

REQUEST FOR PROPOSAL #2026-006
Campus Master Planning Services
RESPONSE ADDENDUM #5
October 31, 2025

QUESTIONS

1. **The RFP describes campus master planning services encompassing all six University of Maine System campuses. Could the System please clarify whether proposals may be submitted for a focused scope limited to campus living and student housing facilities as a distinct component of the overall master planning effort—either under a separate contract or as a specialized subconsultant role within a comprehensive team?**

ANSWER: The purpose of the RFP is to hire a singular team that can holistically provide all components of the RFP scope of work.

2. **Has a budget been established for the project and scope of services described?**

ANSWER: Budgets have not been established for this project. Each university within the broader System manages its own budget. Each university will negotiate and enter into contracts individually with the awarded vendor. Each university is unique and will have slightly different needs and/or focuses for its Master Plan.

3. **Is there a central source and process for gathering data and plans/surveys/GIS information for all campuses, or, is each campus and university unit providing data for its individual campus independently? Is existing data standardized across campuses?**

ANSWER: Each university will provide data independently. Data is not formally standardized across the six universities and varies. Data gathering may be part of each campus's needs and contracted to provide. We have provided several documents as attachments to this RFP including, UMS Center and Off-site Locations, UMS FY24 Combined NAV by Building, and our most recent Gordian Report.

4. **What is the governance structure for overseeing the planning process, and coordinating data and inputs from the various campuses? Will there be a steering committee or other group providing direction and feedback during the process?**

ANSWER: Each campus will have its own governance structure, most likely with a steering committee.

5. **Has a similar system-wide master plan or LRDP been done in the past, and is this available? Or is this the first effort of its kind for the system?**

ANSWER: No, in the past only individual university master plans have been done. The goal of this RFP is for each campus to develop its own individual master plan, not to develop a system level plan. We are seeking a greater consistency and timing across individual university master plans by hiring a single firm to provide these services and having new master plans created in the next 12-18 months or thereabouts.

6. **What are the key drivers for conducting a system-wide plan? Is it an outcome of the 2023-28 Strategic Plan?**

ANSWER: The goal of this RFP is not to develop a system-wide plan, but rather for each University to develop its own plan within the context of the UMS strategic plan. Previous university plans are outdated.

7. **Will the University have a single system project manager for the Campus Master plan representing all of the UMaine system locations or will there be separate project managers representing each campus location?**

ANSWER: Each university will have its own lead project manager.

8. **Process - Should submitting firms plan for an all-inclusive combined engagement process that will incorporate all of the campus constituents from each location to be facilitated from the system office or does the system anticipate multiple planning engagements for each campus location that will ultimately be combined into one unified master plan vision?**

ANSWER: Respondents should plan for multiple planning engagements for each university location that will ultimately feed into a unified vision for the System.

9. **In the fee tabulation format provided in the RFP, there is a discount input that is included. Can you provide clarification that this is intended for suppliers of goods versus services-based scope of services.**

ANSWER: We expect some kind of discount to be provided given the size of the anticipated contract. This discount is intended for the services-based scope provided in the RFP. The discount will not be evaluated as a part of the cost response however we are requesting visibility to that discount through the RFP process.

10. **What is the envisioned planning horizon of this Campus Master Plan? (i.e., 10 years, 20 years)**

ANSWER: 10 years.

11. **The RFP references 6 distinctive public universities, comprising 10 campuses, numerous centers (Page 3) and satellite locations/farms (page 10). Please confirm the number of**

distinct locations that will be included in this planning process to assist in the creation of fee tabulations.

ANSWER: There are six individual universities, University of Maine Augusta with campuses in Augusta and Bangor; University of Maine Farmington; University of Maine Fort Kent; University of Maine Presque Isle; University of Southern Maine with campuses in Gorham, Portland and Lewiston; Maine Law School, and University of Maine with campuses in Orono and Machias as well as multiple centers, offices, and research farms across the state.

- 12. Facilities Conditions Assessment (FCA) - In order to better understand the scope and provide an accurate fee tabulation pertaining to the FCA, will the system share the existing information prior to RFP response due date for the facilities anticipated to be included within this scope? (i.e., building inventory list with the total square footage, known deferred maintenance list, exclusions).**

ANSWER: We have provided several documents as attachments to this RFP including, UMS Center and Off-site Locations, UMS FY24 Combined NAV by Building, and our most recent Gordian Report. Each university will provide additional information when developing a contract with the selected firm.

- 13. Building on the FCA question above, on all of the campus locations the university might own assets that are non-mission driven infrastructure (houses, non-academic structures, etc.). Will these be excluded from the space needs assessment / planning process and FCA.**

ANSWER: We have posted our Gordian report as an attachment to this RFP, which includes much of this information. Actual needs will be determined on a campus-by-campus basis with the awarded vendor.

- 14. Is this energy reduction at building level or is this larger scale like removal of fossil fuels from campuses entirely to align with sustainability goals?**

ANSWER: Larger scale to meet the broad sustainability goals for the System and university specific sustainability goals.

- 15. Will the System consider negotiating contract specifics with the selected firm?**

ANSWER: Yes, there will be a master contract with the system office and individual sub-contracts for each university that will be negotiated per university and through the UMS Procurement Department.

- 16. Does the System have an accurate space inventory in electronic format of all facilities expected to be evaluated in this study, including owned, leased, satellite, and shared space?**

ANSWER: We have posted a satellite location report (UMS Center and Off-site Locations) as an attachment to this RFP. The Gordian report (attachment) includes most of this information for owned spaces on main campuses. If additional information is required, this can be provided by each university at the time of contract negotiation.

17. Can the System provide the planning team with a uniform data set for course scheduling at all locations?

ANSWER: Yes, that information can be found here, <https://www.maine.edu/databook/student-related-reports/>.

18. Will each institution be able to provide the planning team with enrollment projections by program upon which space projections can be made for the timeframe of this plan? Similarly, are academic plans and enrollment management plans available for each institution that indicate new programs on the horizon and how delivery modalities may continue to evolve?

ANSWER: Yes, forward looking information about enrollment projections and academic plans will be provided by each university at the time of contract negotiations.

19. What is the System's expectation for integration of master plan recommendations that may already be in place at individual institutions?

ANSWER: Each individual university has existing Master Plans that have been created at different times and each University will dictate how much of the prior Master Plan should be incorporated into the new Master Plan. The System expects that updated policies will be incorporated into the new Master Plans. Including and not limited to the following UMS APLS; <https://www.maine.edu/apls/apl-ii-k/>; <https://www.maine.edu/apls/apl-ii-e/>.

20. Please confirm that the scope expectation is to develop a comprehensive master plan for all 6 universities, 10 campuses, and all satellite and extension sites in 12 to 18 months.

ANSWER: Yes, the scope of work is for the following Universities, University of Maine at Augusta, University of Maine at Farmington, University of Maine at Fort Kent, University of Maine, University of Maine at Presque Isle, and the University of Southern Maine. We have posted a complete list of satellite locations as an attachment to this RFP. Individual timelines will be negotiated by each individual university.

21. What level of planning detail is expected for each campus? Will the extent of final deliverables be similar campus to campus? How much detail will be needed for satellite locations? Will site analysis diagrams and proposed site plans be required for all sites?

ANSWER: We expect the final deliverable to be similar for each university and their corresponding campuses. Universities with satellite offices will not require a site analysis or diagram for those satellite locations (unless specifically requested by the university during contract negotiations. We do expect site analysis and diagrams for the main campuses on each university.

- 22. Do you have existing facilities condition assessment reports that will need to be reviewed as part of this effort, or does the scope include conducting a comprehensive facilities condition assessment and creating reports for each building on each campus? Please indicate how many buildings will need to be assessed at each location.**

ANSWER: Facility condition assessments from previous Master Plans are available if they were completed. In addition, Gordian's annual Net Asset Value assessment and the most recent Gordian report have been posted as attachments to this RFP.

- 23. Do you have an ADA audit that will be updated as part of this effort, or are you requesting a comprehensive ADA audit of all campuses?**

ANSWER: This will be determined by each university at the time of contract negotiations.

- 24. Please clarify the level of detail anticipated for the Energy Master Plan deliverable and whether it is system wide or if a separate report is required for each location.**

ANSWER: A separate Energy Master Plan will be required for each university.

- 25. What level of detail and deliverables are required for the Safety & Security Scope? Is this a high-level system-wide assessment, or a detailed assessment and recommendations for each location?**

ANSWER: We are looking for recommendations for each university.

- 26. Please confirm if the following data is available for each campus and satellite location: current space database, campus-wide GIS or CAD file, building CAD or Revit files.**

ANSWER: We have posted the Gordian report as an attachment to this RFP. This contains some of the requested information. GIS and CAD files are available for some universities, and this information can be provided during contract negotiations with the awarded vendor.

- 27. Stakeholder mapping: Will UMS coordinate system-level stakeholder engagement (e.g., Chancellors, system offices, key leadership), or should the consultant manage all the coordination and communication process?**

ANSWER: UMS will help to coordinate stakeholder engagement. The communication process will be defined with the awarded vendor during contract negotiations with each university.

28. Does the community need to be engaged in system-wide planning efforts? If yes, to what extent.

ANSWER: This is a system wide initiative however each Master Plan will be tied to each of the six universities. We expect the university community, and the public to some extent, to be engaged in this planning process. The exact extent will be defined by each university during contract negotiations.

29. Is there existing data or prior Facility Condition Assessments (FCAs) for each campus that are available for this team to utilize as the basis of additional assessment, or should teams plan the resources to provide a building-by-building/system-by-system FCAs for all campuses and centers?

ANSWER: Yes, teams should plan the resources to provide building by building assessments for each university. We have posted our most recent Gordian report which contains some high-level information. Universities may negotiate specific requirements with the awarded vendor during contract negotiations.

30. Is the system interested in, or expecting, a software solution deliverable for their ongoing use and access to study outcomes following conclusion of this project?

ANSWER: This is not an expectation however we are open to this kind of resource.

31. Can you share the system's 'modular planning framework' or describe the level of standardization or flexibility you envision across campuses?

ANSWER: We have one year and five-year capital plans for each university, and those will be informed by the university's master plans.

32. Could you please clarify the intended scope of GIS within the Long Range Development Plan process? Specifically, should GIS be expected to integrate elements such as space utilization data, facilities condition assessments, and related datasets (whether or not they currently reside in GIS)? Additionally, is the University's expectation for GIS to serve primarily as a design and decision-making tool during planning, or more as a data management and visualization platform?

ANSWER: Data does not currently reside in GIS. However, we would like flexible formats for future use of this data. We expect GIS to serve as a data management and visualization platform that may ultimately become a decision-making tool.

33. Can you provide a full list of your campus and satellite locations (re: section 4.6)?

ANSWER: Please see the attachment titled UMS Center and Off-site Locations.

- 34. Should teams submit comments on the contract with our proposal, or will this be allowed during negotiations with the shortlisted or selected team?**

ANSWER: Comments can be made in your responses to the questions in Appendix D1 and we will negotiate specific contract terms with the awarded vendor or vendors after an award has been made. Section 1.2.1 of the RFP provides additional information about the contract negotiations and the University's position on certain legal terms.

- 35. The RFP defines a timeline of 12 to 18 months. If the project scope or deliverables adjust after the project commences, will the project team have an opportunity to negotiate any required adjustments in resources and deliverables?**

ANSWER: Yes.

- 36. The RFP indicates that total cost should include related expenses. To facilitate evaluation of cost proposals, should teams provide a breakout between cost of services and reimbursable expenses?**

ANSWER: Yes please.

- 37. Has a Steering Committee or working group been identified, and can you clarify whether this is the decision-making group throughout the process, or should teams include review meetings or periods with system-wide administration?**

ANSWER: Each campus will assemble a steering committee, and the awarded vendor will work with that committee on a university-by-university basis. There are 6 distinct campuses included in the University of Maine System.

- 38. Who will be managing the master planning effort for UMS? Is there a project champion for the entire master plan? Will each University be responsible for leading the master planning for their own campuses, or will that leadership come from the system level?**

ANSWER: Each university will be responsible for planning on their own campuses. There will also be a system level administrator who is involved in the process.

- 39. Please clarify the level of effort desired for Facility Condition Assessments. Is a full facility condition assessment for all facilities at all campuses required as part of the Master Plan? Does UMS have any current or recent assessments that will be shared with the selected Master Planning team to support and supplement our assessment efforts?**

ANSWER: Please see response to question 22.

- 40. Will any of the off-campus centers require stand-alone master plans? Will facility assessments be required for any or all of the off-campus centers?**

ANSWER: Each of the six universities will engage with the awarded vendor for a standalone Master Plan. The off campus centers all fall under the jurisdiction of one of the campuses and will be included in that campuses Master Plan.

- 41. Will Maine Law and the Graduate & Professional Center facilities in Portland be included in the Campus Master Plan? If so, how should fees related to master planning of this campus be tracked in our proposal?**

ANSWER: Maine Law and the Graduate & Professional Center fall under the jurisdiction of the University of Maine campus. Fees for these facilities should fall under the University of Maine fee.

- 42. What is meant by “Modular Planning Framework” under Section 1.1.4 Paragraph 1.3?**

ANSWER: Please see response to question 31.

- 43. For the Campus Energy Plan scope, are there specific objectives for decarbonization, energy efficiency or other goals this planning effort should address?**

ANSWER: The System has a goal to be carbon neutral by 2040. Universities have more specific objectives to achieve this goal.

- 44. How can I become a subcontractor on the University’s Campus Master Plan project?**
Briefly, I am an AICP planner and Yale-educated lawyer, former Chair of the APA Planning and Law Division, and recipient of the APA National Meritorious Planning Program Award. I served as a Regent of my alma mater, the University of Alaska, for eight years, during which time I drafted the system’s Campus Master Plan policy and oversaw the development, adoption and implementation of master plans throughout the UA system. I would like to team up with any interested prime bidders and assist them in every way I can.

ANSWER: Thank you for your interest in this RFP. With your permission, we are posting your contact information below:

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