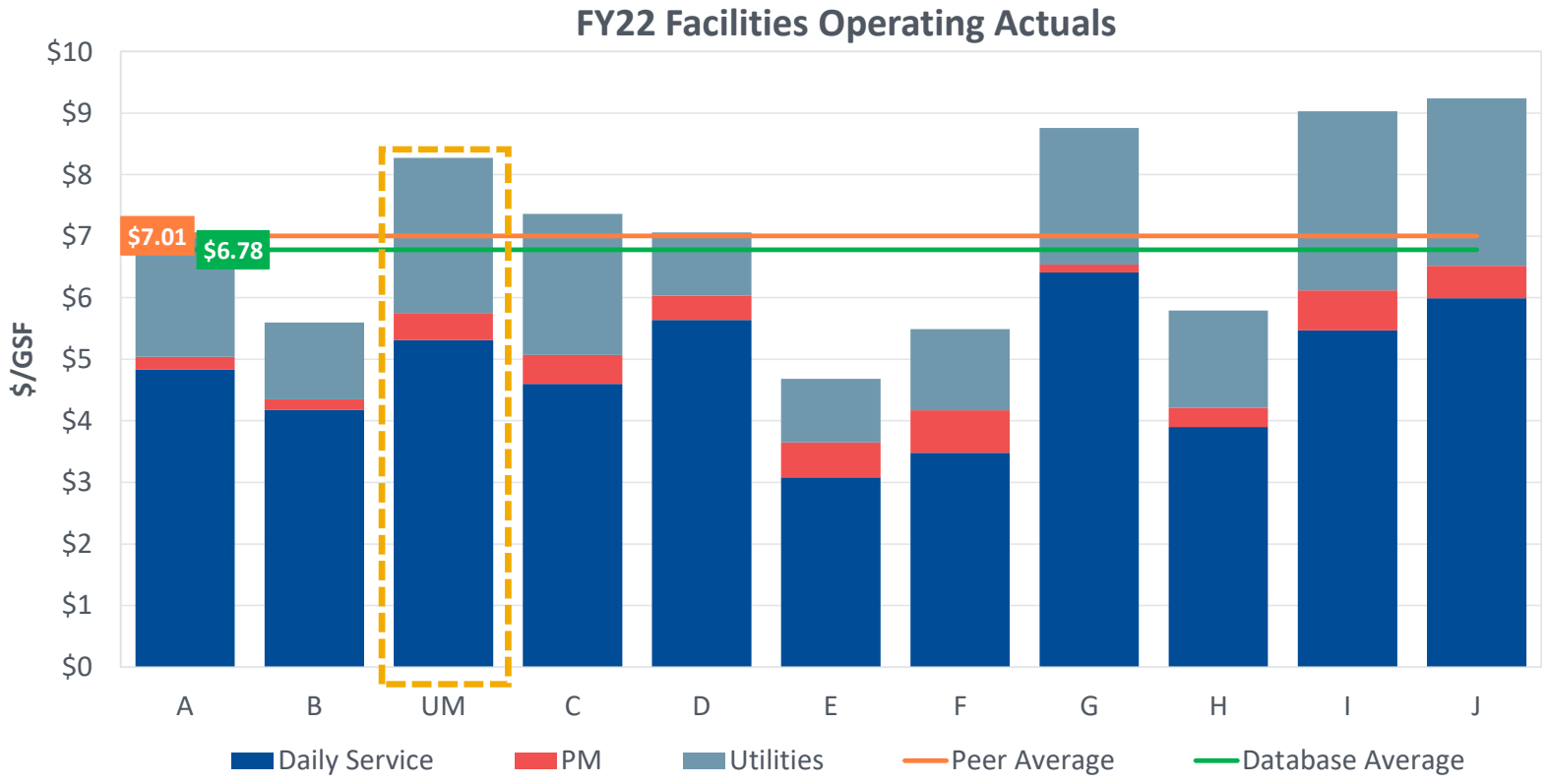
Operations Profile

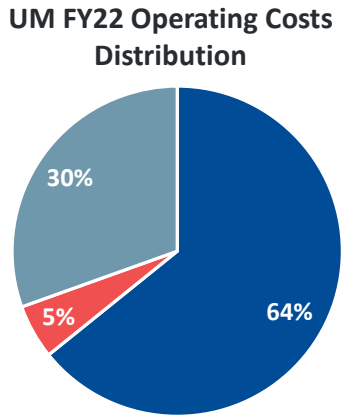
Facilities Operating Actuals

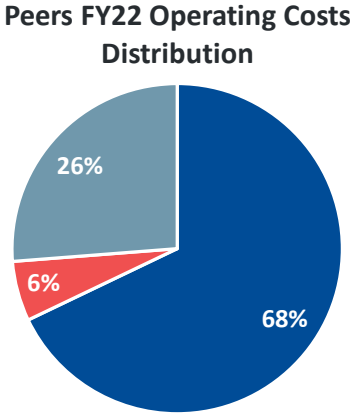
UM has operated at $0.94/GSF more than peers from FY18-FY22



FY22 Facilities Operating Actuals vs. Peers

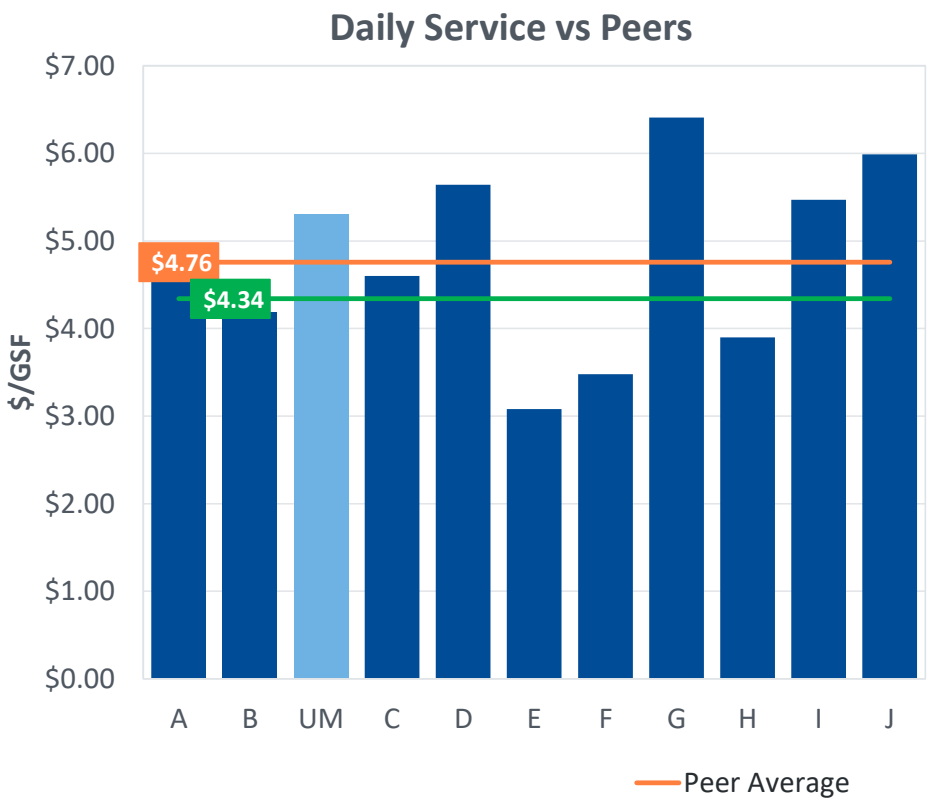


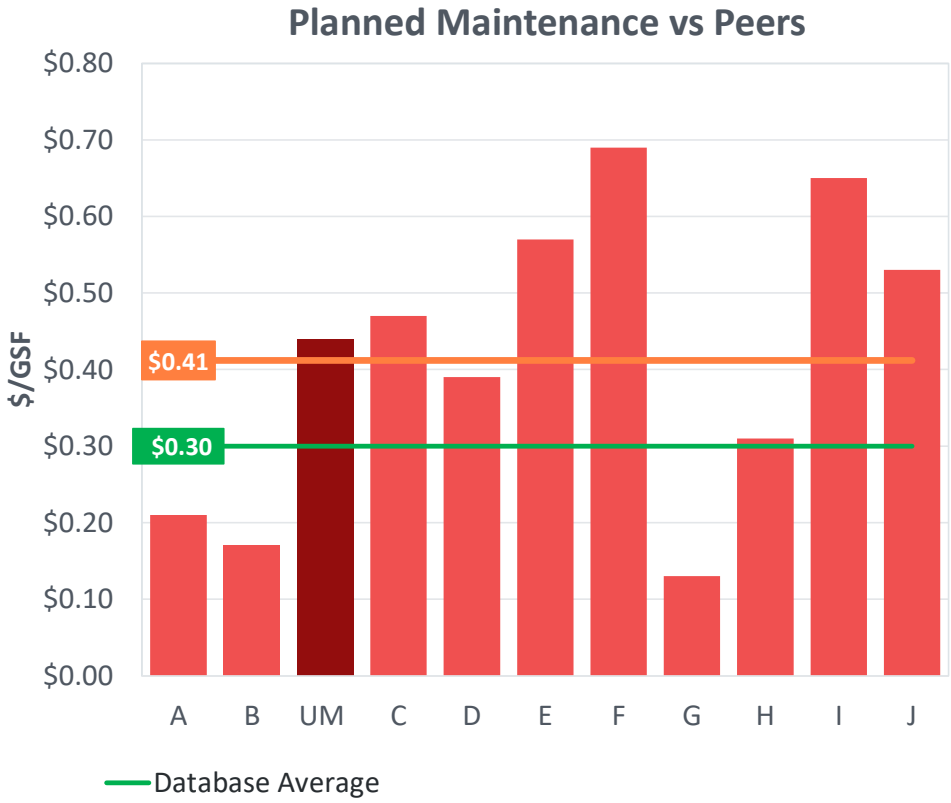




Arranged by Tech Rating

FY22 Daily Service vs. Planned Maintenance

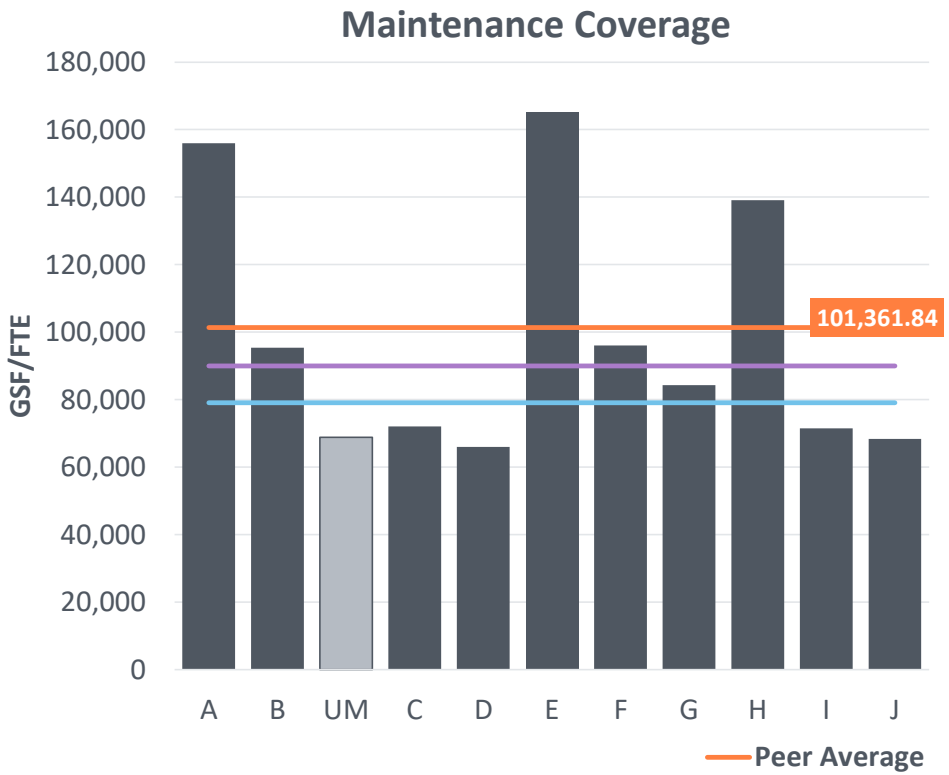


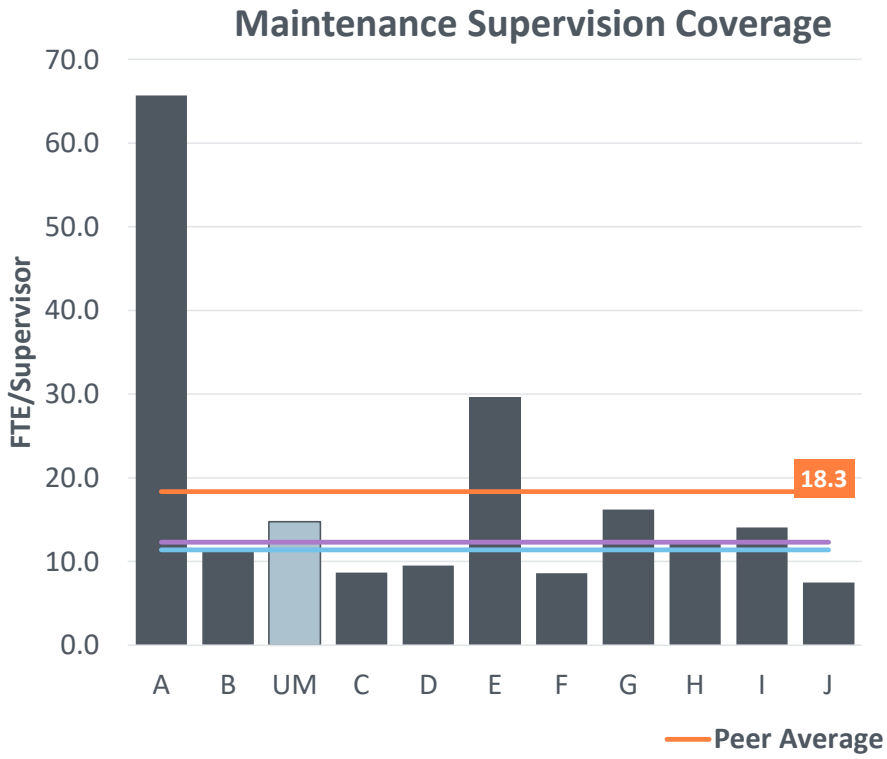


Arranged by Tech Rating

Covering less space per FTE than peers, similar supervision

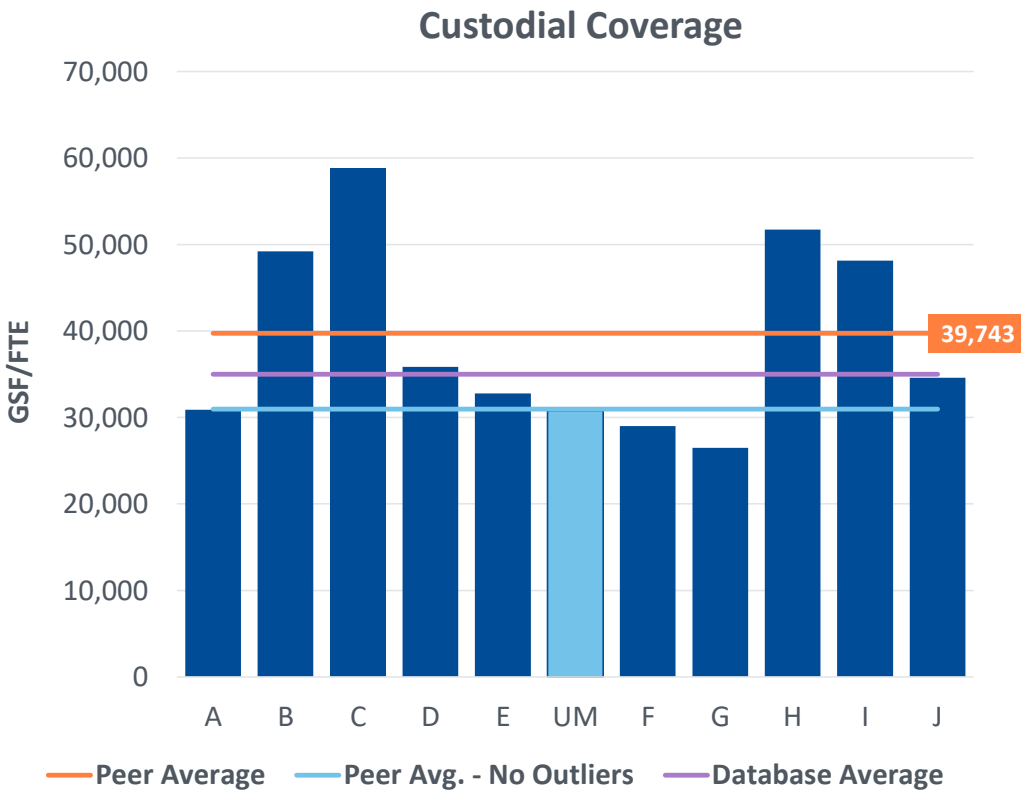
Older campus and higher $/GSF repair needs drive lower coverage ratio

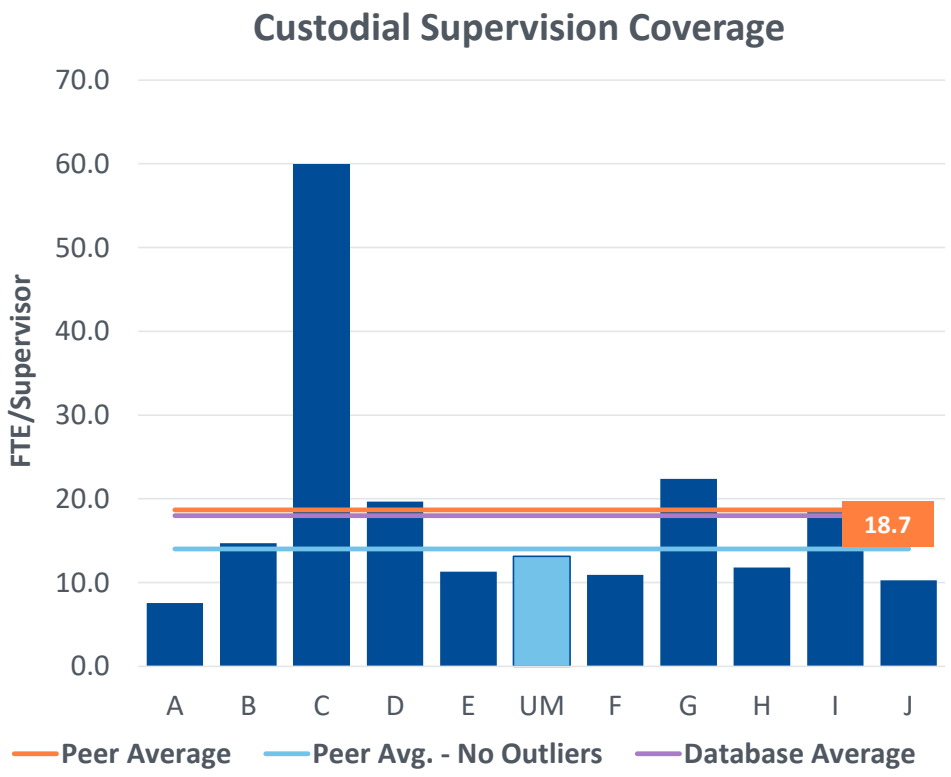




Campus conditions drive coverage ratios

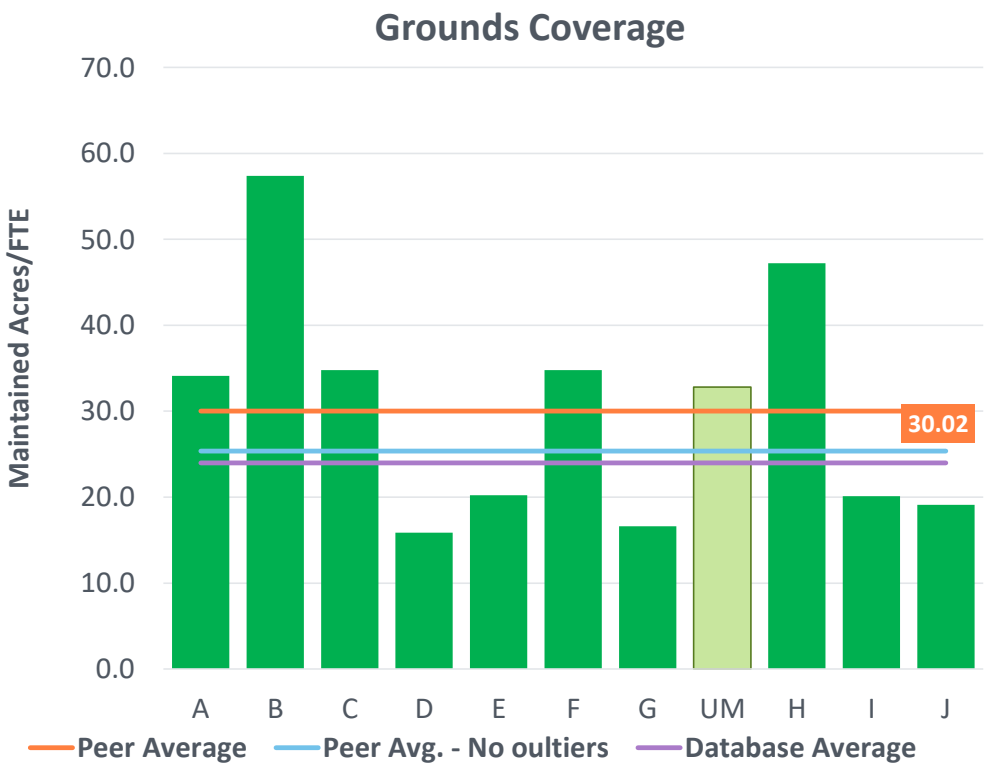
Custodial coverage similar to peers with outliers removed, coverage below database average

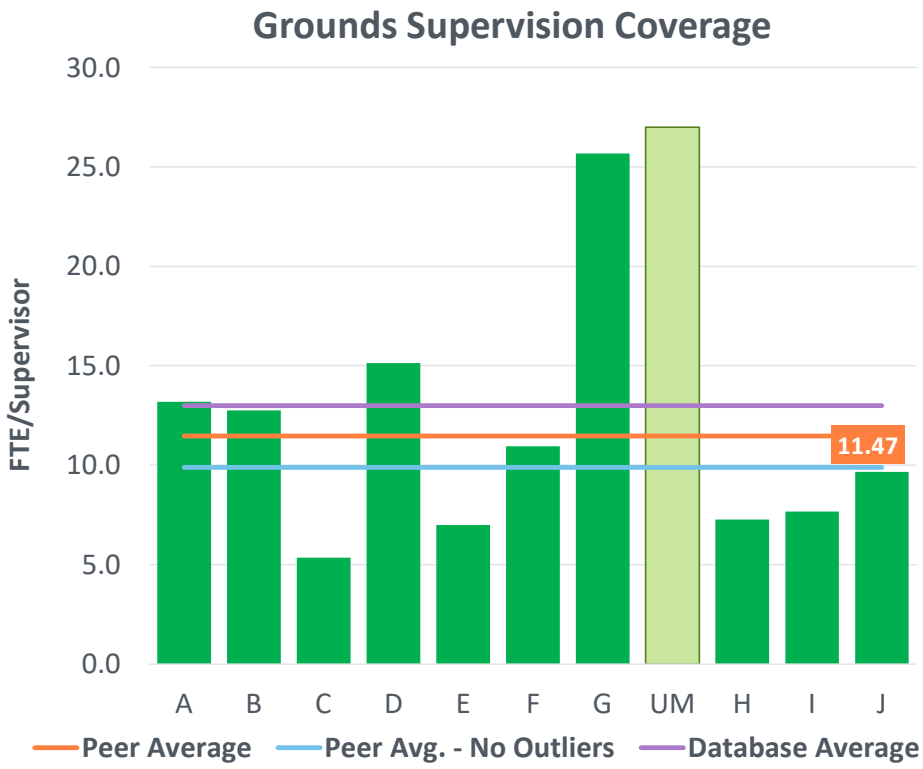




Grounds covering more acreage with less supervision

Challenges in filling grounds positions lead to increased coverage ratio compared to peers





FY2022 Summary

Space

- The University of Maine has avoided growth in campus footprint while seeing a decrease in student enrollment.
- 61% of space is over 50 years old and requires significant investments in both renewal and modernization.

Capital

- Total capital investment has fallen short of target FY14 - FY22.
- Since FY05 peers have invested an average of $2.88/GSF more per year into existing facilities than The University of Maine.
- Approximately $256 Million “Current Need” across campus.

Operations

- Operating costs increased in FY22 for people, expenses, and utilities.
- Operating costs are $0.94 per GSF more than peers FY18-22
- High backlog of needs and older campus are forcing tighter maintenance coverage ratios than peers.

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Questions & Discussion

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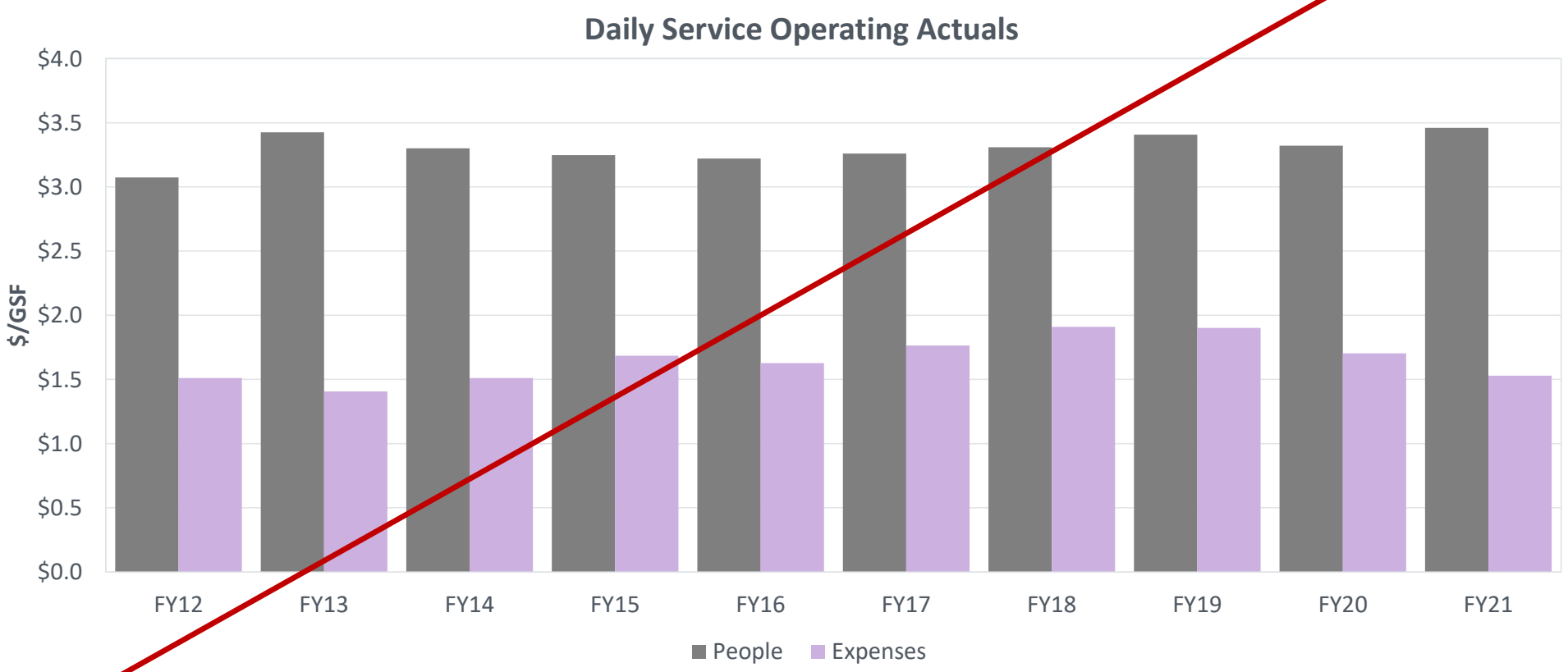
Daily Service Operating Actuals FY12-FY21

While People costs stay relatively the same, expenses have more fluctuation



Planned Maintenance Internal vs. External