



State of Maine

Augusta Area State Facilities Master Plan

May 2023

Part 1

SMRT

vhb

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Architectural, Historic Preservation
& Planning Concepts

DLRGROUP

AUGUSTA AREA STATE FACILITIES MASTER PLAN

May 2023

Part 1







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FOREWORD

Message From Commissioner Kirsten LC Figueroa, Department of Administrative and Financial Services



Kirsten LC Figueroa
*Commissioner
Department of Administrative
and Financial Services*

It is my pleasure to introduce the State's 2023 Master Plan for Augusta Area Facilities. A primary responsibility of the Department of Administrative and Financial Services is to ensure safe and healthy environments for state employees, legislators, government officials, those participating in state government proceedings, and the thousands of visitors who frequent our facilities. The buildings house a vast array of functions, from administrative to scientific to cultural.

Our responsibility is not only to provide appropriate facilities for current needs, but also to embed flexibility for future adaptations and growth, all the while addressing climate change by reducing greenhouse gas emissions from our buildings and fleet and developing resilient responses to the effects of climate change.

This master plan not only provides state government with facilities to serve its many and varied programs, but hand in hand seeks to reduce energy consumption and increase use of cleaner, lower carbon energy. The plan strives to promote sustainability in facility construction, maintenance, and operations.

The dual goals of historic preservation and sustainability are on a parallel path in this master plan, as the State's facilities in greater Augusta are on average more than 100 years old. By renovating for adaptive reuse, both history and the inherent green value of recycling existing buildings are honored while providing functionality for current needs.

The Master Plan emphasizes respect for the natural environment, enhancing connections between state government activities and important landscape features such as the beautiful Kennebec River, parks, trails and preserved green space. It reflects our effort to synchronize the State's built and natural environments.

ACKNOWLEDGMENTS

Throughout the process the planning team met regularly with the Augusta Master Planning Steering Committee comprised of:

Elaine Clark, Deputy Commissioner, Department of Administrative and Financial Services (DAFS)

Earle Shettleworth, Maine Historian and Capitol Planning Commission Chair

Hannah Pingree, Director, Governor's Office of Policy Innovation and the Future (GOPIF)

Jessica Scott, Senior Climate Advisor, Governor's Office of Policy Innovation and the Future (GOPIF)

William Longfellow, Bureau Director, Bureau of General Services (DAFS/BGS)

Joe Ostwald, Director of the Division of Planning, Design, and Construction, DAFS/Bureau of General Services (DAFS/BGS)

Bill Bridgeo, Retired Augusta City Manager

Dan Burgess, Director of the Governor's Energy Office

David Madore, Deputy Commissioner of Maine Department of Environmental Protection (DEP)

Kirk Mohney, Director of the Maine Historic Preservation Commission and State Historic Preservation Officer

Matt Nazar, Augusta Director of Development Services

Randy Charette, Deputy Commissioner Department of Agriculture Conservation and Forestry

Ross Anthony, Buildings and Efficiency Analyst at Governor's Energy Office

This committee was instrumental in establishing the guiding principles for the plan and offering critical insights and feedback during the development process. Special thanks: Elaine Clark and Earle Shettleworth deserve special thanks for supporting the planning team on an ongoing and consistent basis. Throughout the process they offered their perspective, wisdom and guidance on critical issues.

MASTER PLAN TEAM

SMRT served as prime consultant for the 2023 Augusta Area Master Plan. Collaborating consultants included: The DLR Group (Planning and Urban Design, Energy, Workplace), VHB (Transportation), Malcolm Collins, AIA (Historic Preservation) and Wright Ryan Construction (Cost Analysis).

EXECUTIVE SUMMARY

Maine enjoys a state capital area located in a magnificent setting along both sides of the Kennebec River, with a rich cultural history, an intact fabric of historic structures, office, and workplace buildings proximate to the capitol, and ample open space in walking distance to the Augusta downtown area. This 2023 Augusta Area Master Plan presents a vision where these resources are celebrated, connected, restored, and improved. The planning team, working closely with a steering committee and leadership from the Bureau of General Services, shaped a 20-year vision specifically developed to meet the objective of the State's 2020 Climate Action Plan Maine Won't Wait. Building environmentally sustainable practices into the future development of State facilities and campus infrastructure is fundamental to implementing this master plan.

Current Context

The planning team started work in the fall of 2021, 18 months into the COVID-19 pandemic which seriously impacted the planning process and the availability of reliable data relative to work patterns, space needs assessments and parking demand. A significant number of Augusta area state employees continued to work remotely during the course of the planning process and remain remote to this day. Return to work patterns remain uncertain at the time of this report issuance. Given these circumstances, flexibility is key. The phasing and sequencing of projects will depend on volume of employees returning to Augusta, which will evolve and change over time.

Planning Process

The planning team organized the process into five phases:

- Phase I: Data Collection and Existing Conditions Analysis
- Phase II: Master Plan Vision, Guiding Principles and Trends
- Phase III: Alternatives and Strategies Evaluation
- Phase IV: Master Plan Development
- Phase V: Final Plan and Adoption

The planning team met with key stakeholders who provided critical feedback to the planning team including:

- City of Augusta
- DAFS/BGS Property Management
- Capitol Security
- Capitol Planning Commission
- Blaine House
- GOPIF
- DAFS/BGS (multiple meetings)
- DOT
- MHPC

GUIDING PRINCIPLES

With thoughtful input from the Steering Committee, the team established guiding principles for the 2023 Augusta master plan as follows:

▪ Reduce State's Operational Carbon Footprint

- Pursue building energy optimization
- Reduce vehicle miles traveled
- Create Incentives: EVs, Ride-share, Transit, Ped/bike etc.
- Adopt alternate fuel sources (solar farms etc.)



▪ Contribute to the Economic Vitality of Augusta

- Partner with the City of Augusta to build the context for increased economic vitality in Augusta.
- Develop live/work culture
- Shape open space/recreation opportunities
- Develop magnet amenities
- Enhance city and downtown connections



▪ Increase Workplace Flexibility

- Determine best practices for hybrid working model.
- Determine assigned/non assigned ratios, department by department



▪ Attract “Next Generation” State Employees

- Improve the workplace
- Create magnet amenities
- Promote wellness/healthy lifestyle
- Incentivized attractive housing & communities in walkable distance
- Provide attractive benefits (including convenient access to childcare)
- Offer rewarding work, opportunity for advancement



▪ Revitalize Historic Fabric of Augusta area State Facilities

- Consider the important role of the existing historic fabric on both the east and west campuses.
- Continue to invest in restoration and repurposing these structures when feasible.
- Shape open space and amenity space on the state campuses to re-invigorate these historic places.
- Leverage the embodied carbon benefit of historic buildings to reduce negative climate change impacts



▲ Source: State of Maine Bureau of General Services

2030 Vision

Commitment to Climate Action Plan

- **Embrace Maine's Commitment to Climate Action** by reducing energy demand (transportation and operations) and developing efficient infrastructure
- **Create vibrant**, walkable campuses with inviting outdoor spaces, enjoyable workplace environments, easy access to magnet amenities and convenient connections to downtown and trails.
- **Shape flexible and adaptable** workplaces to meet the needs of agencies as they evolve and change over time.
- **Celebrate Maine's historic campus infrastructure** - Restore, repurpose, renew.

Commitments to Energy Sustainability and Resilience

- **Lead the way with best practice energy solutions** that not only meet the climate action goals but put buildings on a road to decarbonization through elimination of fossil fuels and adoption of net zero practices.
- **Make data driven decisions** relative to investments in energy retrofits, energy purchase agreements and renewable energy use.
- **Provide dedicated staff** to manage energy use in state facilities and actively pursue energy optimization in new and existing construction.
- **Preserve and re-use existing historic building stock** while optimizing energy efficiency

Enhancing the Public Realm

- **Shape inviting and attractive historic campus environments** that build on current infrastructure and offer additional enhancements and convenience.
- **Shape active outdoor spaces** on both East and West Campuses that create a sense of place and reflect the importance of governance.
- **Promote active ground level uses** on key streets proximate to the Capitol campus. Provide retail/restaurant/service venues proximate to campuses.

Improving the Stakeholder Experience

- **Inspire visitors** to Maine's Capitol District with our rich cultural heritage and history. Our campuses and buildings will present an inviting, inclusive, convenient visitor experience.
- **Provide state employees** an enjoyable workplace that offers flexibility, choice and amenities that enhance the work experience, promote health and wellness and draw them to Capitol District.
- **Offer the Public** access to State services in welcoming and convenient environments that support agency functions and provide ease of access and efficient delivery of state services.

Strategically address transportation and parking issues

- **Enhance street corridors to activate the pedestrian experience.** Calm traffic in key locations, improve street crossings and intersections.
- **Enhance trail connections** on both East and West Campuses to river and downtown Augusta.
- **Promote sustainable transportation** with carpool matching, cycling amenities, EV charging, and improved transit connections.
- **Strategically manage parking resources** to meet demand. Where structured parking is required include ground level occupied space to shape a vibrant campus experience.

Optimize the Workplace

- **Enhance the quality of workspace for state employees.** Provide amenities with a focus on health & wellness to attract and retain staff.
- **Develop optimal adjacencies** between state agencies to promote collaboration and efficient delivery of services.
- **Develop flexible and adaptable** workplaces to meet the needs of agencies as they evolve and change over time.
- **Increase use of state-owned facilities** obviating the need to continue long term leases remote to state campuses.

Celebrate Historic Preservation Opportunities

- **Repurpose and re-use** historic buildings to achieve their highest and best use, thereby efficiently serving customers, inspiring visitors, and empowering employees.
- **Upgrade** historic building systems and performance to contribute to and demonstrate Maine's commitment to Climate Action.
- **Restore and enhance** integrity of historic campus environments and landscapes, especially the Capitol Park area, Capitol Complex grounds, and original East Campus landscapes.
- **Evaluate** post-1950s buildings for their future contribution.



▲ *Maine State House-Capitol Building*



FIGURE 1. EXISTING CAMPUS AERIAL



EXISTING CONDITIONS ASSESSMENTS

The planning team conducted assessments of State-owned infrastructure in Augusta on the east and west campuses and immediately surrounding parcels. The scope of work did not extend to State holdings in Vassalboro or Hallowell. The planning team evaluated building energy use, overall building condition, historic preservation opportunities and constraints, and the condition of the open space and public realm in and around the campuses. The team also evaluated the workplace, including location, quality, capacity, adjacencies, availability of amenities, future space needs, and unique programmatic requirements. Transportation assessments were based on pre-COVID data and included a study of commuting patterns, inter-campus trips counts, and parking demand. Assessments were conducted through on-site observation and monitoring in collaboration with review of past assessment reports performed within the last five years and provided to the team by DAFS/BGS.

Existing Conditions Key Findings

▪ **Energy, Sustainability and Resilience**

- On-site generation is a key way for the State facilities to meet power needs with renewables. The DOT solar project will supply 70-75% of current needs when completed.
- DAFS/BGS should engage an energy procurement consultant to assess alternative sources of renewable power to meet current and future electric needs.
- Increased demand on the grid is expected due to electric vehicle charging, electrification of building heat, and on-site generation. Infrastructure improvements such as additional electrical feeds, an improved substation, and battery storage will likely become necessary.
- Solar generation projects should be made in partnership with private companies to maximize eligibility for federal tax incentives and advanced depreciation schedules.

▪ **Urban Context/Public Realm:** The existing urban context and public realm conditions review included an analysis of the existing built and pedestrian environment around the Augusta Area State Facilities for the east and west campuses. It identified the following needs:

- Shape active outdoor spaces on both East and West campuses that create a sense of place and reflect the importance of governance.

- Promote active ground-level uses on key streets proximate to the Capitol and Union Streets on the west campus and key facilities within the East campus.
- Manage the parking resources strategically to meet future demand and the need for ground-level occupied space to shape a vibrant campus experience.
- Calm traffic in key locations and improve street crossings and intersections for pedestrians' and bicyclists' safety.
- Further explore enhanced trail connections on both east and west campuses to the river and downtown Augusta.

Workplace: The review of existing workplace and space need conditions and agency surveys of the departments included in the Master Plan highlighted the following key takeaways:

- **Focus on Health and Wellness:** State employees would benefit from having areas to get outside for walks and meetings during the day along with access to locker rooms. Departments also wanted a fitness area and healthy food options available on campus.
- **Hybrid Work Environment:** The State's teleworker policy must be updated to clarify its influence on agencies and how existing and future space planning.
- **Recruiting/Retention:** Recruiting new staff is a concern with the competition from the private sector. Providing additional perks,

i.e., a hybrid work environment, gym membership reimbursement, etc., would be seen as a positive. Additional clarity on the State's teleworker policy may factor in this equation.

- Technology: There is a general need to improve conference room technology for facilities and spaces. Some existing buildings have issues with internet connection due to the building envelope.
- Space Utilization: Need for a better location for conference rooms and more daylight in office work environments. Additional spaces like mother's rooms, huddle rooms, collaboration spaces, and hoteling stations would benefit the employees.

The Master Plan evaluated potential scenarios for teleworking so that its implication on current and future space needs can be assessed. The Plan also included a range of space standards that address the existing facilities and their use. Existing and future space needs were reviewed based on quantitative needs and addressing the needs of changing demographics to attract and retain employees, including technology, conference spaces, flexibility, and wellness.



▲ Existing office space in Burton M. Cross State Office Building.



▲ Maine DOT solar installation along I-95.



▲ EV chargers at MeDOT powering electric vehicle fleet.

▪ Multi-modal Circulation and Parking

- The West Campus has 1992 parking spaces, all free and the majority unrestricted. Occupancy can be high during legislative sessions, but otherwise, parking is ample. Replacement of the State Garage is an opportunity to add more spaces convenient to the State House and Cross Building.
- The East Campus has 1359 spaces, which is currently adequate. More parking will likely be needed as staff consolidates to the East Campus from more remote facilities and/or an Innovation District is opened. Teleworker options and carpool/transit incentives can blunt the additional parking demand and may avoid the need for new spaces.

- EV charging is available on both campuses (six spaces on West Campus and four on East Campus). All chargers are Level 2 chargers with longer charge times than DC fast chargers. Their use should be monitored so more of those chargers can be added as demand grows. An on-going EV charging station master plan is currently underway.
- Transit service is currently inadequate due to limited hours (8:30-3:30) and one-hour headways. The State should subsidize fares but also partner with KVCAP to make routing and service more convenient for State employees.
- Most of the State workforce lives outside Augusta, with 45% living 20 miles or farther. For these workers, carpool matching is the most realistic alternative to self-driving and should be supported with a carpool matching program by filling gaps in the park and ride network. Go Maine (gomaine.org) continues to be active post-pandemic and presents an option to increase carpooling.

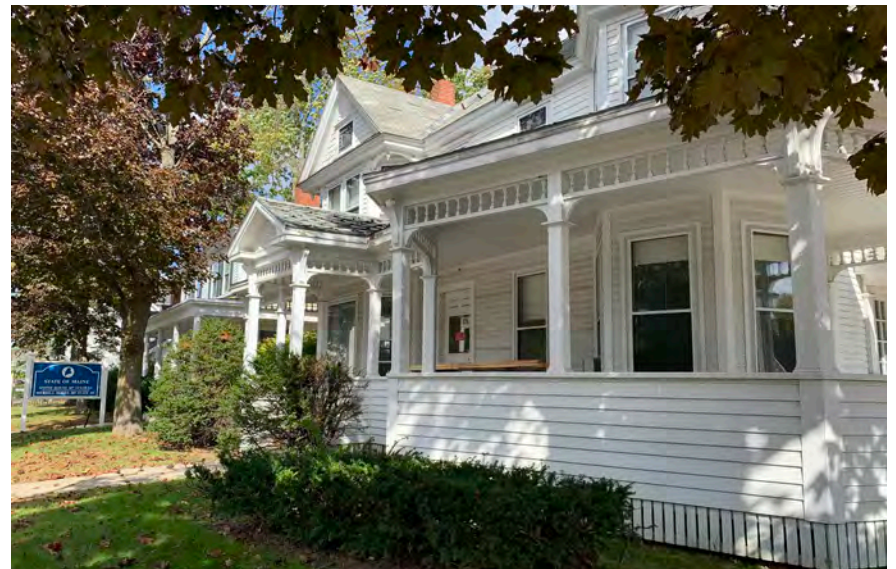
▪ Historic Preservation

- Buildings currently identified as historical (pre-1950 based on the 2001 master plan) have been successfully rehabilitated as a result of the emphasis of the 2001 plan on making good use of the State's existing building inventory.
- Exceptions to #1 are the Stone Building, Central Building, and CETA Building on the East Campus. Stone Building roof and building envelope project was in design during master planning work, and proper mothballing of CETA was funded and planned, to protect the building pending a reuse decision.

- Buildings now 50 years old (built prior to 1972) and, as of 2023, not designated as historic (221 and 242 State Street, 21 Union Street) present some renovation/expansion or replacement options.
- Buildings that have been rehabilitated since 2001 represent significant improvements in energy efficiency, but although all but the most recently done require updates/upgrades.
- Good building sites are available on both campuses if needed.
- The grounds of both the East and West Campuses require historical analysis and landscape plans in order to enhance the historic resources of each and develop amenities for future employees and visitors.
- Pedestrian environments suffer due to existing conditions (tunnels and parking areas on the East Campus; parking areas, pedestrian circulation, and vehicular access on the West Campus).
- Streetscapes and riverfronts on both campuses have been neglected and unrecognized for the historic and environmental resources and amenities they represent.
- Capitol Park and the former AMHI campus open spaces have been treated haphazardly over the past decades and require a campus planning approach for future development that respects their historic importance and the resources they represent.



▲ *Blaine House, 1919*



▲ *Smith and Merrill buildings recently undergoing repairs.*



FIGURE 2. ILLUSTRATIVE WEST CAMPUS MASTER PLAN VIEW



PLAN SUMMARY

The driving force behind the 2023 Augusta area master plan is Maine's commitment to implement energy optimization and climate action initiatives in future capital projects. Within this context, the plan anticipates significant investments in historic facilities on both the East and West campuses, proposes increased density in State-owned facilities by reducing leases in more remote buildings, creates amenity spaces on both campuses, introduces an "Innovation Zone" on the East Campus and strengthens connections to downtown Augusta on both sides of the river. The plan can be implemented sequentially as demand and needs evolve and change.



FIGURE 3. ILLUSTRATIVE WEST CAMPUS MASTER PLAN VIEW



Key Components of the West Campus Plan

The West Campus, anchored by the Capitol Building, the Cross Office Building, and the Cultural Building, is the centerpiece of the State capital area. There is enormous potential to improve the public realm of this campus by enhancing existing open space, providing additional green space, redesigning parking, and creating an inviting, pedestrian-friendly, walkable campus. The plan includes the introduction of green space to the west of the Cross Office Building allocated for monuments; a new accessible visitor entrance to the Cross Building (including a location for security screening); new vehicular drop-off at the Cultural building, and improved pedestrian walkways, plantings, and hardscape. To satisfy parking demands, the plan includes developing a new parking structure across Capitol Street from the Cross Office Building.

To further enhance the quality of the public realm, the planning team recommends traffic calming along State Street, providing a safer more approachable connection between the West Campus and Capitol Park as well as improvements to key intersections adjacent to the campus. Additional multi-modal improvements include the introduction of a trail starting at the east end of Capitol Park connecting to the existing rail/trail corridor along the Kennebec River. This trail will provide pedestrian/bike access to downtown Augusta, reinforcing the State's important commitment to improve and enhance the vitality of the downtown area.

Space needs and agency relocations will drive building development. The planning team identified several recommendations for building projects, including:

- 221 State Street (renovation or replacement)
- Capitol and Sewall Street Office Building and Parking Garage
- Office building adjacent to MeDOT along Capitol Park (if needed)
- 242 State Street (future use determination)

Finally, to provide an optimal visitor experience and ease of access to all users, the planning team recommends improved wayfinding and signage throughout the West Campus area.



FIGURE 4. ILLUSTRATIVE EAST CAMPUS MASTER PLAN VIEW



Key Components of the East Campus Plan

The revitalization of the East Campus has been underway for over 20 years. The State has already restored, renovated, and re-occupied many of the original hospital buildings, including Tyson, Harlow, Deering, Ray, Marquardt, and Greenlaw.

The Stone Building was occupied by hospital administration and patients until it was replaced in 2004 and has remained unoccupied since. The restoration of the Stone Building is a signature feature of the East Campus Plan with the capability of providing over 200,000 GSF of contemporary workspace. Supporting the expanded employee occupancy on the East Campus, the planning team is recommending the addition of modern campus amenities that include a cafeteria and conference center. The proposed new building on the footprint of the former Sanborn Building and the Central Building have been identified as key opportunities to expand campus capacity while providing modern amenities to State employees.

The Plan includes the introduction of an innovation zone centered around the restoration of the CETA building. To bring vibrancy to this campus area, the planning team recommends the addition of new buildings (oriented north/south to reinforce the original hospital campus planning principles) structured for mixed-use occupancy developed with ground lease arrangements through public and private partnerships. Occupancies may include mixed uses, including housing, education, research &

development, and other compatible programs.

The planning team is recommending major improvements to the public realm, including introducing a pedestrian plaza running north/south between Harlow/Ray and Marquardt/Deering, continuing to the new innovation zone anchored by the CETA Building. In addition to the pedestrian plaza, the plan includes a large open green space and amphitheater with views across the river to the Capitol Building and enhanced trail connections down to the river.

New parking will be distributed in key locations to support demand as occupancy increases over time. In support of these improvements, the planning team recommends a comprehensive infrastructure plan identifying best practice energy solutions that meet the climate action goals and decarbonize the campus through the elimination of fossil fuel use and adoption of net zero practices.

The open space improvements are contingent on removal of the utility tunnel system that supported the original hospital. These tunnels currently encumber the campus as they emerge above grade in multiple locations, interrupting circulation routes and views.

Finally, to provide an optimal visitor experience and ease of access to all users, the planning team recommends improved way-finding and signage throughout the East Campus area.



FIGURE 5. ILLUSTRATIVE MASTER PLAN

Phasing and Implementation

Successful implementation of the proposed plan requires rigorous commitment to the following framework:

- Implement energy and climate action plan projects / initiatives in each phase and as part of each capital project.
- Prioritize adaptive reuse of historic buildings while incorporating innovative solutions to reduce climate impacts.
- Review all projects currently funded and/or in the design / planning and implementation pipeline by DAFS/BGS for opportunities to reduce climate impacts.
- Pursue a methodical implementation process from vision to construction including due diligence, feasibility, budgeting, requests for legislative funding and approval, planning, design and construction.
- Allow flexibility to accommodate future workplace scenarios including the goal of balancing leased space with state-owned space, considering the impact of teleworking has on space needs.
- Embed placemaking, landscaping, and multi-modal circulation enhancements in each facility and/or major capital project.

The planning team developed a three phase implementation plan:

- Phase 1: Near Term 0-5 years
- Phase 2: Mid Term 5-10 years
- Phase 3: Long Term 10-15 years.

Details of the phasing plan are included in section "Phasing and Implementation Framework" on page 67.

Next Steps

Under 5 MRS §302, the Master Plan approved by the Capitol Planning Commission is submitted to the Legislature. To that effect, a Resolve has been introduced in the 131st Maine Legislature (but not printed as of the date of this document) for approval of the 2023 master plan concepts. When passed, this master plan will supersede the previous plan adopted by the 120th Maine Legislature, Resolves 2001, Ch. 34.

This master plan is a comprehensive and strategic document that outlines a vision for the development of the Augusta State facilities East and West campuses over the next 20 years. The master plan acts as a road map for planning and development, providing a framework for decision-making and guiding the long-term development of the State campuses. Good planning requires thorough consideration of long-term effects over short-term solutions, taking into account factors such as physical constraints, environmental considerations, and the needs and goals of the State and Augusta community.

Utilizing this Plan will provide numerous benefits, including a clear understanding of the existing conditions and potential future development opportunities, as well as considerations for prioritizing investments and guiding decision-making. By creating this shared vision, the master plan can also help to build consensus and support among stakeholders, as well as communicate the organization's goals and objectives to the broader community.

While this Plan is comprehensive, further planning will be required for each of the recommendations. Although master planning does provide a framework, each individual project will have its own challenges that will not be revealed until a more focused study can be performed.





01 /

INTRODUCTION

**Augusta Area Facilities Overview
Plan, Purpose, Goals, and Planning Process
Maine Won't Wait - Climate Action Plan
Major Master Plan Themes**



FIGURE 6. EXISTING AUGUSTA AREA FACILITIES MAP (EAST AND WEST CAMPUSES)

AUGUSTA AREA FACILITIES OVERVIEW

The State of Maine - Department of Administrative and Financial Services (DAFS) through the Bureau of General Services (DAFS/BGS) is required to prepare a master plan for the Augusta Area State Facilities. DAFS/BGS is responsible for close to 2 million square feet of facilities in Augusta, Hallowell, and Vassalboro, ME. The previous Augusta State Facilities Master Plan was prepared in 2001. The previous plan required an update to anticipate the State's facility needs through 2040, focusing on sustainability and resiliency in the face of climate change.

The 2023 Augusta Area State Facilities Master Plan (the Master Plan) will align the State's real estate (approx. 1.6 million SF of owned and 1.7 million SF of leased space) with the priorities and actions of the statewide Climate Action Plan (Maine Won't Wait: A Four-Year Plan for Climate Action) (CAP). The State of Maine occupies two campuses in Augusta on each side of the Kennebec River. The East Campus has approximately 1 million gross square feet of space in 24 buildings on approximately 155 acres. The West Campus has approximately 751,700 gross square feet of space in 18 buildings on approximately 47 acres, including the State House. The Master Plan also includes facilities in Vassalboro and Hallowell. The Maine Criminal Justice Academy is located in Vassalboro. The State also owns a building at 10 Water Street in Hallowell. The East and West Campuses are part of the "Capitol Area District" which is governed by the Capitol Planning Commission established by the State of Maine in 1967.



▲ *West Campus Aerial*



▲ *East Campus Aerial*

PLAN, PURPOSE, GOALS, AND PLANNING PROCESS



▲ View overlooking Capitol Park from Maine State House balcony

The goal of the Facilities Master Plan is to develop an environmentally sustainable master plan for the years 2023-2040 that: reduces energy consumption; increases the use of cleaner, low-carbon energy, preferably generated in Maine, reduces greenhouse gas emissions in all state facilities and generally achieves the objectives of the State's 2020 Climate Action Plan. The CAP focuses on reducing Maine's Greenhouse Gas Emissions to meet the state's 2030 and 2050 targets. The master plan goals include the following:

- **Advance the objectives of the State's 2020 Climate Action Plan** and EO#13 including reducing energy consumption, increasing use of cleaner, low-carbon energy generated in Maine, and reducing greenhouse gas emissions in all state facilities
- **Promote sustainability in all aspects** of facility construction, maintenance, and use by state agencies
- Create a **blueprint for development of state buildings** and related infrastructure resources through 2040
- Assure a **healthy work environment** for state employees and enhancing the **stewardship** of state-owned facilities
- Create **appropriate places for public business**
- Consolidate or co-locate state agency functions as appropriate to **optimize efficiencies including balancing leased and owned spaces**
- Coordinate with the **City of Augusta**
- Establish **boundaries for development**
- **Restore and reuse historic buildings**
- **Create or preserve green space**

Planning Process

The master planning process was organized into five phases:

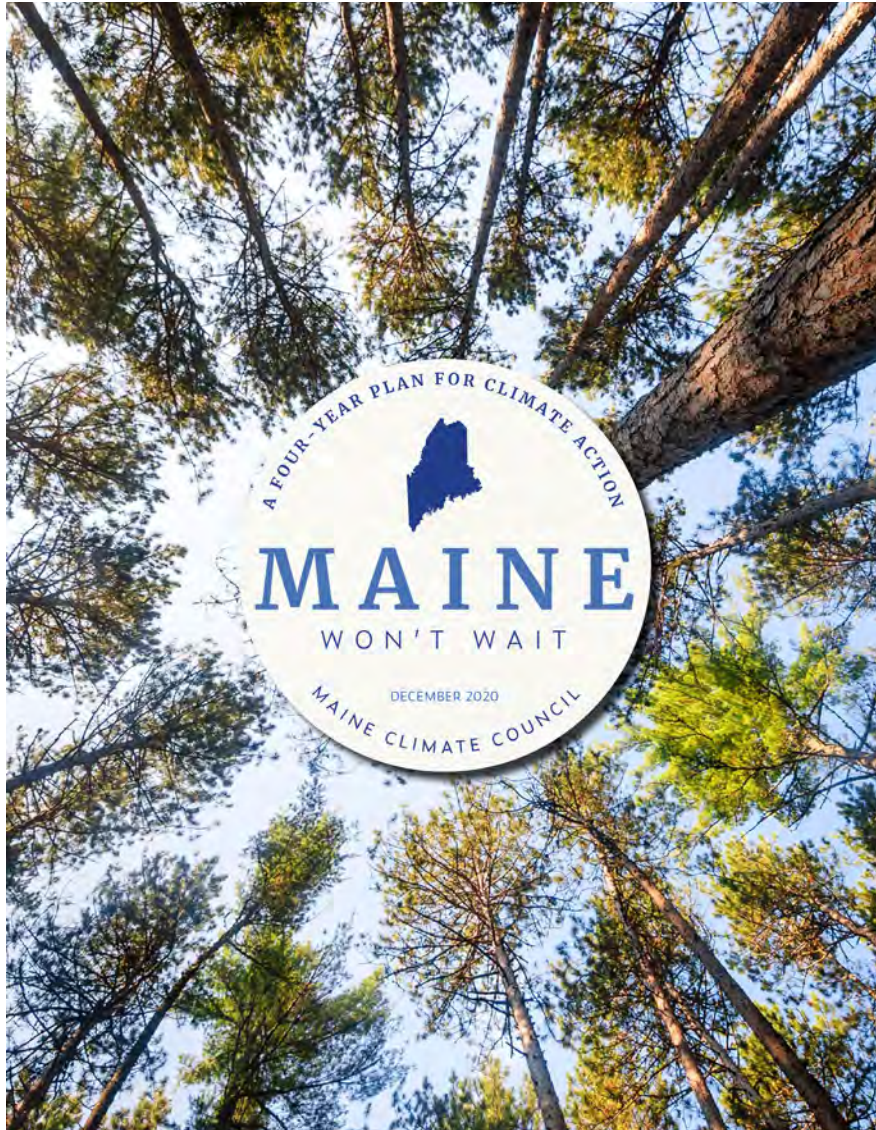
- Phase I: Data Collection and Existing Conditions Analysis
- Phase II: Master Plan Vision, Guiding Principles, and Market Trends
- Phase III: Alternatives and Strategies Evaluation
- Phase IV: Master Plan Development
- Phase V: Final Plan and Adoption

The master plan process included feedback from the Bureau of General Services leadership and staff. The planning process also included regular feedback and review from the Steering Committee constituted for the Plan. The Steering Committee included representatives from the City of Augusta, the Capitol Planning Commission, the State Historic Preservation Office, the Governor's Office of Policy Innovation and the Future, the Governor's Energy Office, and some representatives from State departments. This Committee was instrumental in establishing the guiding principles for the plan and offering critical insights and feedback during the development process. Interviews and online surveys related to the workplace were also conducted with the departments included in the master plan.

Stakeholders included:

- City of Augusta
- DAFS/BGS Property Management
- Capitol Security
- Capitol Planning Commission
- Blaine House
- GOPIF
- DAFS/BGS (multiple meetings)
- DOT
- MHPC
- Workplace interviews with multiple agencies

MAINE WON'T WAIT - CLIMATE ACTION PLAN



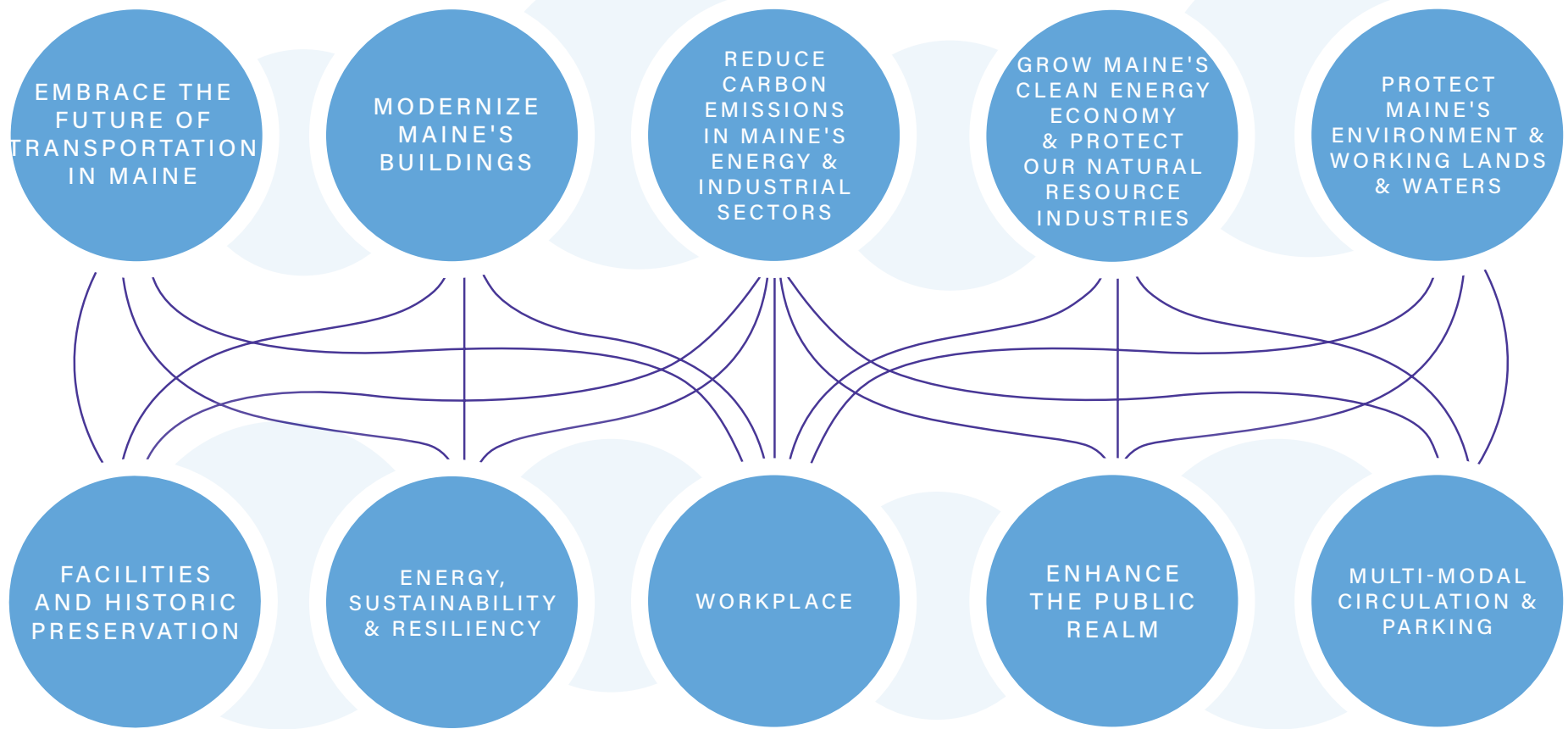
▲ *Maine Won't Wait: Climate Action Plan*

The 2023 Augusta Area Facilities Master Plan is an update to the 2001 master plan for Augusta Area Facilities. This 20-year plan will focus on sustainability and resiliency in the face of climate change. The 2023 Augusta Area Facilities Master Plan will reflect current conditions and provide a framework to achieve the objectives of the Governor's Executive Order 13 FY 19/20 and the goals and strategies described in the State's 2020 Climate Action Plan (Maine Won't Wait: A Four-Year Plan for Climate Action) (CAP).

This Master Plan has the opportunity to support a broad range of strategies identified in the CAP, including:

- **Strategy A:** Embrace the Future of Transportation in Maine, specifically by looking into planning for increased electric vehicle use and reducing overall vehicle miles traveled by building on mass transportation opportunities, identifying what roles can be filled through Work from Home policies, and promoting and incentivize commuter pools.
- **Strategy B:** Modernize Maine's Buildings: Energy-Efficient, Smart and Cost-Effective Homes and Businesses, by evaluating building systems, recommending energy improvements to existing buildings, and recommending advanced/ high performance building systems and sustainability sourced building materials for new construction. Special attention will be put on recommendations to support the local timber industry and accelerate its growth into the burgeoning mass timber market – a win for Maine's industry and climate.
- **Strategy G:** Invest in Climate-Ready Infrastructure, by specifically addressing the climate vulnerability of our local and statewide infrastructure and the impact on State facilities and campuses of a

MAINE WON'T WAIT: CLIMATE ACTION PLAN



2023 AUGUSTA AREA FACILITIES MASTER PLAN

Restore and reuse historic buildings

Create and preserve open space

Advance the objectives of the state's 2020 Climate Action Plan

Promote sustainability in construction, C&M, and use

Develop healthy workplace environments for employees

Balance leased and owned space and create efficiencies of space and stewardship

Provide framework for development for state buildings and infrastructure

Create an inviting place for business and public realm

Focus on reducing transportation GHG emissions

Walkable and pedestrian friendly East and West Campuses



▲ Lead by Example Starting Point Cover Page

“State Infrastructure Adaptations Fund.”

- **Strategy H:** Engage with Maine People and Communities about Climate Impacts and Program Opportunities, by raising awareness through the master planning public engagement process and by supporting Maine-based climate leadership contributions in the Augusta/Capitol Region.

Lead by Example Starting Point (2021)

The Master Plan also reviewed various ongoing actions undertaken by the DAFS/BGS in the last few years. These actions are highlighted in the annual Lead by Example reports. The Facilities Master Plan will be guided by the State’s climate and efficiency goals. From clean energy generation to electrifying transportation, the State is placing emphasis on piloting emerging technologies. When it comes to buildings, improving the efficiency of existing state buildings, producing healthier workplaces, and utilizing best practices in design and construction are key actions highlighted in the Lead by Example reports by the DAFS/BGS.

The Facilities Master Plan is also guided by these goals.

- **Action 2:** In addition to procuring clean energy, the state will consider opportunities to use state buildings and lands for **clean energy generation**, where practicable.
- **Action 3:** Improve the **efficiency of existing state buildings**.
- **Action 4:** Reduce emissions from the buildings sector by requiring **best practices in design and construction**, including building

materials selection; heating, cooling, and lighting systems; and enhanced efficiency and weatherization, as well as renewable generation where applicable.

- **Action 6:** The state will develop a policy on **teleworking** that allows for teleworking options where feasible.
- **Action 7:** The state will continue to **electrify transportation**, by transitioning its fleet to EVs and PHEVs where appropriate and by **piloting emerging technologies where practicable**.
- **Action 11:** By 2023, the state will set targets that lead to **healthier workplaces** and that reduce solid waste from government facilities.



▲ Turbines from Fox Island Wind generate power for the neighboring island communities of Vinalhaven and North Haven. Photo from "Maine Won't Wait" Climate Action Plan, courtesy of Tom Groening, Island Institute.

MAJOR MASTER PLAN THEMES

The Facilities Master Plan organized the planning process into the following major themes to align with the goals of the Master Plan, the Climate Action Plan, and the various Lead by Example initiatives. The planning process and the Master Plan recommendations are focused on each of the following themes.

Energy, Sustainability, & Resiliency

- Advance the objectives of the State's 2020 Climate Action Plan
- Promote sustainability in construction, O&M, and use

Planning & Urban Design

- Provide framework for development for State buildings and infrastructure
- Create an inviting place for business and public realm

Transportation

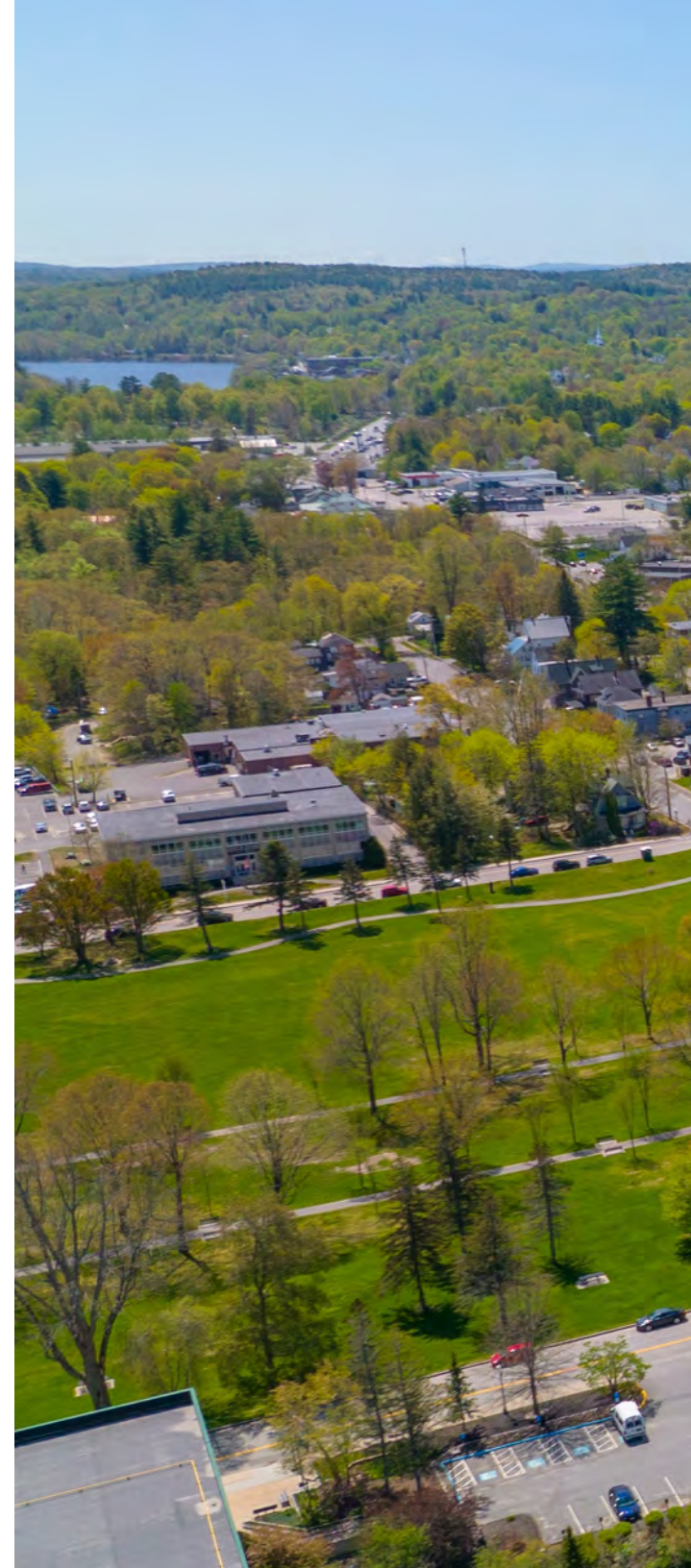
- Focus on reducing transportation GHG emissions
- Walkable and pedestrian friendly East and West campuses

Workplace

- Develop healthy workplace environments for employees
- Balance leased and owned space and create efficiencies of space and stewardship

Historic Preservation

- Restore and reuse historic buildings





02 /

VISION AND MASTER PLAN FRAMEWORK

2030 Vision

Guiding Principles

Planning And Design Principles



▲ *Maine State House, present day*

2030 VISION

- 1) Embrace Maine's Commitment to Climate Action by reducing energy demand (transportation and operations) and developing efficient infrastructure.
- 2) Create vibrant, walkable campuses with inviting outdoor spaces, easy access to magnet amenities, convenient connections to downtown and trails.
- 3) Shape flexible and adaptable workplaces to meet the needs of agencies as they evolve and change over time.
- 4) Celebrate Maine's historic campus infrastructure - Restore, repurpose, renew.

GUIDING PRINCIPLES

ATTRACT "NEXT GENERATION" STATE EMPLOYEES

- Workplace improvements
- Magnet amenities
- Promote wellness/healthy lifestyle
- Attractive housing & communities in walkable distance
- Attractive benefits (including convenient access to childcare)
- Rewarding work, opportunity for advancement

REDUCE STATE'S OPERATIONAL CARBON FOOTPRINT

- Building energy optimization
- Reduce vehicle miles traveled
- Incentives: EVs, Ride-share, Transit, Ped/bike etc.
- Alternate fuel sources (solar farms etc.)

INCREASE WORKPLACE FLEXIBILITY (TELEWORKER AND/OR REGIONAL OFFICES)

- State to determine best practices for hybrid working model.
- Determine assigned/non assigned ratios, department by department
- Consider regional office hubs

CONTRIBUTE TO ECONOMIC VITALITY OF AUGUSTA

- Partner with the City of Augusta to build context for increased economic vitality in Augusta.
- Develop Live/Work culture
- Shape open space/recreation opportunities
- Develop magnet amenities
- Enhance city and downtown connections

REVITALIZE HISTORIC FABRIC OF AUGUSTA AREA STATE FACILITIES

- Consider the important role of the existing historic fabric on both the east and west campuses.
- Continue to invest in restoration and repurposing these structures when feasible.
- Shape open space and amenity space on the state campuses to re-invigorate these historic places.
- Leverage the embodied carbon benefit of historic buildings for climate change.

PLANNING & DESIGN PRINCIPLES



Stakeholder Experience

- **Visitors** to Maine's Capitol District will be inspired by our rich cultural heritage and history. Our campuses and buildings will present an inviting, inclusive, convenient visitor experience.
- **State** employees will enjoy a workplace that offers flexibility, choice and amenities that enhance the work experience, promote health and wellness and draw them to Capitol District.
- **The Public** will access State services in a welcoming and convenient environment that supports agency functions and provides ease of access and efficient delivery of state services.



Energy, Sustainability and Resilience

- Lead the way with best practice energy solutions that not only meet the climate action goals but put buildings on a road to decarbonization through elimination of fossil fuels and adoption of net zero practices.
- Make data driven decisions relative to investments in energy retrofits, energy purchase agreements and renewable energy use.
- Provide dedicated staff to manage energy use in state facilities and actively pursue energy optimization in new and existing construction.



Enhance Public Realm

- Shape inviting and attractive historic campus environments that build on current infrastructure and offer additional enhancements and convenience.
- Shape active outdoor spaces on both East and West Campuses that create a sense of place and reflect the importance of governance.
- Promote active ground-level uses on key streets proximate to the Capitol campus. Provide retail/restaurant/service venues proximate to campuses.



Multi-modal Circulation and Parking

- Strategically manage parking resources to meet demand. Where structured parking is required include ground level occupied space to shape a vibrant campus experience.
- Enhance street corridors to activate the pedestrian experience. Calm traffic in key locations, improve street crossings and intersections.
- Enhance trail connections on both East and West Campuses to river and downtown Augusta.
- Promote sustainable transportation with carpool matching, EV charging, and improved transit connections.



Workplace

- Enhance the quality of workspace for state employees. Provide amenities with a focus on health & wellness to attract and retain staff.
- Develop optimal adjacencies between state agencies to promote collaboration and efficient delivery of services.
- Develop flexible and adaptable workplaces to meet the needs of agencies as they evolve and change over time.
- Increase use of state-owned facilities obviating the need to continue long term leases remote to state campuses.



Historic Preservation

- Repurpose and re-use historic buildings to achieve their highest and best use, thereby efficiently serving customers, inspiring visitors, and empowering employees.
- Upgrade historic building systems and performance to contribute to and demonstrate Maine's commitment to Climate Action.
- Restore and enhance integrity of historic campus environments and landscapes, especially the Capitol Park area, Capitol Complex grounds, and original East Campus landscapes.
- Evaluate post-1950s buildings for their future contribution.





03 /

RECOMMENDATIONS

Energy, Sustainability, And Resiliency

Historic Preservation

Workplace

Multi-Modal Circulation And Parking

East And West Campus

Phasing And Implementation Framework

ENERGY, SUSTAINABILITY, AND RESILIENCY

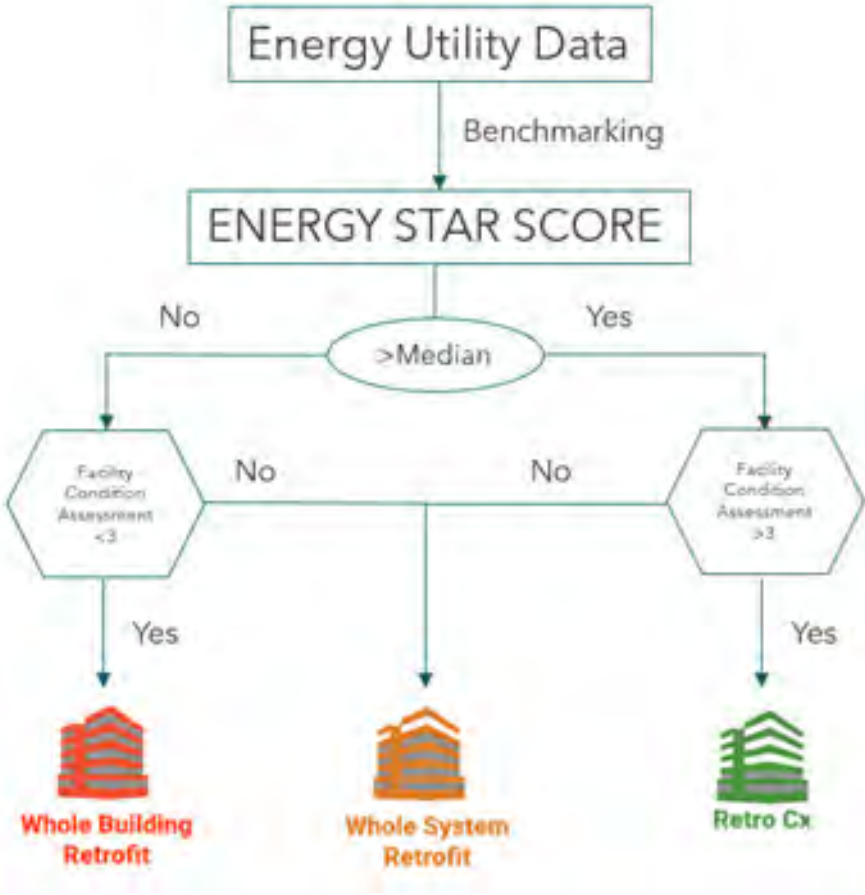
Energy Conservation Scope Type	Annual % Target Reduction
Whole-Building Retrofit	75
Whole-System Retrofit	50
Retro-Commissioning	20

Based on the information gathered from the existing building energy use operation, the buildings were bucketed into three energy conservation scope buckets. When developing energy conservation scope measures, primary considerations included:

- Capital versus operational focus: almost all buildings can benefit from capital investment and operational improvement, but at differing levels of intensity. Capital investment is driven by deferred maintenance. A building with brand new systems will likely not receive another upgrade specifically to address energy considerations and thus will benefit from operational tuning first, to bring out the best version of an existing building's performance.
- Energy savings target: every investment, no matter the scale, must have a targeted outcome. Capital intensive projects should be tied to the greatest potential savings, while operational investments can drive significant savings with a rapid return on investment.

Three energy conservation scope buckets defined for the facilities:

- Whole-Building Retrofit: These projects are comprehensive in nature and impact all systems of a building. These projects may impact the programmatic nature of a facility and often incorporate elements of new construction. Projects represent opportunities for the deepest energy savings to net zero energy ready levels of performance. These projects require deep upgrades to building enclosure systems to allow the benefits of reduced capital investment across other building system types. The best candidates for these projects include ones with significant deferred maintenance and functional obsolescence considerations.



▲ Energy Recommendations - Decision Tree

- Whole-System Retrofit: These projects impact the entirety of one or more building systems, most commonly HVAC. These projects present opportunities to improve indoor environmental quality, including elements of thermal comfort and ventilation. HVAC upgrade approaches should consider modularity in sizing, to align with future additional approaches that help to reduce peak cooling and heating demand.
- Retro-Commissioning: These projects address buildings recently modernized within the last ten years and have had modern interventions driven by a relatively stringent energy code and regular use of the LEED rating system framework. These projects have complex systems that may not be performed optimally due to changes made since construction completion or small component failure, such as valves, damper actuators, or sensors.

Energy target reduction goals were set for each of the different energy conservation scope types. These targets aligned with the amount of capital investment that was being made in each of the scope types.

HISTORIC PRESERVATION

The original Augusta State Facilities Master Plan established a strong framework for the application of best historic practices to the stewardship of State of Maine – owned buildings and grounds, in part based on the high percentage of historic buildings under the State’s charge. Sustainability was not an emphasis in 2001, but the green value of existing buildings was starting to be quantified and blended with the cultural values of institutional-scaled historic buildings.

The following are general recommendations reflecting the final plan for both East and West campuses with regard to historic preservation resources and issues:

- Continue to use the foundation provided by the 2001 Augusta State Facilities Master Plan to make the highest and best use of existing Augusta area properties owned by the State of Maine, and in so doing, efficiently serve customers, inspire visitors, and empower employees.
- Prepare a feasibility study/re-use plan for buildings constructed since 1952 and thus newly eligible for listing in the National Register of Historic Places.
- Use the Secretary of the Interior’s Standards for the Treatment of Historic Properties with Guidelines for Preserving, Rehabilitating and Restoring Historic Buildings to guide development projects, and specifically the Secretary of the Interior’s Standards for Rehabilitation & Guidelines on Sustainability for Rehabilitating Historic Buildings, by applying the Design Guidelines of the Capitol Planning Commission at the planning and construction stages.
- Apply these same guidelines and standards to the maintenance of structures and landscapes designated and repurposed since the 2001 plan was put in place.
- Upgrade historic building systems and performance to contribute to and demonstrate Maine’s Commitment to Climate Action.
- Prepare a preservation plan for open spaces within the Capitol Planning Commission District to promote and guide the restoration and enhancement of East and West campus open spaces, particularly Capitol Park, the State House and Blaine House grounds, and former AMHI landscapes.



▲ Aerial photo of the historic east campus

- Utilize historic resources to connect the East and West campuses to each other, to the Kennebec River, and to downtown Augusta.
- Update Capitol Planning Commission Rules to reflect changes in applicable planning goals and standards; sustainability issues related to building and site design and construction; and boundary changes that may arise from implementation of other recommendations of this plan.

EAST CAMPUS RECOMMENDATIONS

The following structures listed as noncontributing in the AMHI District as amended should now be subject to determinations of eligibility for contributing status since all have reached the age of 50 or more years since construction and all were built during the active use of AMHI as a mental health treatment facility, contributing to the areas of significance assigned to the district :

- Laundry
- Greenlaw Building
- Marquardt Building
- Deering Building

The following structures within the Capitol Planning District but outside of the AMHI District should be subject to preliminary determinations of eligibility to see whether standards and guidelines should be applied to their maintenance and alteration when they reach 50 years of age to maintain their physical integrity:

- Bureau of Motor Vehicles (Consolidated Motor Vehicle Facility)
- Public Safety Group

- State Police Headquarters
- State Police Garage
- State Crime Lab
- Medical Examiner's Facility

Contributing buildings that are candidates for rehabilitation:

- Engineering Building (including Boiler House, Coal Pocket, DEP)

Contributing buildings that require stabilization in preparation for rehabilitation and development:

- Stone Building complex (AMHI district)
- CETA Building (Nurses Home) (AMHI district)
- Large Powder Magazine (Kennebec Arsenal National Historic Landmark)

Hospital grounds are listed as a contributing resource in the AMHI district. To date, as changes in use have occurred on the former AMHI campus, little attention has been paid to the historic character-defining features of the campus landscape as it relates to past layout and features. Best practices for the preservation of historic landscapes suggest that a Cultural Landscape Plan for the Hospital grounds would be useful and appropriate to guide site development on the East Campus.

The 2001 plan called for the thoughtful development of the original main campus grounds, and of the open areas located between the core campus and the Kennebec Arsenal boundary. Various suggestions have been made for memorials and park features in these areas; and parts of them have been developed as parking areas. This

plan provides guidance for needed vehicular circulation and parking, enhanced pedestrian circulation, recreational features; and reminders of the original uses of these lands for agricultural and health activities related to the mission of AMHI.

WEST CAMPUS RECOMMENDATIONS

Depending on findings with regard to eligibility of currently not designated buildings on the West Campus, an expansion of the Capitol Complex Historic District may be considered. Such an expansion could include the following buildings:

- 221 State Street (DHHS Building, original and addition)
- 19 Union Street (Department of Labor Building)
- Burton Cross Office Building (listed and described in the Capitol Complex district documentation as a non-contributing building due to its age at the time of designation – it now meets the age criteria and should be studied for compliance with other applicable criteria)

There are four other existing buildings that should be subject to further study to decide if determinations of eligibility should be done:

- State Data Center (former Maine State Employees Credit Union)
- Cultural Building
- Bureau of Property Management Service Building
- West Campus Switch Gear Building

The Cultural Building has already been determined ineligible for listing because of significant alterations that compromised the integrity of the original design. The State Data Center has not been reviewed.



▲ Capitol Complex - Cultural Building, Burton Cross Office Building, State House



▲ Main entrance to the Cultural Building - State Library, Museum, and Archives

Although its original design would be worth of consideration, it has been subject to extensive modifications that may have compromised its integrity. The DAFS/BGS Property Management Garage does not likely have a level of architectural or historical significance that would merit listing. The Switch Gear Building is a utilitarian structure but it does have architectural features that were meant to tie it to the historic buildings nearby. Each of these buildings should be looked at with an eye to contribution to the CCHD should the district be expanded.

Other West Campus buildings which should figure into further historic resources analyses:

- The Staff House and Garages adjacent to the Blaine House are mentioned in Blaine House National Register and National Historic Landmark documentation but are not specifically included in either listing as contributing buildings. These buildings need to be further evaluated.
- The Guy P. Gannett House is listed as a contributing building in the CCHD. At the time of the nomination, the house was owned by the State and used for offices. The property includes a contributing carriage house. The property is now in private hands. This should likely not have any impact on its historic designation. However, it is mentioned here because it is the only property in the CCHD that is not State-owned. Proximity to the Blaine House has been mentioned during the planning process as a concern.

The four other houses listed as contributing to the CCHD are all

used as state government offices. The question arose as to whether it would be more cost effective, if space is available in other, larger state buildings, to relocate state offices in order to reduce operational costs for occupying agencies. This is a common issue for institutional owners of historic residences, and if the state workforce can be housed in more efficient and appropriate buildings, then such moves may be desirable. If this course of action is considered, it is recommended that the State of Maine retain ownership of these properties, in order to protect the security, privacy, and context of Blaine House.

Three significant open spaces are resources of great significance located on the West Campus. The grandest of them is Capitol Park, which is both listed as a contributing resource in the CCHD and entered as an individual site in the National Register. It has been thoroughly researched, but more information is available in the Olmsted Archives National Historic Site in Brookline, Massachusetts.

The second significant landscape is the Capitol Grounds, about which relatively little is known at present. The third is the Blaine House site, which has some resource material available. The planning team recommends a Cultural Landscape Report to include all three CCHD landscapes with a comprehensive scope, echoing the approach of the Olmsted Brothers in their work on these three landscapes in the 1920's.

WORKPLACE

Based on all the data and information presented in this section and feedback from the steering committee the master plan team recommends the following:

- The State of Maine should develop space standards to guide departments through future renovations/adjustment of department space. These standards could include:
 - Workplace Space types – Standards for types of office space to be included in an office suite i.e. private phone rooms/focus spaces, collaboration spaces, break spaces, and other space types discussed in "Department Space Needs" on page 143 of Part 2.
 - Amenity Space types – Standards for ancillary space types to enhance the office environment i.e. Mothers/wellness rooms, shower facilities, well-being and healthy eating amenities as discussed in "Recruitment and Retention Needs" on page 144 of Part 2.
 - Workplace Furniture – Standards for modern workplace furniture to ensure equity across departments for office and workspace types.
 - Square Footage Standards – Master plan recommends 300 SF/employee for office spaces (see "Space Utilization and Vacancy" on page 148 of Part 2). Shared conference spaces and amenity spaces would be additional SF outside of office square footage.
- Further investigation on shared conference space throughout the campus is recommended. Ensure that proper technology exists for hybrid meetings and that technology and room reservation procedures are consistent for all spaces to ensure ease of use.

Conference space and potential of hoteling work stations to be considered in other cities such as Portland to increase the ease in which the Departments can do business around the state.

- The State of Maine should continue their efforts to better understand what teleworker/hybrid work models might look like for the state and how this can affect the amount of spaces needed to be managed by the state as discussed in "Workplace Trends" on page 149 of Part 2.
- Existing unused state buildings should be renovated, and leases should be consolidated to fill the vacant space currently located on the east and west campuses.
 - Leases Planned to Terminate – These are leases that the master plan team knows the state is planning to terminate in the next few years for various reasons.
 - Recommended Lease Terminations (1st Priority) – These are leases that were requested by department heads to be moved to a different location as part of our department interview.
 - Optional Lease Terminations (2nd Priority) – These are leases that did not request moving to a different location, but could be considered to be moved to state owned property to save money and utilize current vacant space. Most likely these would move to east campus as there is more vacant space on that campus
 - Optional Lease Terminations (3rd Priority) – Two leases belonging to the Department of Administrative and Financial Services are included in this category at 51 Commerce Drive. During department interviews it was mentioned that this program could move closer to other DAFS programs in the cross building, However this movement was not a top priority. If there

is space in the future for this program to be accommodated in a state owned facility on the west campus these leases could be considered for termination.

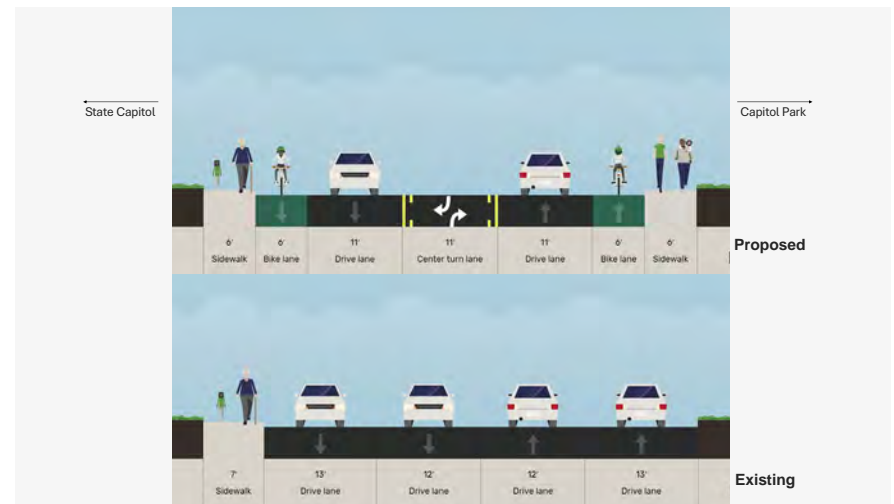
- 45 Commerce Drive Leases – Leases at 45 Commerce Drive are included in their own category because they account for approximately 25% of all leases held by the State in the Augusta area. At this time the master plan team is not recommending immediate termination of these leases, however it has been noted that these leases are also some of the more expensive leases the state maintains so it could be a consideration in the future to move these programs to state owned buildings as a cost saving measure.
- Storage Facilities – Warehousing and storage facilities have been grouped into their own category. At this time the master plan team is not recommending terminating these leases as it is assumed that it would not be more advantageous for the state to maintain all this warehouse space themselves.

Leases Recommended to Remain – these are leases that the master plan team does not recommend terminating for a variety of reasons such as, terms of lease, department noted during interviews they wanted to stay in their current location, specialized space that does not exist in state owned building stock, etc.

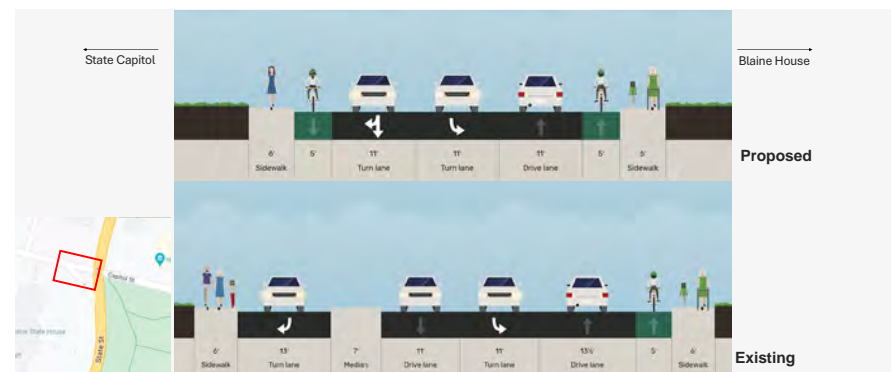
MULTI-MODAL CIRCULATION AND PARKING

As discussed earlier, traffic and congestion in Augusta has decreased over the past two decades. Level of Service is generally good at peak hours, and parking is usually adequate. Since the road network around the state facilities is not stressed by current or forecast vehicle volumes, most recommendations focus on improving travel for alternative modes. These recommendations include:

- Complete gaps in the sidewalk network and replace sidewalks in poor condition. On the East Campus, add a sidewalk along Tyson Drive.
- For cyclists, the ideal north-south route is the Kennebec Valley Rail Trail. Constructing a direct trail connection from Capitol Park to the Rail Trail offers cyclists a faster, safer route to the West Campus.
- Extend the existing bike lane on Capitol Street in both directions. This can be done with paint alone by reducing vehicle lanes to 11 feet.
- In the West Campus area, consider reducing State Street to three lanes (two travel lanes and a center left turn lane) to allow for a bike lane and buffer between sidewalk and traffic. The State should work be in coordination with the City of Augusta and State of Maine DOT on the planning and development of traffic calming along State Street.
- As major employment hubs, public transit routes should serve the state campuses. Due to routing, long headways, and minimal service hours, public transit is not currently viable for



▲ Traffic calming recommendations for State Street in front of State House



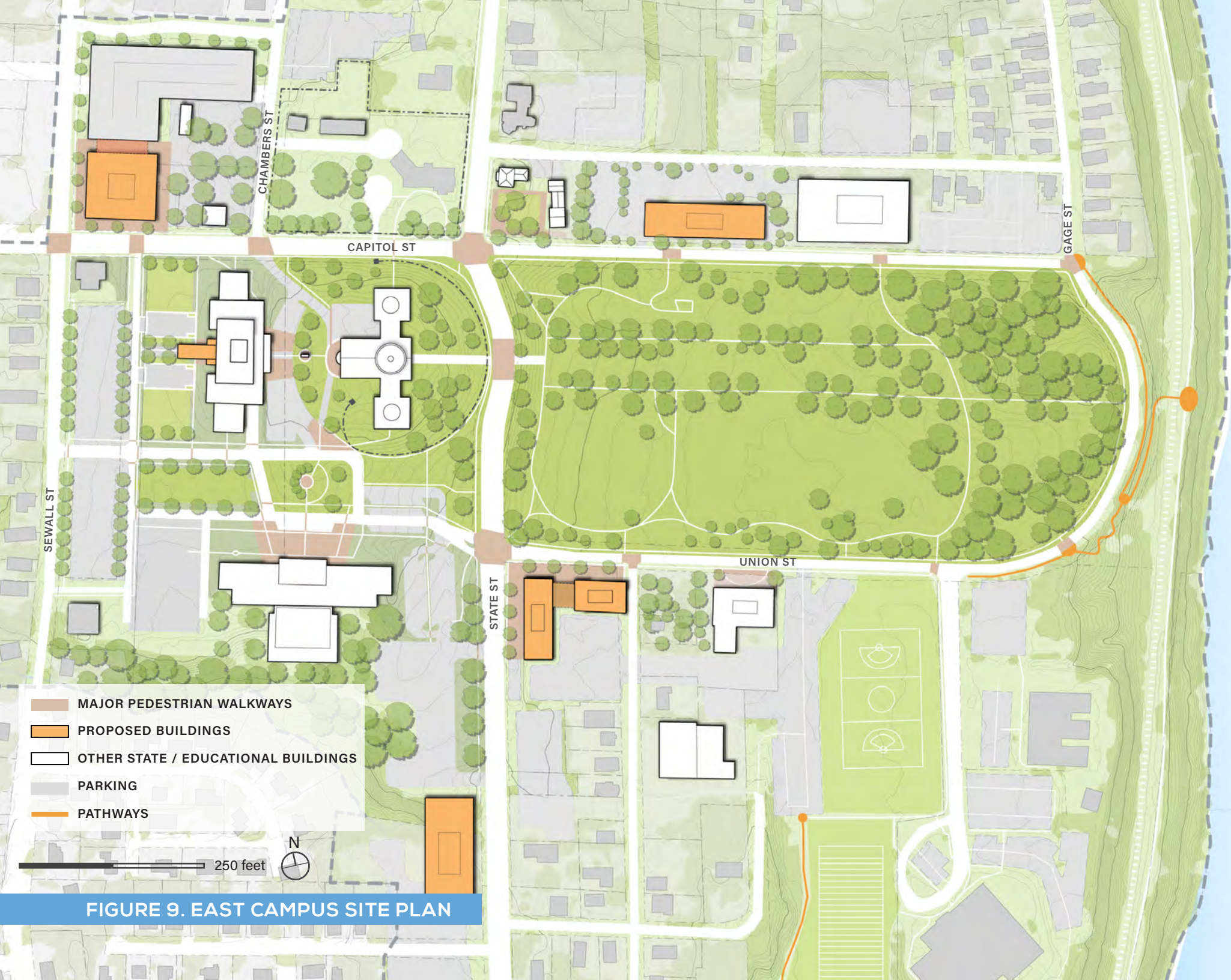
▲ Traffic calming recommendations for Capitol Street and State Street intersection

most state employees. The State should work with KVCAP to financially support regular service to the state campuses, ideally with multiple stops on each campus, at commuting hours. Once this service is established, this Plan also recommends subsidizing fares for state employees and installing lighting and shelters at bus stops on the two campuses.

- Most employees live outside Augusta, and many live a considerable distance from work. While they may have few commuting options besides personal vehicles, carpool matching is a low-cost way to reduce vehicle miles traveled. This Plan recommends that the State use Go Maine to match commuters along the same corridors for carpools. The State should also provide meaningful incentives for carpooling, including preferred parking and free EV charging.
- These and other transportation demand management strategies will help prevent parking shortages on the two campuses as more offices are consolidated to the two campuses and in-office work increases. The State should avoid expanding surface parking on the East Campus, even as the campus is used more intensively, if parking demand can be reduced instead. The one type of parking that should be expanded is electric vehicle charging.
- The State should expect demand to grow for EV charging as both the state fleet and employee vehicles include more EVs. Usage of state-owned charging stations should be monitored

so that spaces can be gradually added as demand grows. Currently only Level 2 chargers are available, however the State should consider adding DC fast chargers for those who will not be there all day. Visitor and time-limited parking spaces should be prioritized for DC fast chargers.









-  MAJOR PEDESTRIAN WALKWAYS
-  PROPOSED BUILDINGS
-  OTHER STATE / EDUCATIONAL BUILDINGS
-  PARKING
-  PATHWAYS



FIGURE 9. EAST CAMPUS SITE PLAN

PROPOSED WEST CAMPUS

Building Projects

- 221 State Street (renovation or replacement)
- Capitol and Sewall Street Office Building and Parking Garage
- Office building adjacent to MeDOT along Capitol Park (if needed)

Campus Improvements

- Introduce monument zone adjacent to Cross Building
- Parking removal and open space enhancements
- Improve wayfinding and signage

Multi-modal Circulation and Parking Improvements

- Traffic calming, pedestrian safety enhancements
- Construct trail connection - Capitol Park to Kennebec River

EAST AND WEST CAMPUS

West Campus Recommendations

There is enormous potential to improve the public realm of this campus by enhancing existing open space, providing additional green space, redesigning parking, and creating an inviting, pedestrian-friendly, walkable campus. The plan includes introducing green space to the west of the Cross Office Building allocated for monuments; a new accessible visitor entrance to the Cross Building (including location for security screening); new vehicular drop-off at the Cultural building and improved pedestrian walkways, plantings, and hardscape. To satisfy parking demands, the plan includes developing a new parking structure across Capitol street from the Cross Office Building.

To further enhance the quality of the public realm, the planning team recommends traffic calming along State Street, providing a safer, more approachable connection between the West Campus and Capitol Park and improvements to key intersections adjacent to the campus. Additional multi-modal improvements include the introduction of a trail starting at the east end of Capitol Park, connecting down to the existing rail/trail corridor along the Kennebec River. This trail will provide pedestrian/bike access to downtown Augusta, reinforcing the important commitment the state has to improve and enhance the vitality of the Augusta downtown area.

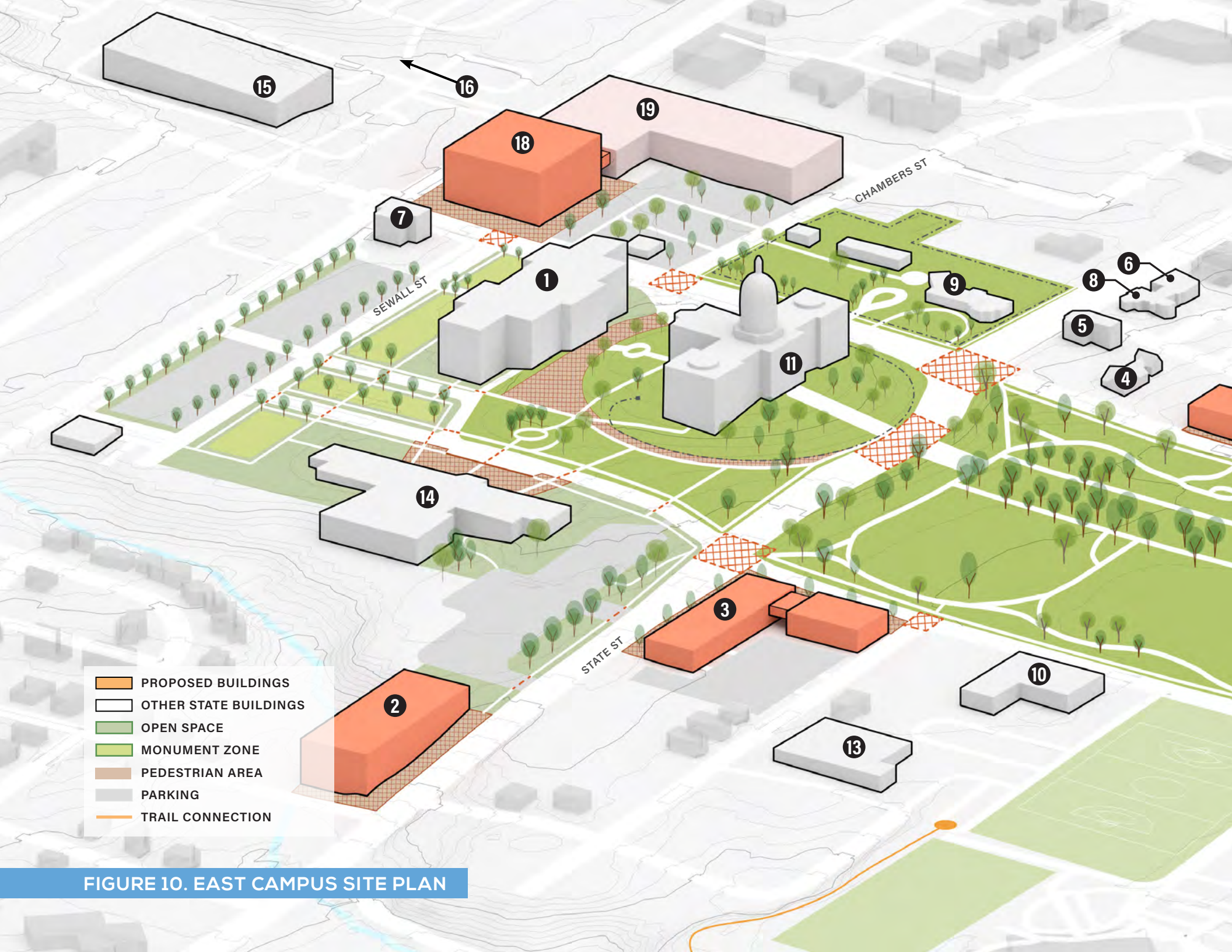
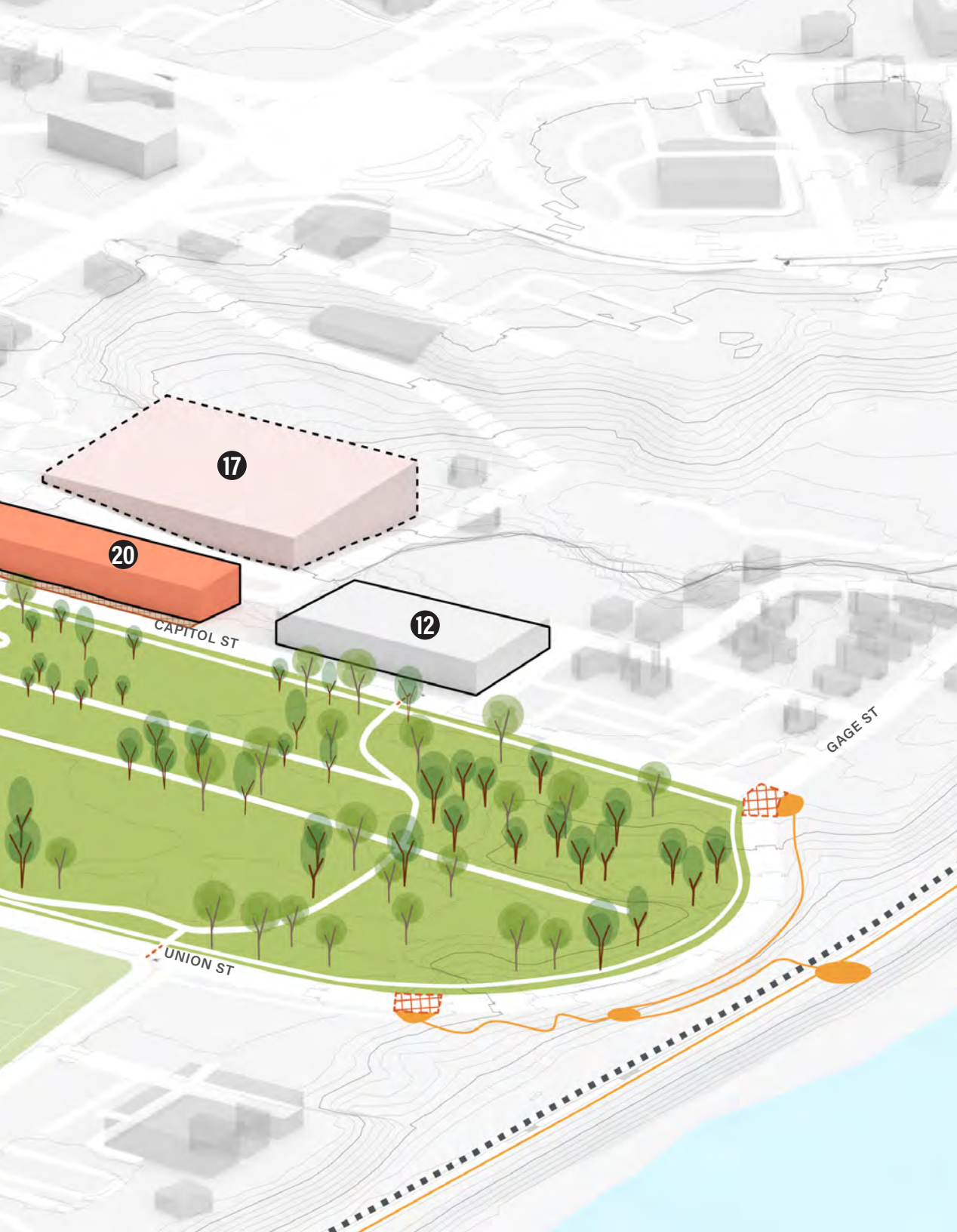


FIGURE 10. EAST CAMPUS SITE PLAN



PROPOSED WEST CAMPUS

- 1 BURTON M CROSS OFFICE BUILDING
- 2 242 STATE ST - OLD PUC BUILDING
- 3 221 STATE ST - OLD DHHS BUILDING
- 4 DASCHLAGER HOUSE
- 5 MCLEAN HOUSE
- 6 MERRILL HOUSE
- 7 NASH SCHOOL
- 8 SMITH HOUSE
- 9 BLAINE HOUSE
- 10 OFFICE BUILDING (OLD LABOR)
- 11 STATE CAPITOL BUILDING (STATE HOUSE)
- 12 MAINE DOT HEAD QUARTERS
- 13 SERVICE GARAGE
- 14 MAINE CULTURAL BUILDING
- 15 DEPT OF HEALTH AND HUMAN SERVICES
- 16 MAINE PUBLIC EMPLOYEES RETIREMENT SYSTEM
- 17 POTENTIAL NEW PARKING GARAGE SITE
- 18 POTENTIAL SITE FOR NEW STATE OFFICE BUILDING
- 19 NEW PARKING GARAGE
- 20 POTENTIAL SITE FOR NEW STATE OFFICE BUILDING



- MAJOR PEDESTRIAN WALKWAYS
- PROPOSED BUILDINGS
- PROPOSED BUILDING (SANBORN SITE)
- BUILDING RENOVATIONS
- OTHER STATE BUILDINGS
- PARKING
- PATHWAYS

250 feet

FIGURE 11. EAST CAMPUS SITE PLAN

PROPOSED EAST CAMPUS

Planning and Infrastructure:

- Comprehensive East Campus infrastructure plan including evaluation of needs and capacity, stormwater management, tunnel removal and phasing
- Comprehensive master plan for Public Safety Campus

Building Projects:

- Stone Building – Renovate for office use
- New amenity building (footprint of original Sanborn building or upper levels of Central Building)
- New Innovation Zone centered around the existing CETA building and potential future site for new IF&W building

Campus Character Enhancements

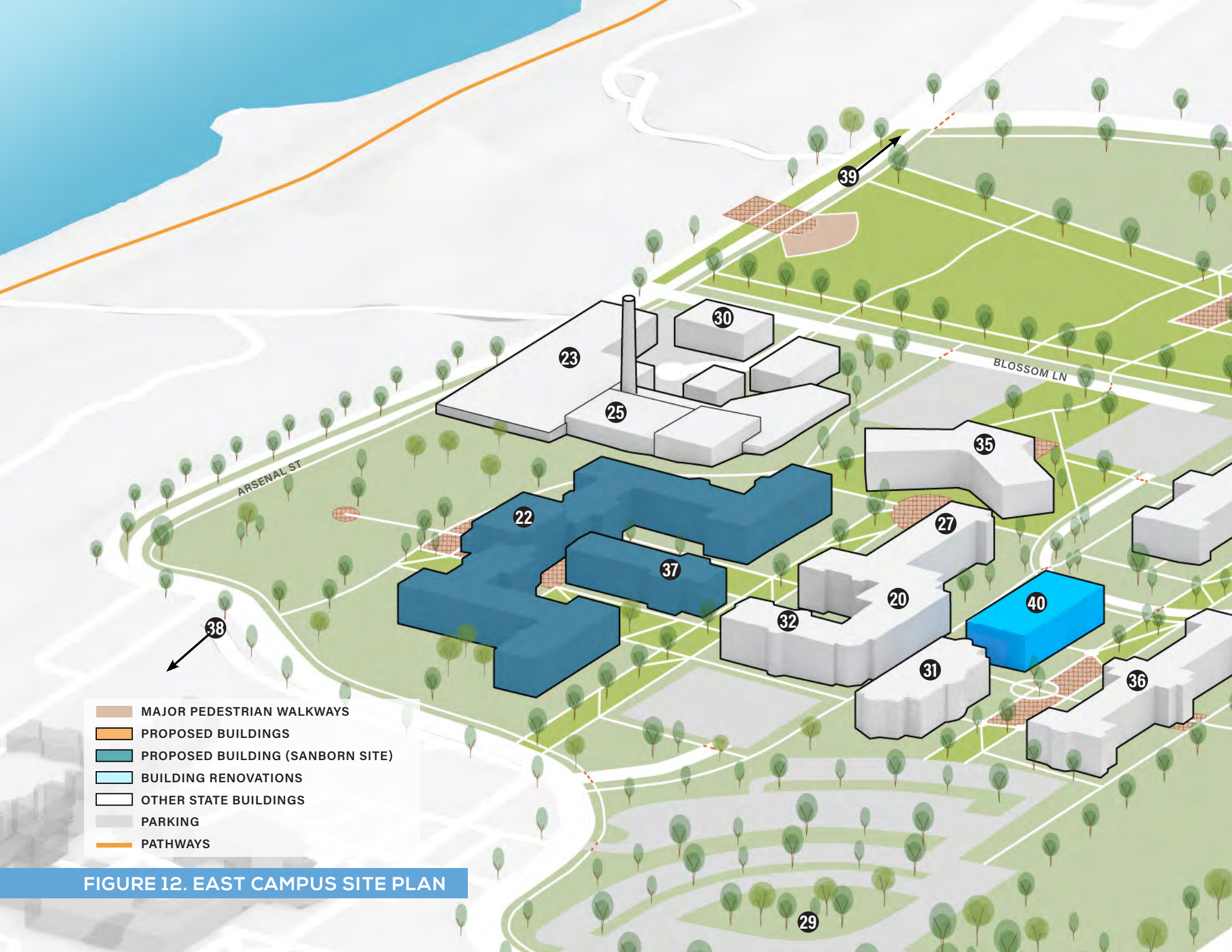
- Introduce pedestrian plazas between existing campus buildings
- Develop new amphitheater with views across the Kennebec River to the Capitol Building
- Improve campus signage and wayfinding

Multi-modal Circulation Enhancements

- Bike-Ped Trails, pedestrian walkways, parking and other improvements
- Enhance trail connections to river and downtown

East Campus Recommendations

The restoration and renovation of the Stone Building is a signature feature of the East Campus Plan with the capability of providing a contemporary workspace. Supporting the expanded employee occupancy on the East Campus, the planning team is recommending the addition of an amenity building to include a cafeteria and conference center. The proposed location for this building is on the footprint of the former Sanborn building adjacent to the Harlow building or in the Central Building.



- MAJOR PEDESTRIAN WALKWAYS
- PROPOSED BUILDINGS
- PROPOSED BUILDING (SANBORN SITE)
- BUILDING RENOVATIONS
- OTHER STATE BUILDINGS
- PARKING
- PATHWAYS

FIGURE 12. EAST CAMPUS SITE PLAN



EAST CAMPUS

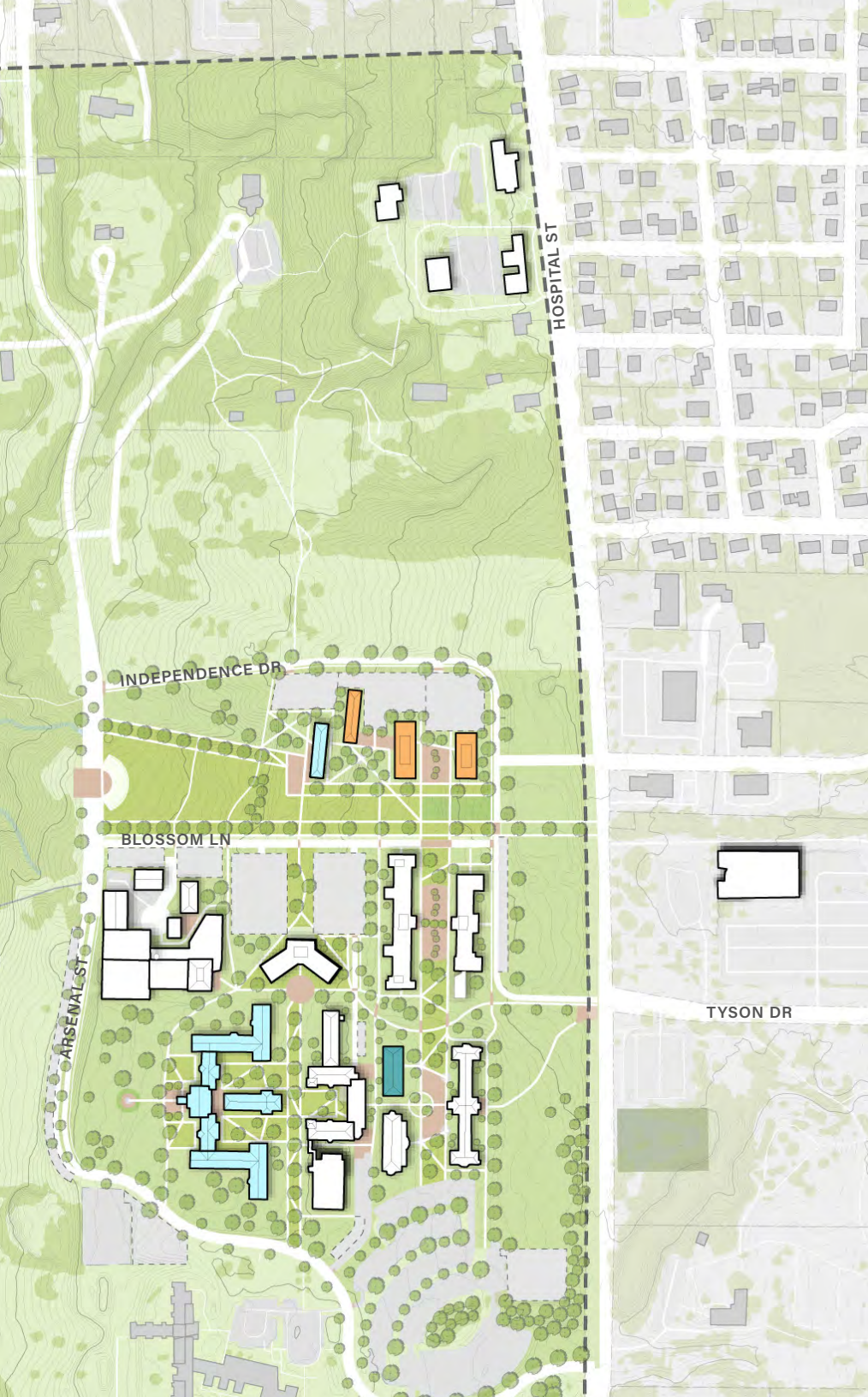
- 19 CETA BUILDING - OLD NURSES HOME
- 20 ELKINS BUILDING
- 21 MAINE STATE POLICE HEAD QUARTERS
- 22 STONE BUILDING
- 23 DEP RESPONSE STORAGE / GARAGE
- 24 STATE POLICE CRIME LAB
- 25 OFFICE BUILDING (OLD MECHANICAL BUILDING)
- 26 OFFICE OF CHIEF MEDICAL EXAMINER
- 27 TYSON BUILDING
- 28 BUREAU OF MOTOR VEHICLE
- 29 CAMPBELL BARN
- 30 DEP BOAT HOUSE
- 31 HARLOW BUILDING
- 32 WILLIAMS PAVILION
- 33 DEERING BUILDING
- 34 GREENLAW BUILDING
- 35 MARQUARDT BUILDING
- 36 RAY BUILDING
- 37 CENTER BUILDING
- 38 RIVERVIEW PSYCHIATRIC CENTER
- 39 FORMER ARSENAL
- 40 NEW AMENITY BUILDING
- 41 FUTURE DEVELOPMENT SITE
- 42 POTENTIAL SITE FOR IF&W
- 43 CETA BUILDING EXPANSION/ADDITION



- MAJOR PEDESTRIAN WALKWAYS
- PROPOSED BUILDINGS
- PROPOSED BUILDING (SANBORN SITE)
- BUILDING RENOVATIONS
- OTHER STATE BUILDINGS
- PARKING
- PATHWAYS

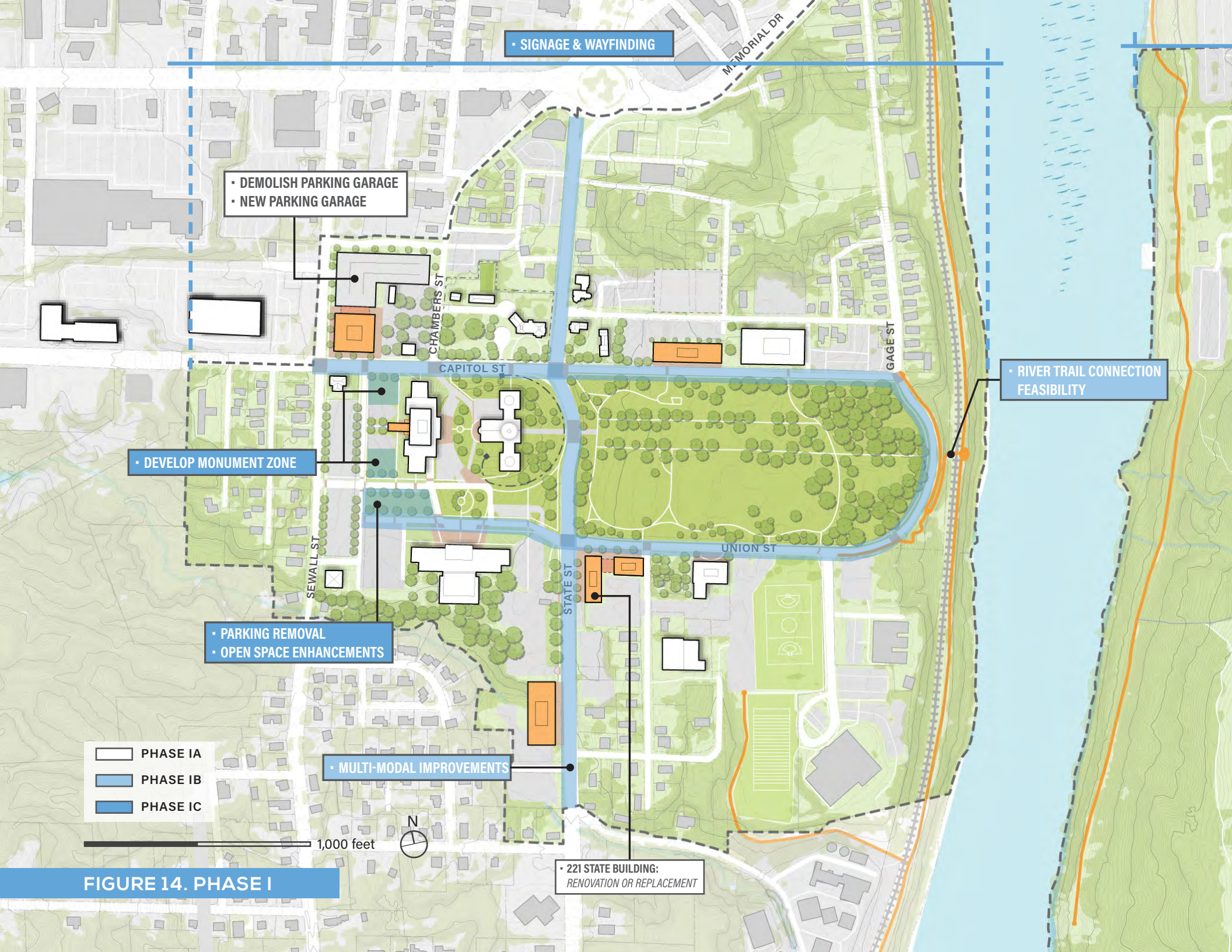
1,000 feet N

FIGURE 13. MASTER PLAN



PHASING AND IMPLEMENTATION FRAMEWORK

- Implement energy and climate action plan projects / initiatives in each phase and as part of each capital project.
- Incorporate all projects currently funded and/or in the design / planning and implementation pipeline by DAFS/BGS including the East campus utility tunnel removal, Stone Building enabling projects and others.
- Provide an implementable and flexible framework for DAFS/BGS for various facilities, circulation and infrastructure projects within the framework of MP Vision.
- Enable the development of a methodical implementation process from vision to construction including due diligence, feasibility, budgeting, legislative approvals, planning, design and constructions so that projects are budgeted, approved, and implemented in a timely manner
- Allow flexibility to accommodate the future workplace scenarios including the goal of balancing leased space, and the impact of teleworker policies that will be rolled out in the future.
- Stage enabling projects (infrastructure, renovations etc.), so that the plan vision be implemented in a staged, and methodical manner.
- Embed place-making, landscaping, and multi-modal circulation enhancements as part of each facility and/or major capital project.



• SIGNAGE & WAYFINDING

• DEMOLISH PARKING GARAGE
• NEW PARKING GARAGE

• DEVELOP MONUMENT ZONE

• PARKING REMOVAL
• OPEN SPACE ENHANCEMENTS

• MULTI-MODAL IMPROVEMENTS

• RIVER TRAIL CONNECTION
FEASIBILITY

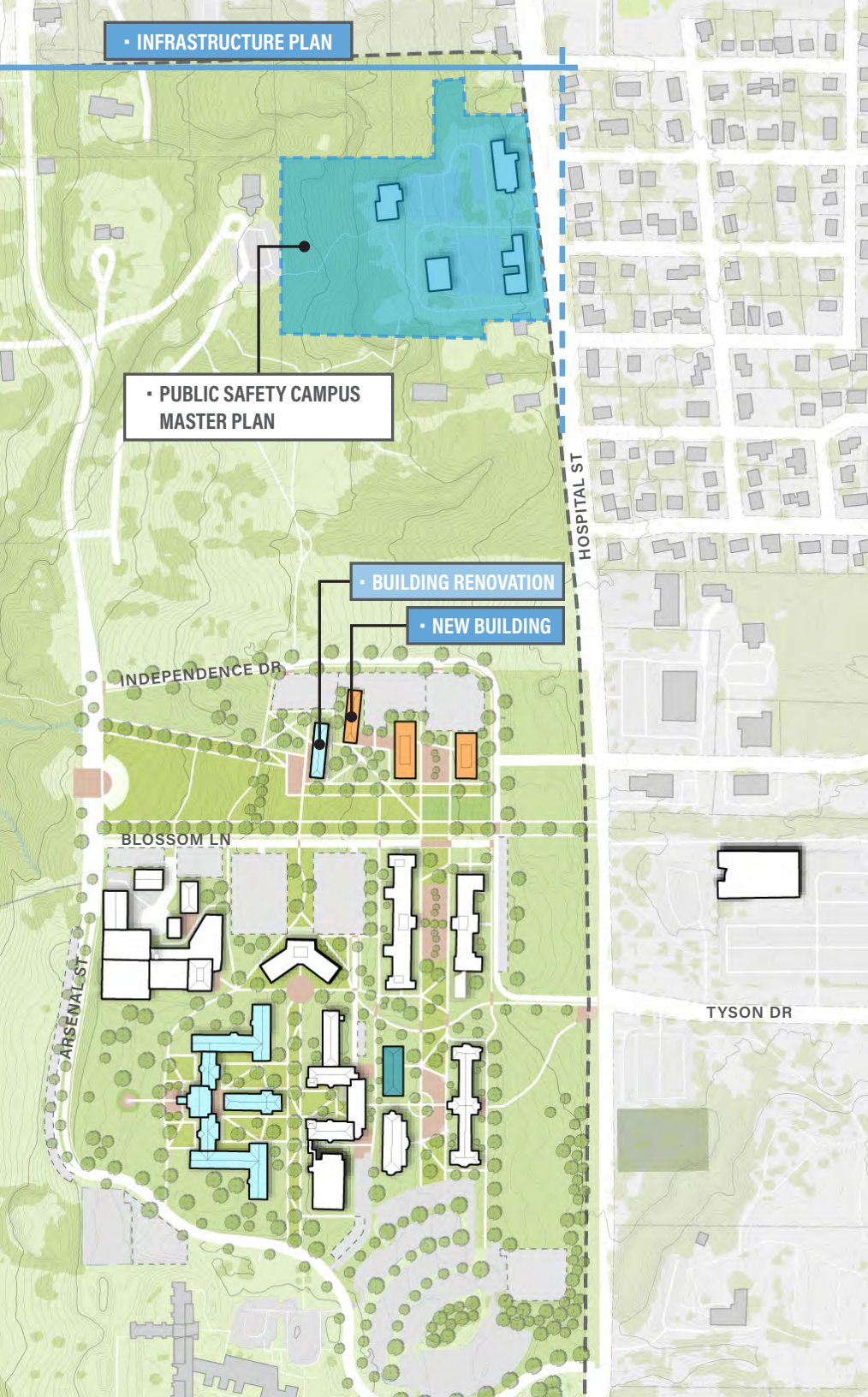
- PHASE IA
- PHASE IB
- PHASE IC

1,000 feet



• 221 STATE BUILDING:
RENOVATION OR REPLACEMENT

FIGURE 14. PHASE I



Phase I: Near Term (0-5 Years)

Phase IA

- 221 State Street Office Building
 - Renovation or replacement feasibility study
- Planning for Capitol & Sewall St. corner development (parking structure)
 - Including demolition of existing garage
- Public Safety campus master plan
- CETA Renovation
- Development master plan of EV charging facility

Phase IB

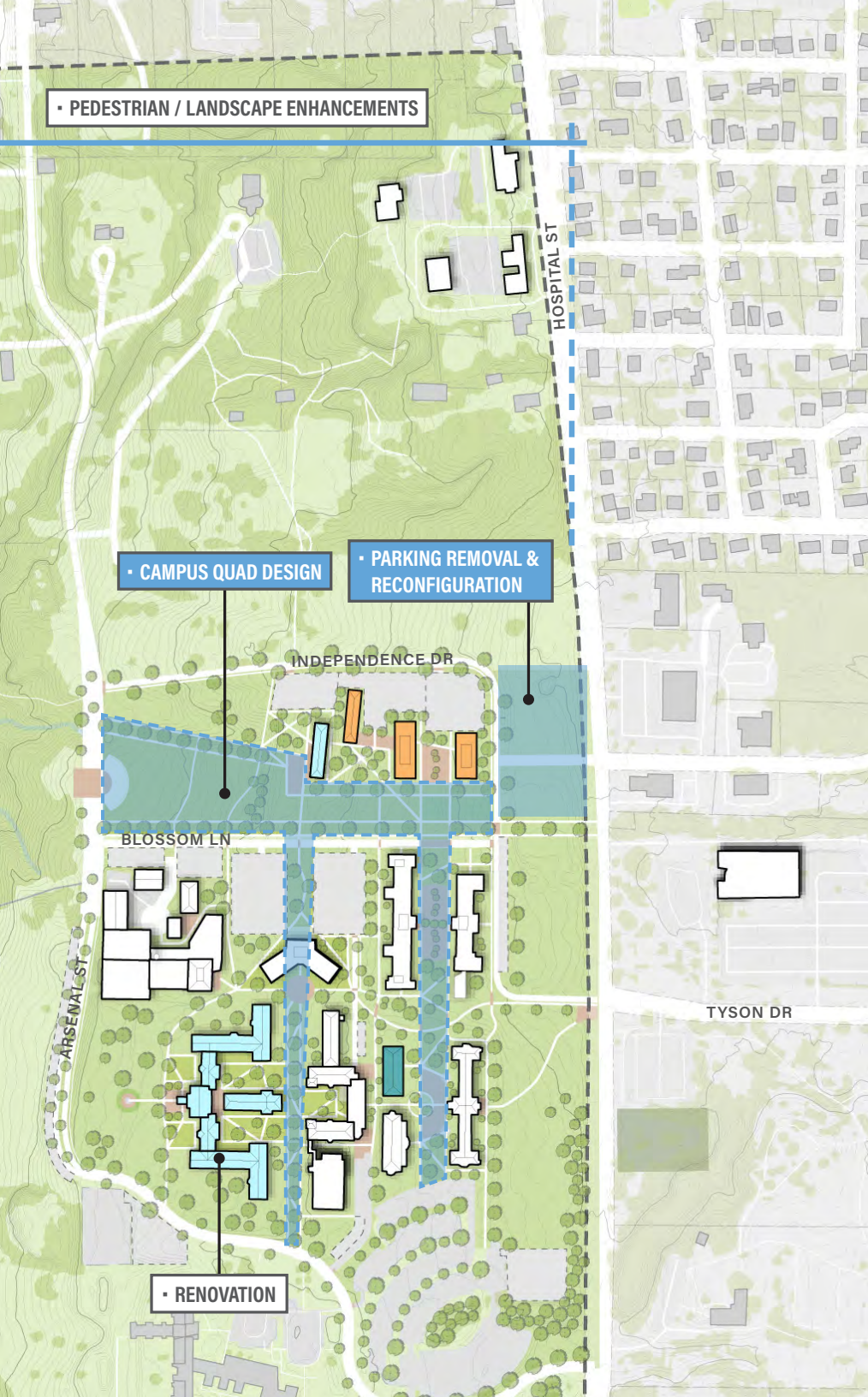
- West Campus multi-modal improvements, traffic calming, pedestrian safety enhancements, security enhancements (Capitol & State Streets)
- Capitol Park to Kennebec River Trail Connection Feasibility
- Stone Building Preparatory projects and concept for reuse

Phase IC

- Develop Cross Building monument zone and security addition
- Cultural Building parking removal and open space enhancements
- West campus wayfinding and signage
- Comprehensive East Campus infrastructure plan
 - Evaluation of infrastructure needs and capacity, stormwater management, Tunnel removal and phasing.
- Innovation District on-going development
- Stone Center Building renovation



FIGURE 15. PHASE II



Phase II: Medium-Term (5-10 years)

Phase IIA

- Stone Building Renovation
- Pedestrian enhancements along Capitol Park
- Pedestrian / landscape enhancements between East Campus Buildings

Phase IIB

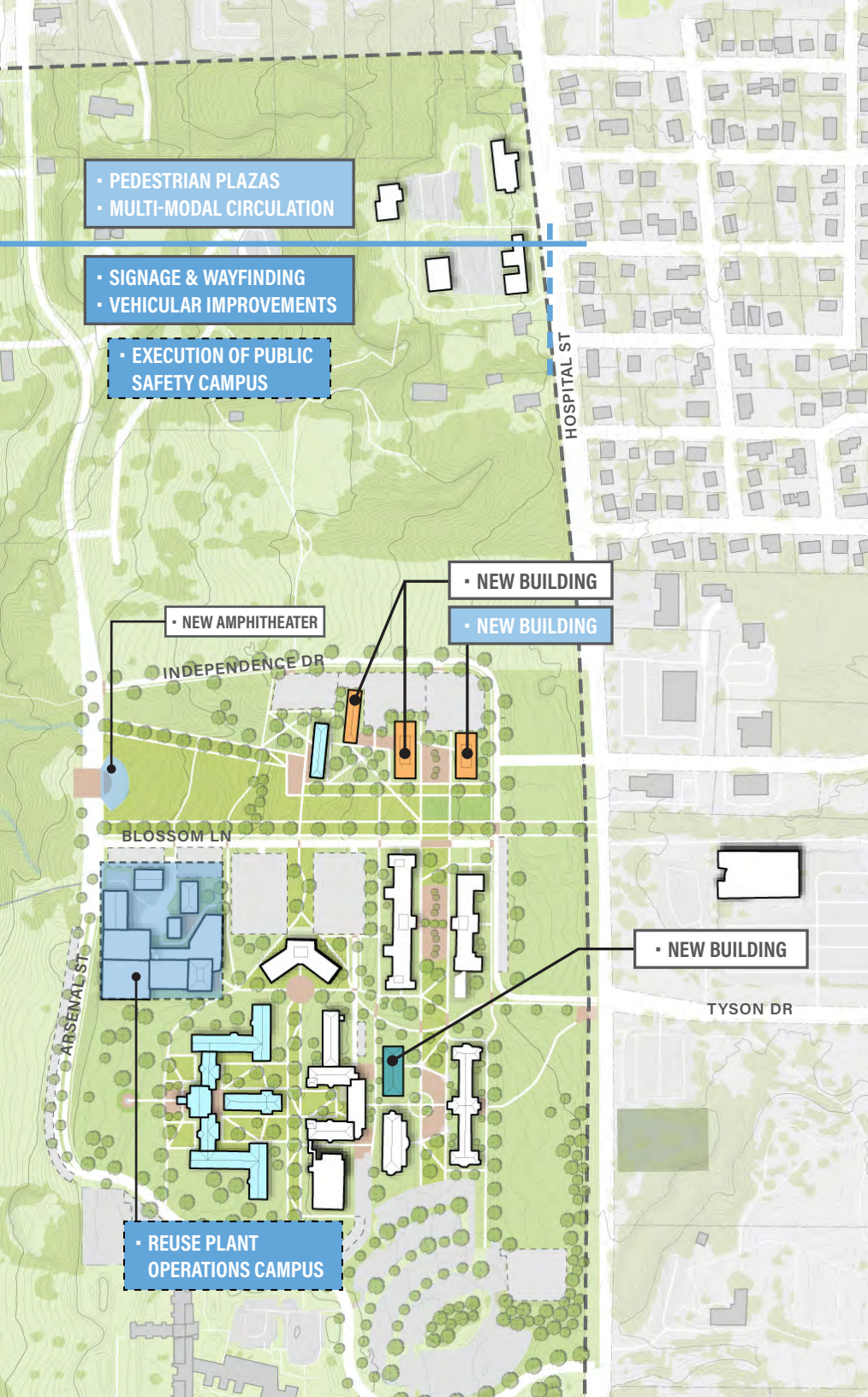
- 242 State Street Building Disposition
- Capitol & Sewall St. corner development (office)
- Sewall Street parking garage replacement

Phase IIC

- East Campus Quad
- East Campus parking reconfigurations and additions (core campus and near Innovation District Building)



FIGURE 16. PHASE III



Phase III: Long-Term (10-15 years)

Phase IIIA

- East Campus Amphitheater
- Innovation District Building 2
- East Campus office building on Sanborn site

Phase IIIB

- East Campus pedestrian plazas
- Innovation District Buildings 3
- East Campus multi-modal circulation improvements (bike-ped trails, walkways, parking, and other improvements)

Phase IIIC

- East Campus signage and wayfinding
- East Campus vehicular improvements

Future Projects: (15+ years)

- (If needed) Child & Valley Street parking structure near Maine DOT headquarters
- Reuse of East Campus Plant Operations Complex
- Execution of Public Safety campus master plan

Maine.gov



State of Maine

Augusta Area State Facilities Master Plan

May 2023

Part 2

SMRT

vhb

Malcolm L. Collins AIA, LEED AP
Architectural, Historic Preservation
& Planning Concepts

DLRGROUP

AUGUSTA AREA STATE FACILITIES MASTER PLAN

May 2023

Part 2





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04 /

AUGUSTA AREA FACILITIES CONTEXT

Regional Context

Augusta Downtown Context

Existing Regulatory Framework

Relevant Plans, Initiatives, and Prior Studies



REGIONAL CONTEXT

Located in Kennebec County, Augusta was designated the capital of Maine in 1832. The region and the city remain an employment hub, reflecting a rich industrial history of lumber and textile mills, farming, and paper manufacturing. The county's economy is still mainly industrial, while Augusta benefits from being the base of State government with a revitalized waterfront and business-oriented Downtown District. Augusta is a centralized hub for job and population accumulation and mimics many of the same characteristics of the region and State.

Based on 2021 Census data, Maine's population is approximately 1.3 million. The State Economist projects a 2.1% growth in the state's populations between 2018 and 2028, consistent with the Augusta region's projected growth (2.3%). The City of Augusta is projected to see a 1.7% decline by 2028. Maine's prime working-age population (age 20-64) is expected to decrease by 7.8%. While the state's overall population is set to increase, there is fluctuation in the region and city of this population and the proportion of working-age individuals.

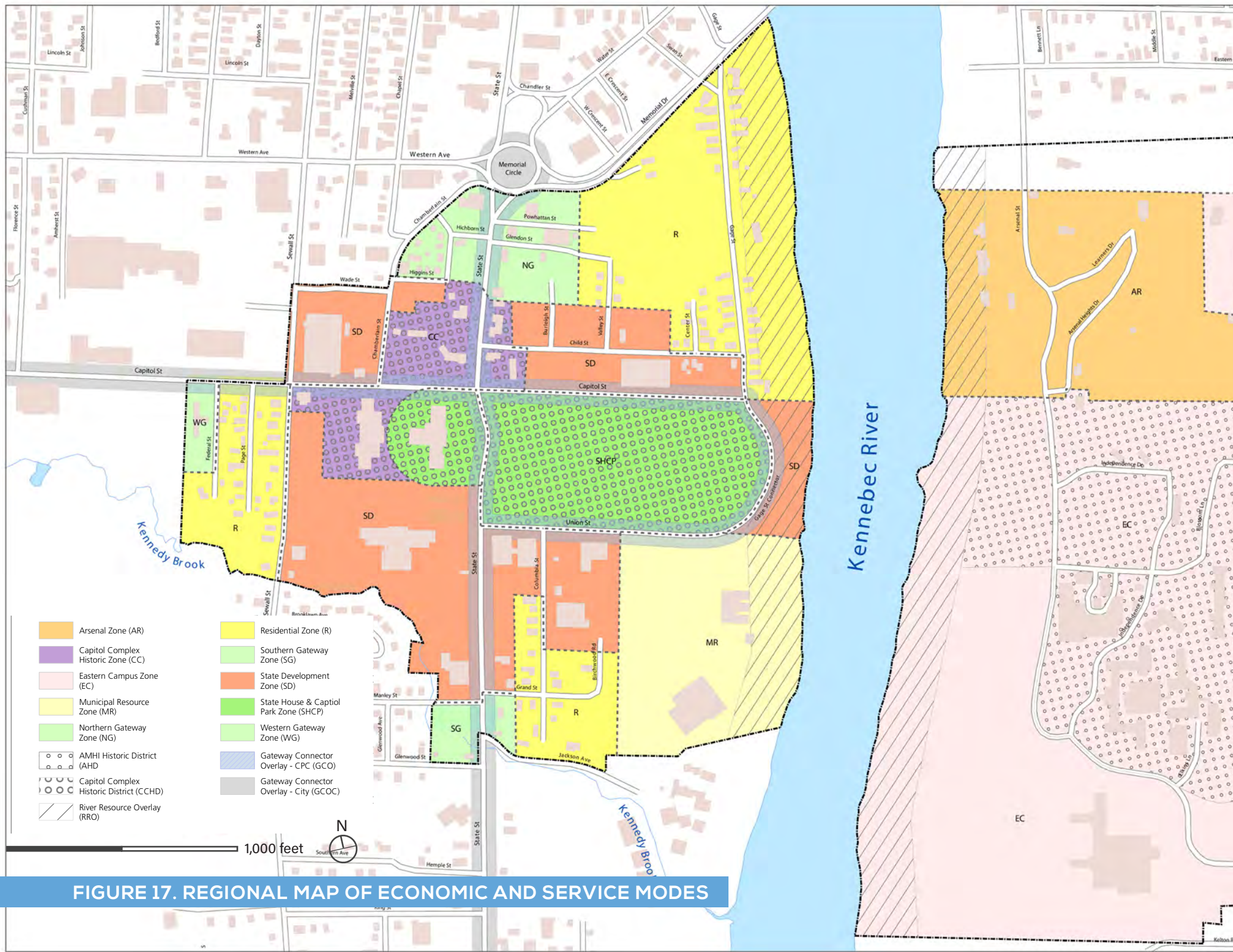
Kennebec County has a population of 124,000, with about 19,000 living in Augusta. Both the county's and the city's populations have grown slightly in the past decade. Specifically, downtown Augusta's population has grown by 2-14%, despite some pockets of loss. There is a large commuter population, both solitary and carpool, into the capital from the surrounding county, and population density per square mile is greater than the State average (142F vs. 44). Poverty rates for the state and county are about 11%.



▲ Historic Downtown Water Street, Augusta

AUGUSTA DOWNTOWN

Maine enjoys a state capital area located in a magnificent setting along both sides of the Kennebec River, with a rich cultural history, an intact fabric of historic structures, office and workplace buildings proximate to the capitol, and ample open space in walking distance to the Augusta downtown area. Vibrant neighborhoods include the Entertainment District, the Arts & Culture District, Golden Blocks, and the Medical District. The Augusta Riverwalk Park has been revitalized just north of the Capitol District. Residential neighborhoods surround these districts. The Augusta State Airport and the Augusta campus of the University of Maine are located just outside the city. The Maine Turnpike bisects Augusta, connecting the capital with the rest of the state.

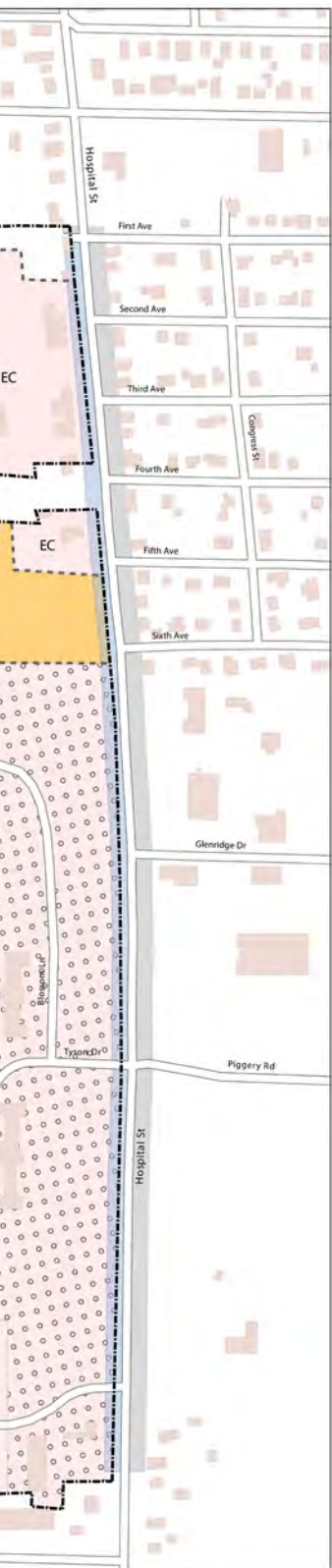


- Arsenal Zone (AR)
- Residential Zone (R)
- Southern Gateway Zone (SG)
- State Development Zone (SD)
- Eastern Campus Zone (EC)
- Municipal Resource Zone (MR)
- State House & Capitol Park Zone (SHCP)
- Northern Gateway Zone (NG)
- Western Gateway Zone (WG)
- AMHI Historic District (AHD)
- Capitol Complex Historic District (CCHD)
- River Resource Overlay (RRO)
- Gateway Connector Overlay - CPC (GCO)
- Gateway Connector Overlay - City (GCOC)

1,000 feet



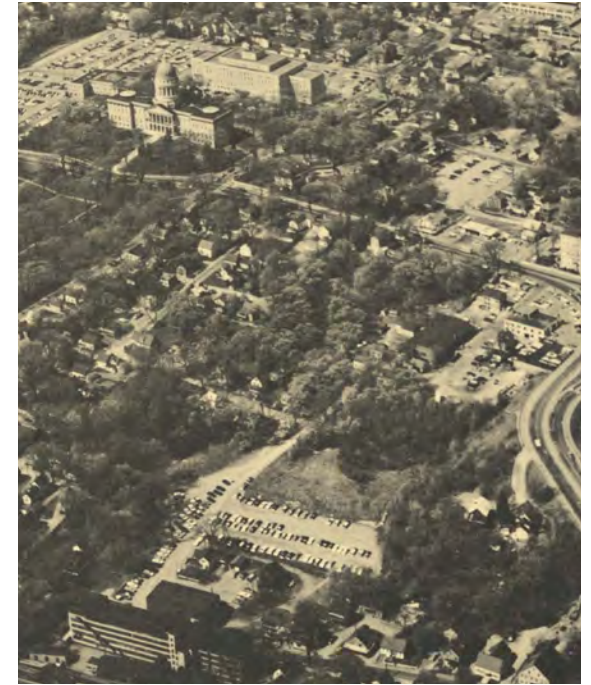
FIGURE 17. REGIONAL MAP OF ECONOMIC AND SERVICE MODES



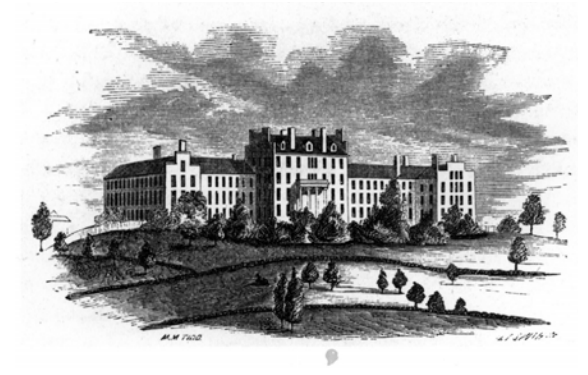
EXISTING REGULATORY FRAMEWORK

Capitol Planning Commission and Capitol Area District

The Maine Legislature established the Capitol Planning Commission (CPC) in 1967 to ensure effective planning and outcomes that accommodate State governmental agencies located within the CPC district outlined in Augusta. The CPC is charged with establishing a master plan and the orderly development of the future State owned buildings and grounds in the Capitol area. The CPC established the boundaries of the "Capital Area" District and governs all buildings or structures within that district. The Capital Area District is approximately one mile south of downtown Augusta downtown.



▲ 1969 Master Plan Aerial View



▲ Stone Building, circa 1860

East Campus & West/State House Complex

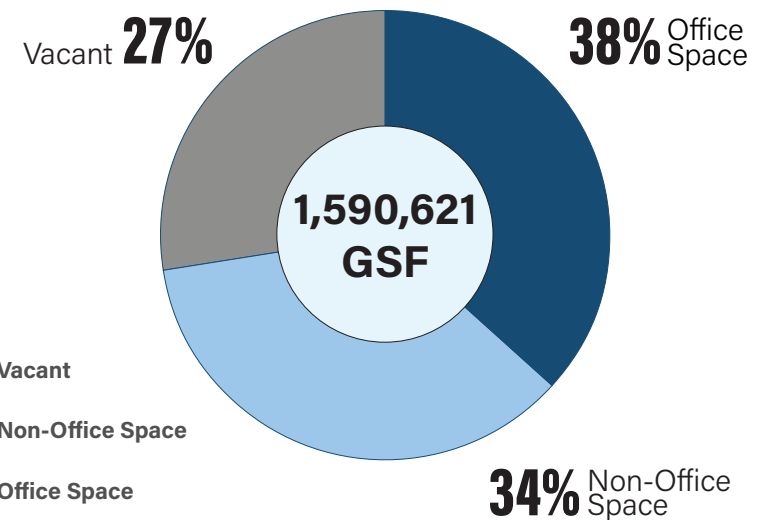
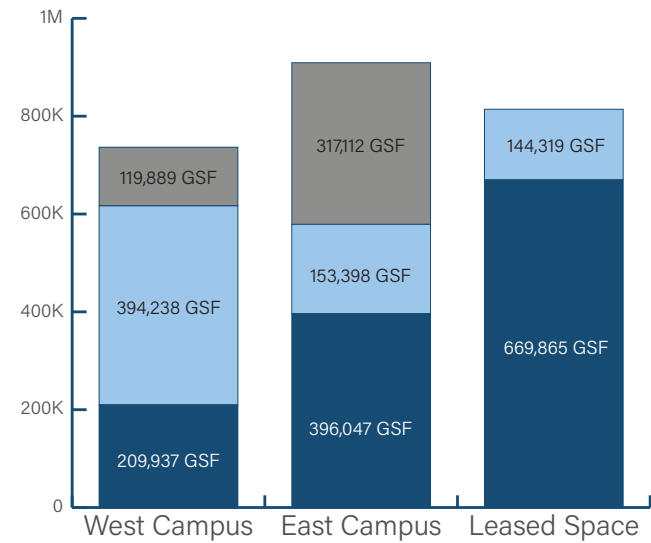
The facilities master plan team worked with the Bureau of General Services (BGS) to understand the inventory of State-owned and leased buildings in the Augusta area that are managed through DAFS/BGS and the State departments located in those buildings. Other facilities managed directly by the State departments may not be included in some portions of the master plan as directed by DAFS/BGS. These facilities included but are not limited to the following departments and facilities:

- Department of Transportation
- Department of Corrections
- Department of Public Safety, Maine Criminal Justice Academy
- Riverview Psychiatric Center

The planning team confirmed the location information gathered from DAFS/BGS through department interviews.

As the focus of this master plan, the overview in Figure 18 provides a summary of building stock for the East and West campuses in addition to the Augusta area State leased spaces. While the following section go into greater detail about campus conditions and utilization, the teams initial findings found opportunity to consolidate leased space into owned vacant facilities, maintain and support Augusta Downtown, and provide adequate State owned parking infrastructure.

Facility Portfolio - Owned & Leased



Facility Portfolio - Owned

FIGURE 18. STATE FACILITIES OVERVIEW

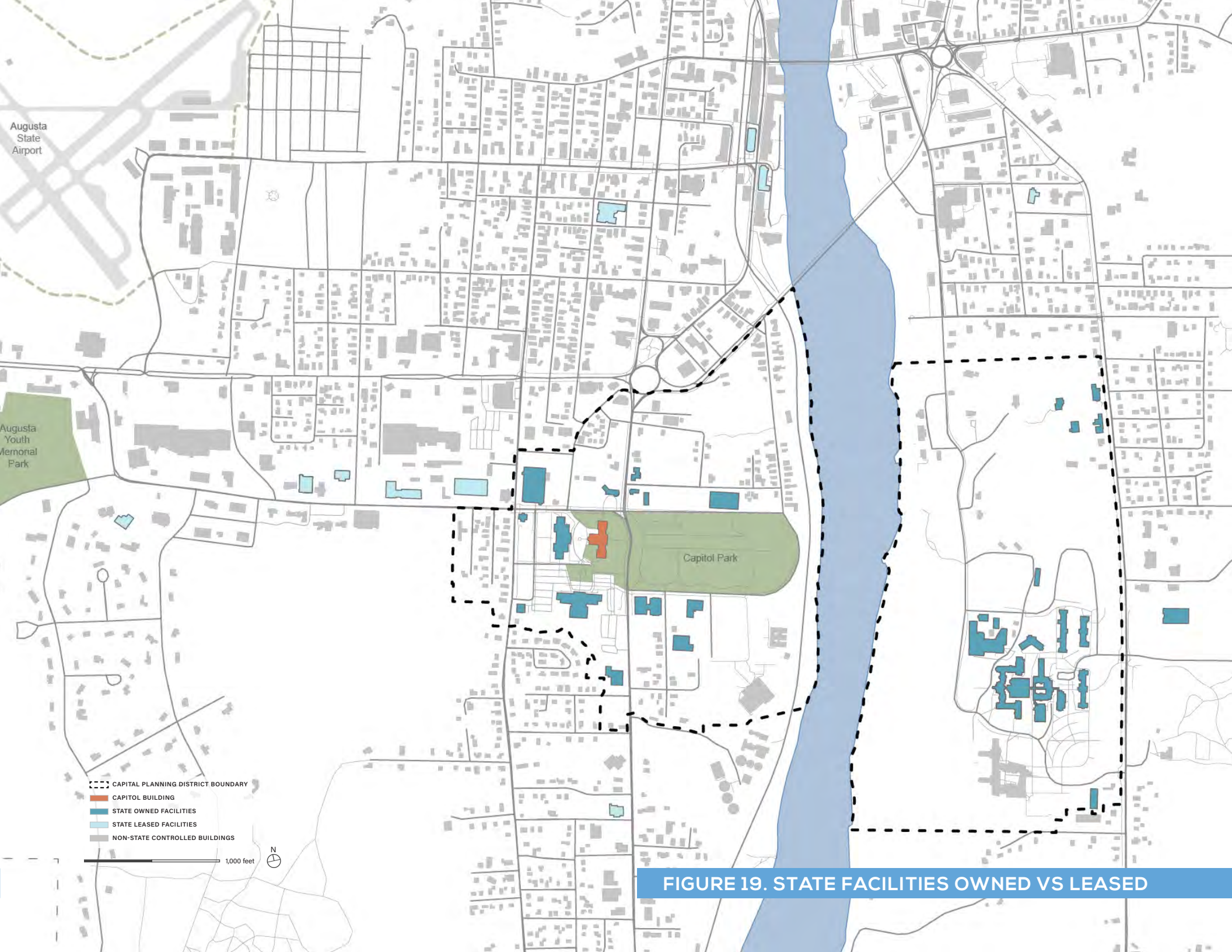
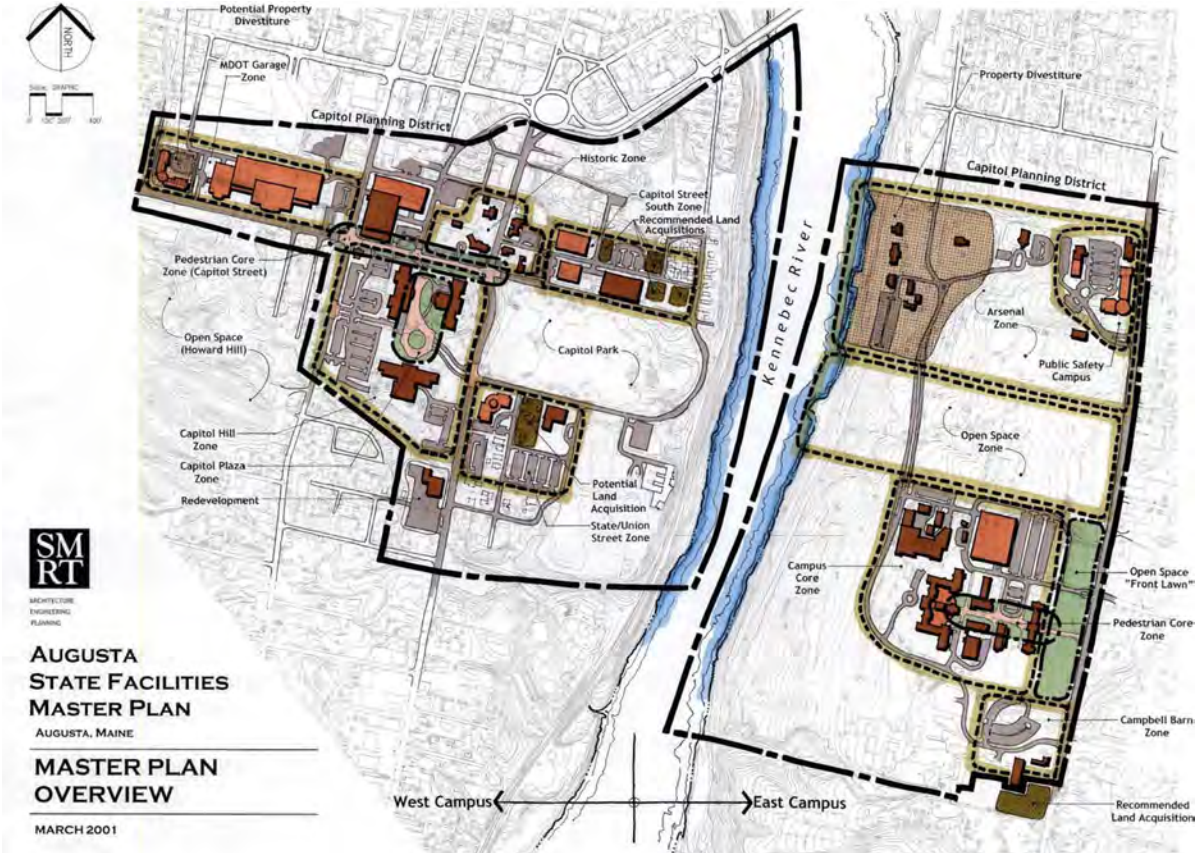


FIGURE 19. STATE FACILITIES OWNED VS LEASED

RELEVANT PLANS, INITIATIVES, AND PRIOR STUDIES

All relevant plans, initiatives, and ongoing and prior studies were reviewed as part of the master planning process. The list of these studies is provided in the references section. The following provides highlights of the few that are pertinent.



▲ 2001 Augusta State Facilities Master Plan Overview

2001 Augusta State Facilities Master Plan

The 2001 master plan created a blueprint for developing State real estate resources for the next 20 years. The goals of the 2001 master plan included improving work environments for State employees, improving stewardship of facilities, and consolidating state agencies to create appropriate spaces for public business. There was also an emphasis on restoring and reusing State-owned historic buildings and balancing leased and owned space occupied by State agencies, emphasizing leased space in downtown Augusta. Additional key points include enhancing green space on both campuses, as well as developing infrastructure for alternative transportation (pedestrian paths, ferry services, and downtown shuttles).

Augusta Pedestrian Safety Plan

Prepared by MaineDOT and BCM, the Augusta Pedestrian Safety Plan identified infrastructure changes to improve pedestrian safety ranging from refreshing crosswalk paint and signage to upgrading crosswalks to be ADA accessible. Another significant safety measure for implementation was evaluating roads for traffic calming measures. The main areas of recommendation and survey varied throughout the city, but Cony Circle and Memorial Circle impact the traffic to and from the Augusta Area East and West Campuses most prominently. Education and other campaigns were also created to encourage safer driving, walking, and biking.

City of Augusta 2007 Comprehensive Plan

The 2007 Comprehensive Plan details the direction of the City of Augusta over the next decade, emphasizing the activation of the Kennebec River, attraction of the city to newcomers, and a commitment to education and historic aestheticism. There are also guiding principles for future land use, protecting open space and investing in urban housing and community development. The Riverfront Activation was proposed in the Plan and further developed since then and an emphasis on energy efficiency has also stayed strong as a key theme of Augusta and Maine public policy.

Review of Other Capitol Complex Master Plans

▪ **1968 Capitol Complex Master Plan**

- Prepared by architecture and planning firm Frank Grad & Sons, Newark, the 1968 Capitol Complex Master Plan summarizes the vision of the Maine Capitol Complex and establishes developmental objectives and recommendations. A major part of the Plan emphasizes the centrality and priority of the State House. As the State Capitol Complex is developed, the Master Plan also calls for the Park to stimulate public interest and add to the employment of the Capitol as a major asset with public facilities. There was an urgency to create office space to relieve over crowded conditions to cope with an anticipated 50% increase in State employees in next 10 years.

▪ **1969 Report of the Capitol Planning Commission on the 1968 Master Plan**

- In 1969, the Capitol Planning Commission prepared a report on the 1968 Master Plan report by Frank Grad & Sons, Newark. An increase in space requirements and expansion of agencies into numerous smaller premises acquired by State from private owners had resulted in several State government functions scattered about the City, causing over-crowding and discomfort. Thus, the definition of the bounds of the Capitol Area was created, focusing on future development on the East Campus and proposed future facilities on the West Campus. There was also an emphasis on parking expansion and proposed improvements to roads and traffic controls.

▪ **1971 Capitol Planning Commission Report on Master Plan of the Capitol Complex and State Properties Located in Augusta and Surrounding Communities**

- The 1971 Capitol Planning Commission Report was issued to the Senate and House of Representatives based on the 1969 Master Plan, recommending the retention of significant State-owned properties. Within the document is also a plan for a coordinated Highway-Capitol Complex Plan and for other state land uses in Augusta and Surrounding Communities (within a ten mile radius of central Augusta). The report also includes a schedule of state properties in the Augusta Area, summary of total acreages for each department or institution, and possible surplus properties.

▪ **Capitol Planning Commission Report to the 108th Legislature**

- The 1978 Capitol Planning Commission Report evaluates the changes in the 1976 Master Plan report update, and analyzes the advantages and disadvantages of centralizing government facilities in the Capitol Planning Area and the expansion of boundaries of the Capitol Complex to include other state government land located in the Augusta and Hallowell area.



FIGURE 20. MASTER PLAN TIMELINE





05 /

EXISTING CONDITIONS

CAPITOL PLANNING DISTRICT EVOLUTION

OPEN SPACE AND NATURAL RESOURCES

VIEW CORRIDORS

HISTORIC DISTRICTS AND BUILDINGS

ONGOING AND PLANNED CAPITOL PROJECTS

EXISTING MULTI-MODAL CIRCULATION

ENERGY, SUSTAINABILITY AND RESILIENCY

FACILITY CONDITIONS

INFRASTRUCTURE, TELECOMMUNICATIONS, AND IT

OPPORTUNITIES AND CONSTRAINTS

CAPITOL PLANNING DISTRICT EVOLUTION

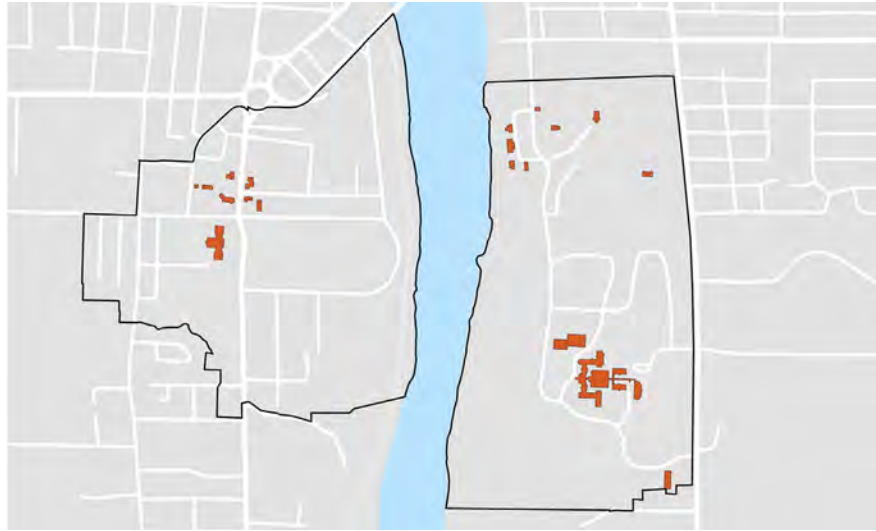


FIGURE 21. EVOLUTION FROM 1800-1900

Phase I - Early Establishment: 1800-1900

On the West Campus, the State House was built between 1929-1932, hosting main government functions. The Bulfinch design was too small to accommodate Capitol functions after the first 20 years, so many renovations and expansions occurred over the years. On the East Campus, the Kennebec Arsenal (1828) and the Augusta Mental Health Institute (AMHI, 1840) existed on the land in their original functions. The AMHI expanded construction to add the Stone Building and Coburn Hall, as well as other buildings to help the institute function day-to-day.

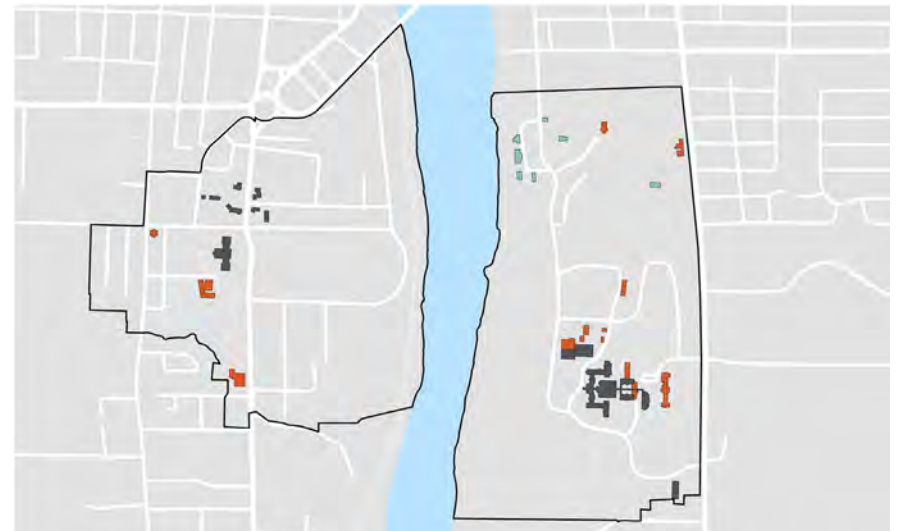


FIGURE 22. EVOLUTION FROM 1900-1950

Phase II - AMHI Development: 1900-1950

There were continued expansions to the State House in the early 1900s. Additional office buildings were also built to the southwest (for the State Highway Department, Adjutant General's Office, and the Department of Education) and the Olmsted Brothers prepared a landscape plan for the Capitol grounds and Capitol Park. The Kennebec Arsenal was turned over to the State in 1905 and the AMHI utilized these buildings for their hospital staff and continued to expand with new buildings, including the Ray and Elkins Buildings.

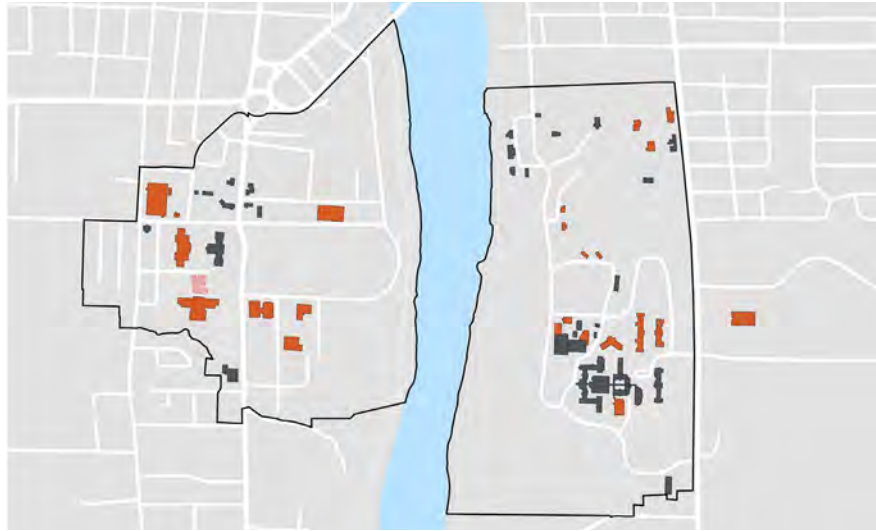


FIGURE 23. EVOLUTION FROM 1951-2000

Phase III – Expansion & Decline: 1951-2000

The State House saw renovations. In 1969, the Maine State Cultural Building was built to host the Maine State Museum, Maine State Library, and the Maine State Archives. The Education Building was also demolished to make way for a public plaza and other amenities as the AMHI campus continued to expand with the Greenlaw, Marquardt, and Deering buildings, along with renovation of older buildings throughout the 1950s. At the turn of the century, the AMHI was turned over to become the East Campus of the Maine State Government.

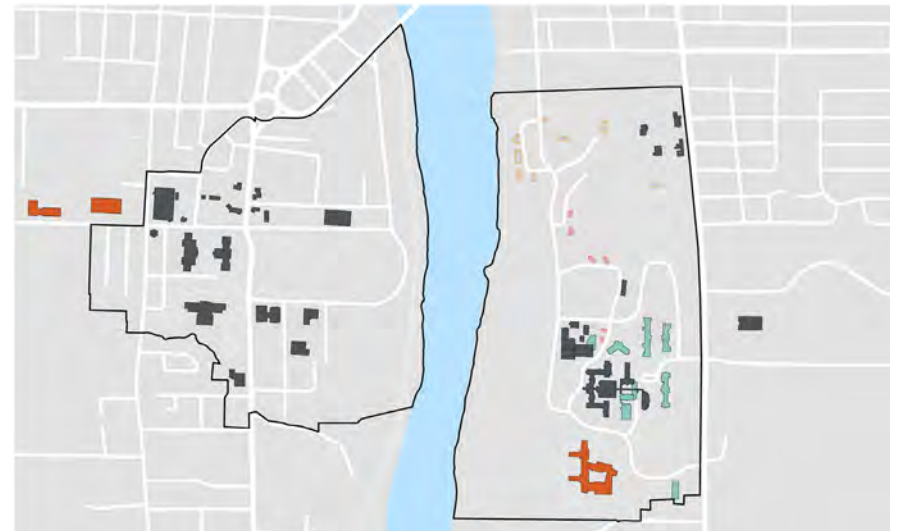


FIGURE 24. EVOLUTION FROM 2000-2021

Phase IV - Capitol Planning District: 2001-Current

The Department of Health and Human Services and the Maine Public Employees Retirement System have been constructed just outside the main bounds of the Capitol Area District. The Riverview Psychiatric Center was built on the South side of the East Campus and many state functions have moved into the East Campus buildings -previously AMHI).

-  Capitol Planning District Boundary
-  New Building Construction
-  Existing Building
-  Renovation of Existing Building
-  Sale / Transition Ownership
-  Demolition / Removal



- CAPITOL PLANNING DISTRICT
- STATE FACILITIES
- AMENITY SPACE
- SURFACE PARKING

1,000 feet

FIGURE 25. OPEN SPACE AND NATURAL RESOURCES

OPEN SPACE AND NATURAL RESOURCES

The East and West campuses are comprised of a variety of natural areas alongside government and municipal uses situated along the Kennebec River. The East Campus possesses 100 acres of open space between historic buildings, with a much lower density of development than the surrounding urban areas. The steep sides of the river valley create challenging conditions for development on both campuses, whereas the upper portions are flatter. Existing vegetation occurs in masses located primarily along the river corridor or as individual specimens along streets or in landscape locations.

The riparian corridor of the Kennebec River, which includes the river channel, riverbanks, floodplains, hill slopes and adjacent land and tributaries to the river, is an important resource and natural conduit to the biological systems. These systems are a part of an interconnected continuum that protects water temperature, increases interception and infiltration, reduces erosion, stabilizes base flows, and provides habitat.

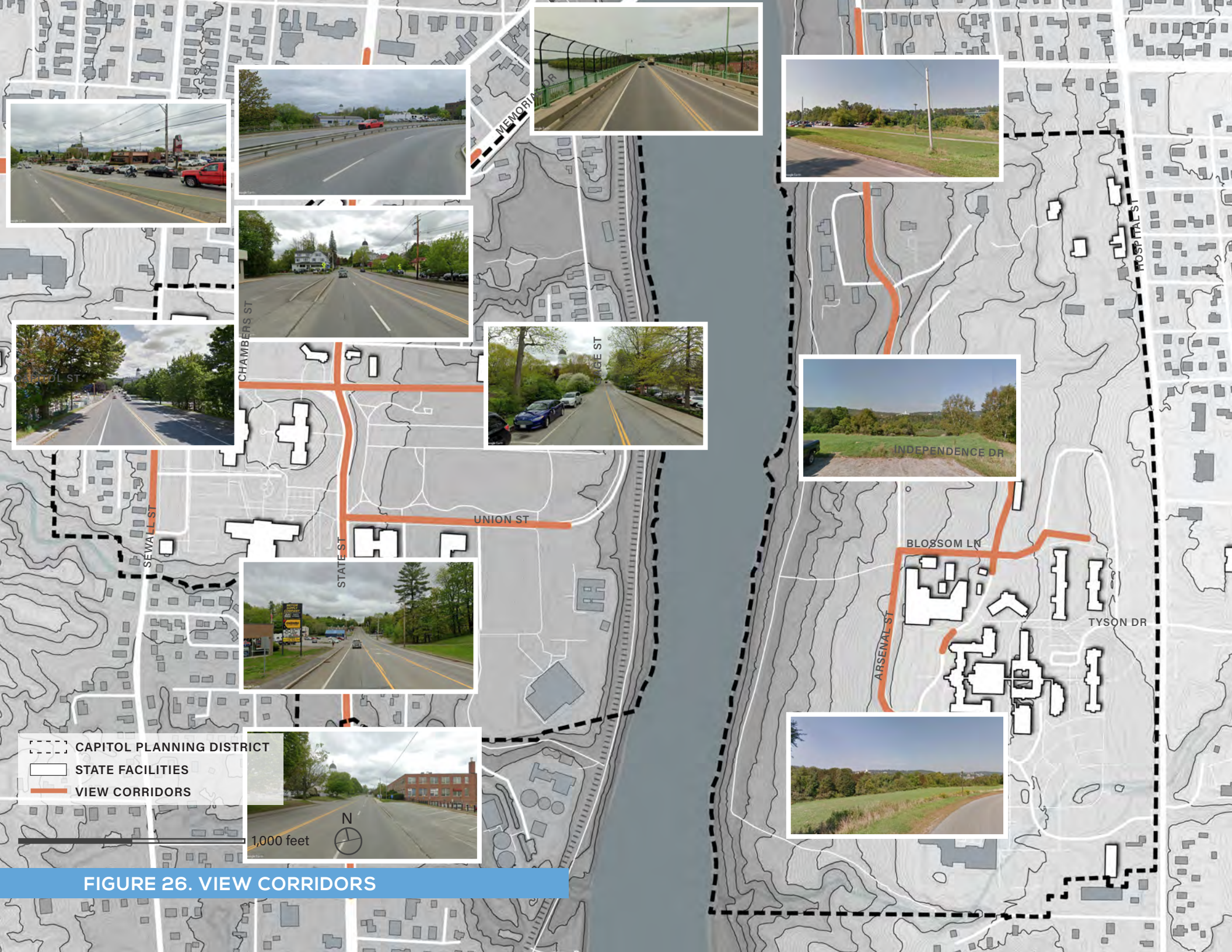
The corridor is important in providing an ecologically healthy bio-system that facilitates the movement of native and migratory species while promoting reinvigoration and reconnection to nature. Boating, fishing, bird watching, and walking along the river are some activities that promote health and wellbeing through nature.



▲ Augusta Area Open Space



▲ Capitol Park



- CAPITOL PLANNING DISTRICT
- STATE FACILITIES
- VIEW CORRIDORS



FIGURE 26. VIEW CORRIDORS

VIEW CORRIDORS

Significant panoramic views exist from points on both sides of the Kennebec River where elevation and breaks between structures and vegetation guide the viewer's eye. Historic buildings and mature plantings frame views from Hospital Street and the East Campus looking west towards the Capitol. Of particular note is the view corridor formed between the Arsenal and AMHI. On axis with Capitol Park directly across the river, the view here is best from a Hospital Street vantage point and provides a fine look at the State House framed by the Olmsted landscape.

The visual character of the east campus can be characterized as having a non-urban, semi-rural and pastoral quality. A shift in visual character occurs at the Memorial Bridge from distinctly urban to the north, to a pastoral/rural character to the south.

Shorter-range viewpoints occur north and south of the Capitol along State Street. Long views to the Capitol occur at the west end of Capitol Street soon after it turns off Western Avenue. Long views to the East Campus exist from the Capitol through Capitol Park, and from Memorial Bridge.

From the west campus, vistas of the East Campus are framed by Capitol Park from the steps of the State House, and from all upper levels of the building.

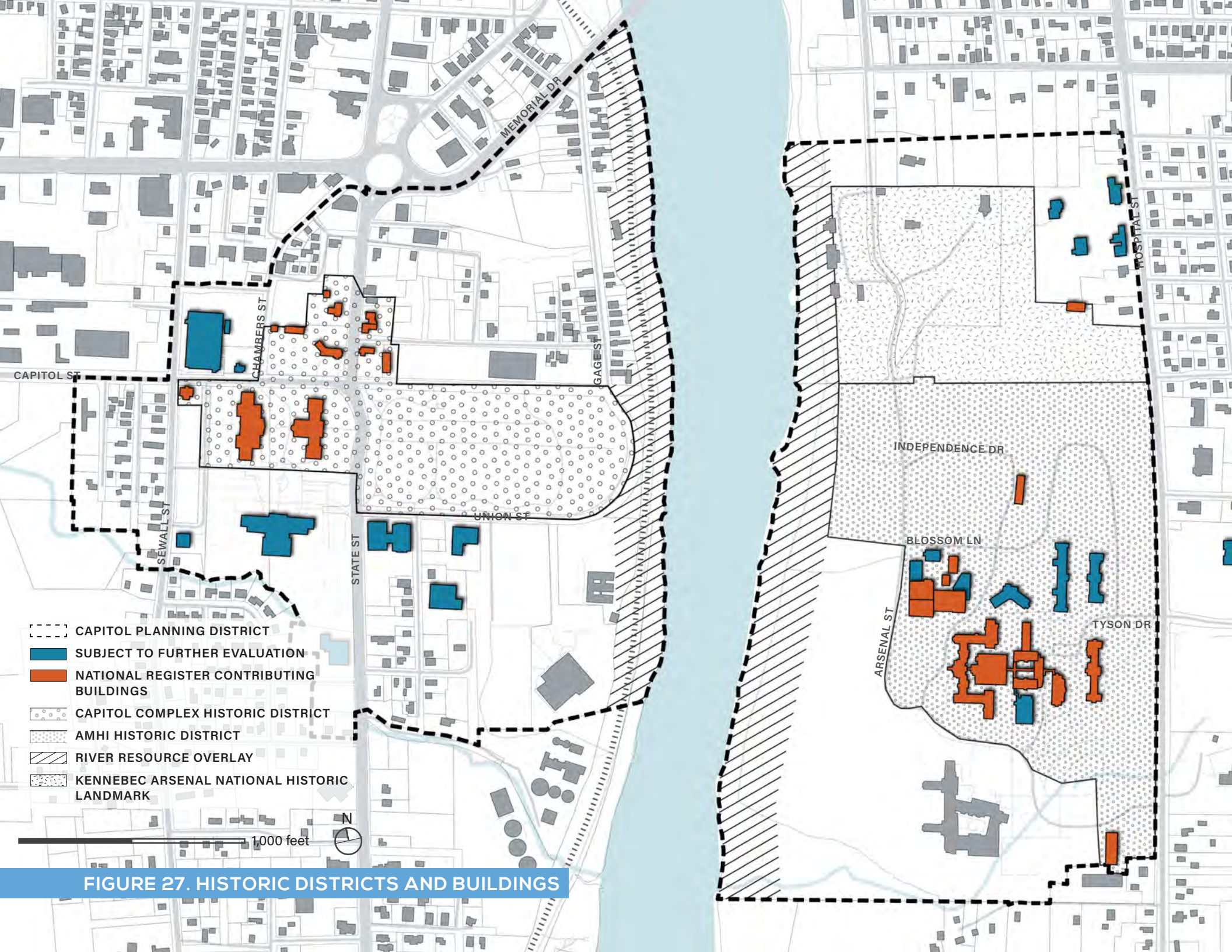
Shorter-range viewpoints occur north and south of the Capitol along



▲ State Street approach toward State House from north.

State Street. Long views to the Capitol occur at the west end of Capitol Street soon after it turns off Western Avenue. Long views up the Kennebec River to the Capitol can be found as far south as Hallowell.

In general, there is a less urban "feel" to the West Campus as compared to the more central, commercial and office areas of the city. This is due primarily to a lesser density of building and more and larger concentrations of open space.



- CAPITOL PLANNING DISTRICT
- SUBJECT TO FURTHER EVALUATION
- NATIONAL REGISTER CONTRIBUTING BUILDINGS
- CAPITOL COMPLEX HISTORIC DISTRICT
- AMHI HISTORIC DISTRICT
- RIVER RESOURCE OVERLAY
- KENNEBEC ARSENAL NATIONAL HISTORIC LANDMARK

1,000 feet N

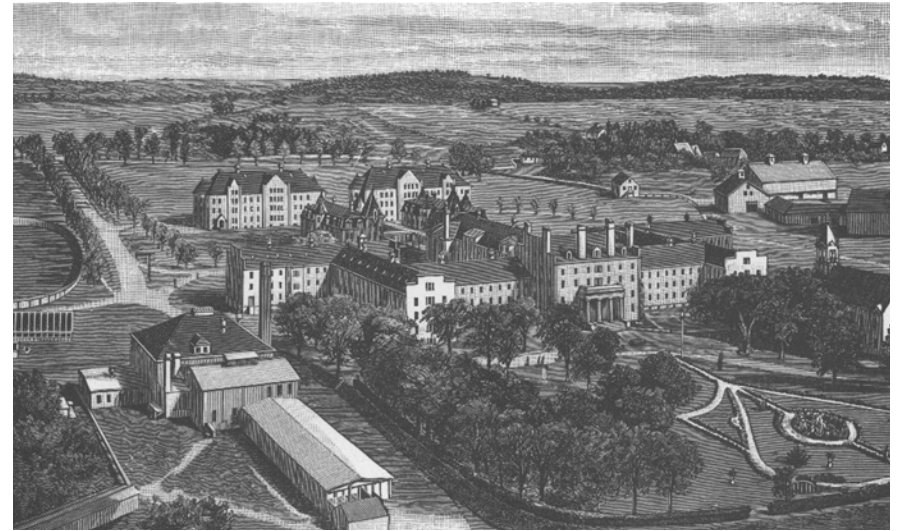
FIGURE 27. HISTORIC DISTRICTS AND BUILDINGS

HISTORIC DISTRICTS AND BUILDINGS

The buildings and grounds of Maine State Government in Augusta are unusual in one respect: almost all of these holdings are located in National Register Historic Districts. Many of the structures and landscapes of the West Campus are included as contributing buildings in the Capitol Complex Historic District, entered in the Register in 2001, while all the buildings of the East Campus are within the boundaries of the Maine Insane Asylum Historic District (AMHI district), established in 1982 and expanded in 2001. These districts include substantial acreage: 40 acres in the Capitol historic district, and 75 acres in the AMHI district.

Another remarkable aspect of the State's Augusta facilities is that there has been no new construction at all since the 2001 Augusta State Facilities Master Plan (2001 plan) was completed on the West Campus, and only one significant building constructed on the East Campus within the Capitol Planning District (CPD), that being the Riverview Psychiatric Center. The 2001 plan represented a new approach to meeting state office space needs, in that it focused not only on the historic AMHI buildings, but also on the more modern structures, as representing a significant amount of newly available useful office space. The 2001 plan called for the renovation of the Greenlaw, Marquardt, and Deering buildings, a direction set by the idea of reusing existing buildings and considered to be a more sustainable approach.

Because of the designation of the majority of the State's Augusta properties as historic, and because these buildings represent the bulk of the State's office and support space, the 2001 plan placed a great deal of emphasis on planning for the continued or adaptive use of these buildings, with rehabilitation, expansion and maintenance to

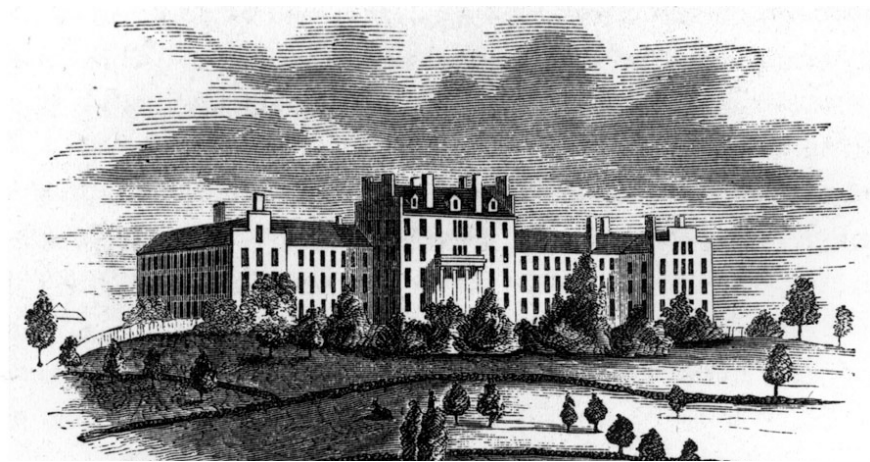


▲ 1850 AMHI Engraving

be carried out according to the Secretary of the Interior's Standards and Guidelines for the Rehabilitation of Historic Buildings. The National Register designations do not in and of themselves carry any protections with regard to the preservation of buildings within the districts. However, the 2001 plan led directly to the adoption of design guidelines for the CPD by the Capitol Planning Commission (CPC). The CPD includes the two historic districts, and thus brings the Secretary's Standards and Guidelines, upon which the CPC design guidelines are based, to bear on planning and execution of development projects within them.

The following are general existing condition observations relating to both campuses with regard to historic preservation resources and issues:

- Most buildings currently identified as historic (pre-1950 based on the 2001 plan) have been successfully rehabilitated as a result of a guiding principle of the 2001 plan being to make the best use of the State's existing building inventory.
- Buildings now 50 years old (built prior to 1972) and, as of 2023, not designated as historic present new renovation/expansion or replacement options.
- Buildings that have been rehabilitated since 2001 represent significant improvements in energy efficiency, though they may require further updates and upgrades to meet future energy efficiency goals.
- Good sites for new buildings are available on both campuses if needed.
- The grounds of both the East and West campuses require historical analysis and landscape plans in order to enhance remaining historic features and develop amenities for future employees and visitors.



▲ *Stone Building Illustration circa 1860*

- Streetscapes and riverfronts on both campuses offer significant opportunities for enhancing the historic and environmental resources and amenities they represent.
- Both East and West campus open spaces require a comprehensive campus planning approach for future development that respects their historic importance and the resources they represent.

EAST CAMPUS

All East Campus State-owned properties are within the boundaries of the Capitol Planning Commission District, except the Bureau of Motor Vehicles building. All but a half dozen State-owned properties on the East Campus are located within the boundaries of the AMHI historic district. The AMHI district as it stands today includes 16 contributing buildings and 9 non-contributing buildings. The contributing buildings were constructed between 1840 and 1988, with the 5 buildings of the original AMHI district of 1982 comprising the historic mental health treatment facilities and dating from 1840 to 1889. Three of the five have been rehabilitated in keeping with the 2000 plan and with CPC design guidelines. The remaining two, the Stone Building and Coburn Hall (now known as the Central Building), which are the flagship structures of the East Campus, await preservation rehabilitation. DAFS/BGS have funded and are pursuing roof, masonry and other building envelope restoration work to be completed 2023-2025. The Central Building first floor was recently renovated and is now providing storage for the Maine State Museum.

The grounds of the East Campus bear little resemblance to their appearance and function during the heyday of AMHI as the state's principal mental health treatment facility. The patient care program

of the time included a substantial dependence on outdoor activities for patients. Thus at its peak the institution included over 500 acres of land, most of which was on the east side of Hospital Street. The grounds associated with the hospital itself consisted of about 100 acres, between Hospital Street and the Kennebec River. These were devoted largely to pastureland, cultivated fields, and landscaped areas, some of the latter serving passive and active recreational purposes. Today there is little evidence of these uses except for the bandstand on the open lawn in front of the Stone Building; remains of a granite wharf on the Kennebec below the Stone Building; and level, open areas around the Campbell Barn, the only surviving AMHI building representing the substantial group of farm buildings once surrounding it.

A significant amount of open space near the buildings has been developed as parking to serve the growing number of employees being housed in renovated East Campus buildings. Although some of them were laid out to minimize impact on campus buildings, other lots have been sited on an expeditious basis, without referencing the 2001 plan recommendations.

AMHI closed its doors in 2004 when the new Riverview Psychiatric Center opened on land just to the south of the Stone Building and west of the Campbell Barn. The availability of the AMHI buildings, both historic and modern, was one of factors leading to the 2001 Augusta State Facilities Master Plan. Since the adoption of the plan by the Legislature in 2002, all but three of the AMHI buildings have been rehabilitated to some degree, some of them in showcase fashion as excellent example of the adaptive re-use of significant



▲ Riverview Psychiatric Center opened in 2004

historic institutional buildings. Two of the remaining three, the Stone Building/Central Building and the CETA Building (formerly the AMHI Nurses Home) require rehabilitation, while one, a modern gymnasium, is currently underutilized and awaits a re-use plan or removal. DAFS/BGS have developed plans to repurpose the gymnasium for State Archives storage and are preparing plans to renovate CETA, Stone Building and Central Building, with first floor renovations to the Central Building already complete and top floor renovations planned for new meeting and conference center.

Buildings outside of the AMHI historic district include four structures on the Public Safety campus, the modern Bureau of Motor Vehicles building, and the Large Powder Magazine. The magazine and the Public Safety facilities are within the CPC district and are thus subject to design guidelines.



▲ *Capitol State House Drawings, Circa 1829*

WEST CAMPUS

The most significant buildings of the Capitol Complex are contained within the Capitol Complex Historic District, established in 2001 along with the 2001 plan. The seven contributing buildings within the CCHD date from 1829 to 1956. Three of the contributing buildings were individually listed in the National Register prior to the nomination of the CCHD: the State House (nominated in 1973), the Blaine House (1966), and the Guy Gannett House (1983).

The Maine State House is, of course, the key structure in the district. The original building, designed by one of the most important architects of the colonial era, Charles Bulfinch, was completed in 1832. As it stands today, the original portion is hardly visible, due to substantial additions, both designed by notable architects, completed in 1891 and 1910. Many areas of the building have been rehabilitated or restored in recent years, including the House and Senate chambers in 1984-85. During the period of 1996 through the mid-2000's, significant rehabilitation and preservation projects included the restoration of major public spaces, structural and building system upgrades, accessibility and public safety improvements, restoration of exterior steps and walls, and replacement of the underground tunnel connecting the State House and the adjacent Burton Cross State Office Building.

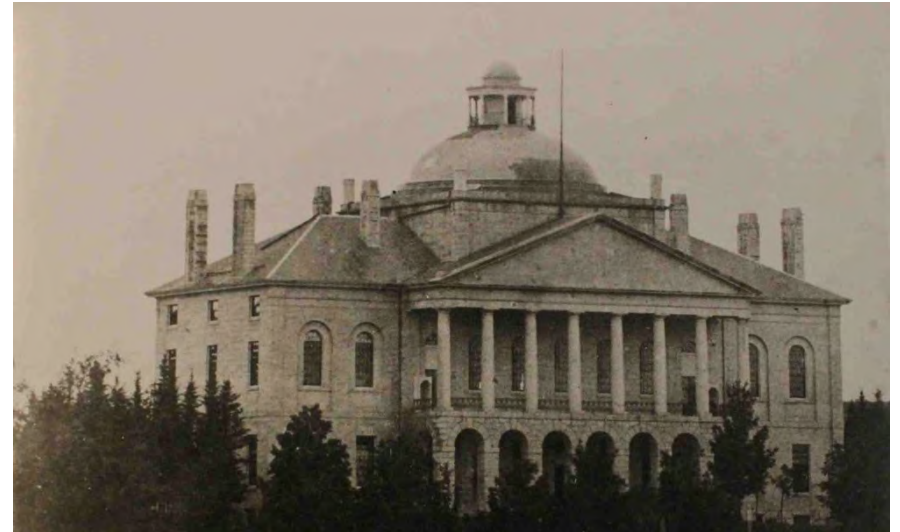
The Blaine House has the honor of being a National Historic Landmark, meeting both historical and architectural significance criteria for that prestigious designation. In addition to the Blaine House and other buildings previously mentioned, there are five former residences clustered to the north of the State House that contribute to the district,

dating from 1830 to 1911. One of them, the Guy Gannett House, built in 1911, is not owned by the State but is within the Capitol Planning District.

The last contributing building described in the CCHD is the Nash School, located at the northwest corner of the district. It is a two-story masonry former public school building constructed in 1897, now used as state offices.

All of the contributing buildings are well-maintained and firmly established in their uses. The CCHD is within the CPD, so any alterations to them must adhere to the Secretary's Standards and Guidelines as well as CPC Design Guidelines. Integrity of buildings has generally been maintained. There have been no demolitions since the establishment of the district, nor have any new buildings been introduced in the district. The Cross Office Building, a non-contributing early modern office building completed in 1956, was completely rehabilitated in 2000-01 according to CPC design guidelines.

The CCHD designates three contributing historic landscapes that have considerable significance. Capitol Park was individually listed in the National Register in 1989 with the area of significance being landscape architecture and the period of significance of 1827 to 1929. The later years of the period are associated with the renowned landscape architectural firm, Olmsted Brothers. Originally laid out in 1827, many aspects of the design remain visible today, making Capitol Park a unique survivor among designed landscapes in Maine. It is a very early example of a public landscape, and the first known example of such a designed public ground in Maine.



▲ *Capitol State House*



▲ *Blaine House*



▲ *Capitol State Park Postcard*



▲ *Capitol State House Expansion*

Somewhat in spite of, and also because of, a small number of alterations of the landscapes, including redesign sketches dating from 1838, 1851, 1871, and most significantly, in 1920, Capitol Park continues to perform its original function of providing a dignified foreground setting for the State House. The 1920 scheme developed by the Olmsted Brothers retained the concept of the original tree plantings which formed a dignified axial approach from the riverbank to the State House, but the design incorporated new civic and recreational features, and expanded the park to include a city-owned Augusta driving park directly to the south. Due to financial constraints, only some of the Olmsted design recommendations were implemented, but those that were carried out, such as the pillars and steps at the State Street (western) entrance to the park, as well as curvilinear walks and broad expanses of lawn, remain as important elements of the design and continue the history of mostly passive uses in the park.

Historic photos of the Blaine House show a landscape of lawns, mature trees, and informal plantings throughout its history until 1920, the year after the house became Maine's Executive Mansion. That year, while the Olmsted Brothers were working on the Capitol Park design, the firm was retained to develop a landscape plan for the house. This resulted in a master plan that was in large part carried out, resulting in a site zoned to fulfill political and domestic functions in keeping with the property's new role. A formal front entry to the house was finally realized in 1990. The New England Garden was rebuilt in 2006-2007. A variety of efforts to restore the Governor's Garden and other planted areas of the lawns is ongoing.

The grounds of the State House have been relatively open throughout



- [- - -] CAPITOL PLANNING DISTRICT
- [Blue] RECENT DAFS/BGS PROJECTS
- [Orange] UPCOMING FY 22-23 PROJECTS
- [Grey] STATE FACILITIES

1,000 feet



ONGOING AND PLANNED CAPITOL PROJECTS

Existing conditions assessments for facilities and spaces include a review of ongoing projects and initiatives, facilities, and infrastructure undertaken by the DAFS/BGS for the owned facilities, including within the 2023 Augusta Area Facilities Master Plan. The adjoining map highlights the FY22-23 capital projects and the projects underway through funding from prior fiscal years. DAFS/BGS has undertaken a series of building envelope and mechanical system improvement projects over the last few years and through the pandemic for many of the facilities for its owned facilities portfolio.

RECENT (2017-2021)

DAFS/BGS PROJECTS

- 1 DHHS NEW OFFICE BUILDING (2017-19)
- 2 DEERING BUILDING RENOVATION (2016-17)
- 3 CULTURAL BUILDING RENOVATION (2020-2024)
- 4 RAY BUILDING RENOVATION (2019)
- 5 GREENLAW BUILDING RENOVATION (2020)
- 6 MARQUARDT BUILDING RENOVATION (2016-2020)

FY 22-23 PROJECTS

- 7 DASCHLAGER, NASH AND MCLEAN BUILDING RENOVATIONS
- 8 SMITH MERRILL WINDOW RESTORATION
- 9 221 STATE STREET RENOVATION OR NEW CONSTRUCTION
- 10 BURTON M. CROSS OFFICE BUILDING FLOORING, INTERIORS, ENVELOPE, REPAIRS, AND SECURITY STUDY
- 11 MECHANICAL BUILDING FACILITY ASSESSMENT & REPAIRS
- 12 OCME ADAPTIVE REUSE RENOVATION
- 13 STONE BUILDINGS REMEDIATION, ROOF REPLACEMENT AND REPAIRS.
- 14 HARLOW BUILDING ASSESSMENT & REPAIRS
- 15 WILLIAMS PAVILION ASSESSMENT & REPAIRS
- 16 BMV CHILLER REPLACEMENT PROJECT
- 17 TYSON ROOF REPLACEMENT



▲ *New Office Building for Department of Health and Human Services, 2017-2019*



▲ Vehicular circulation paths



▲ Existing vehicular access, West Campus



▲ Existing vehicular access, West Campus



▲ Existing vehicular access, West Campus

EXISTING MULTI-MODAL CIRCULATION

How commuters and visitors choose to travel to their state government destinations has a significant impact on the entire transportation system in Augusta, from vehicular traffic volumes to transit ridership. For decades, the campuses were developed to facilitate vehicular mobility and parking. Even as the state moves to reduce reliance on single-occupancy vehicles, efficient vehicular circulation remains an important public expectation.

The West Campus is bisected by State Street, which is an arterial street that transforms into U.S. Route 201. It intersects with U.S. Route 202, which connects to the Maine Turnpike. Sewall, State, Capitol, and Union Streets are the key roads used to access state buildings and parking lots. Parking is distributed throughout the footprint. Internal circulation is on city streets.

The East Campus is adjacent to Hospital Street, also known as State Route 9, which also intersects with U.S. Route 202. The East Campus can be reached on Arsenal Street, but access is predominantly from Hospital Street. There are two entries to the campus from Hospital Street – one signalized (Tyson Drive) and one stop-controlled (Arsenal Street). The East Campus has a more substantial network of internal streets and walkways for circulation.

The 2001 master plan anticipated worsening congestion with traffic throughout Augusta increasing 25-50% by 2015. At the time, the Third Bridge was not yet built, and congestion through Augusta (especially at the two traffic circles) was worse than it is today. Augusta had 18 intersections with lengthy delays and congestion. The intersections of Capitol Street with State Street and Capitol Street with Sewall Street

were projected to need dedicated turn lanes. At the time, congestion along Western Avenue, especially at the Memorial and Cony Circles, was increasing, and adjacent neighborhoods were feeling the effects as commuters sought alternate routes to avoid congested areas.

Ultimately, the forecasted traffic growth did not materialize. Population loss, the opening of new relief routes (i.e., Third Bridge), and other factors caused traffic to decrease from 1995 to 2017. Overall, AADT (average annual daily traffic) decreased by an average of 30% throughout Augusta in this time frame. Traffic was compared over these years to show the long-term trend without the abrupt (and partly temporary) changes introduced by the pandemic.

Traffic was compared over these years to show the long-term trend without the abrupt (and partly temporary) changes introduced by the pandemic. These intersections have also seen significant investment since the previous master plan. In 2005, the Traffic Signal System Modernization Project improved a system of 17 connected signals along Western Avenue, Whitten Road, Sewall Street, State Street and Bridge Street. The comprehensive updates included coordinated timing plans, a new signal control system, fiber optic communications, and ancillary signal component upgrades and greatly improved intersection operations throughout the network. VHB monitored the signal system for 12 months following construction in 2009 and determined the upgrades also improved safety as the average number of crashes per year was reduced by 41%.



▲ Existing vehicular access, West Campus

Vehicular Traffic Flow

Traffic flows well in Augusta, with very little traffic delay. Level of Service is a measure of how well traffic flows, with A being free flow with minimal delays and LOS E or F indicating that the roadway is over capacity and considered congested. A 2021 traffic signal timing project found that no signalized intersections in Augusta currently operate at Level of Service of E or F.

Intersections near the East and West Campuses were reviewed with data from the 2021 project. Using traffic volumes, roadway geometry, and the signal timing plan, the level of service for each of these intersections was calculated for the morning and evening peak hours. Each intersection is assigned a letter grade from A-F to identify

conditions from free flow (A) to congested (F). During the morning peak hour, the West Campus intersections operate at LOS A and B, and the East Campus intersection of Tyson Drive, Piggery Road, and Hospital Road operates at LOS C. During the evening peak hour, the intersections of Capitol Street and Sewall Street on the West Campus and Tyson Road, Piggery Road, and Hospital Road on East Campus operate at LOS C and all other intersections operate at LOS A or B. This demonstrates that the road network surrounding these campuses is performing well during rush hours.

With the State's recent investment in Augusta's traffic signal infrastructure and minimal traffic delays, motorists are well-served by the current road network. At this time, the most worthwhile improvements would be for the safety and convenience of pedestrians, cyclists, and other alternative modes. Augusta's trend of stable and decreasing traffic volumes maximizes available options. Streetscaping, traffic calming, or other modifications that may reduce capacity are more viable under these conditions.

Campus Connections

The two state campuses are somewhat isolated from each other and from the main commercial areas of Augusta. The 2001 master plan noted significant movement between the two campuses throughout the day and recommended an improved connection between the two. Options explored included water taxis, a pedestrian bridge, and shuttle service; these were not considered viable by the Steering Committee.

The range of reasonable options for new connections depends on the amount of movement between campuses. This was investigated using Streetlight, a probe data service that aggregates records from cell phone towers. The East Campus, West Campus, and Downtown Augusta were set up as three separate analysis zones. These are shown in Figure 24. Streetlight was used to count the number of trips starting and ending in one of those three zones on an average day. Downtown Augusta was included to capture mid-day trips for lunch or appointments. Pre-pandemic data was chosen to exclude times when nearly all meetings were held virtually. Data was pulled for one full work week (May 13-17, 2019) and the average daily trip numbers are shown in Figure 25.

This data shows a low, but not trivial, number of trips between these three areas. While not enough to justify shuttle service, these short, frequent trips are good candidates for micro mobility modes. Offering a small e-bike (electric motor-assisted bicycle) fleet for state employees would create an attractive alternative to driving.

FIGURE 29. AVERAGE DAILY TRIPS BETWEEN CAMPUSES AND DOWNTOWN

FROM/TO	DOWNTOWN	WEST CAMPUS	EAST CAMPUS
DOWNTOWN		24	8
WEST CAMPUS	79		24
EAST CAMPUS	25	105	



Figure 30. Level of Service at Signalized Intersections



FIGURE 31. WEST CAMPUS PARKING LOT CAPACITIES

Existing Parking

The state provides free parking for employees, legislators, and visitors at the two campuses. Parking demand fluctuates significantly with the start and end of the legislative session. Historically, the state has prioritized parking for legislators (and visitors with legislative business) during session. The Capitol Police has authority to impose temporary restrictions to that effect and reserves spaces in West Campus lots on an ad hoc basis.

Parking was evaluated in the 2001 master plan. It noted crowded lots and state workers resorting to street parking. It was critical of the sprawling surface lots that continue to dominate much of the state footprint. The 2001 master plan made numerous parking recommendations, including:

- Convert some preferred spaces to short-term parking
- Construct an East Campus parking garage
- Build remote parking lots for peak days with shuttle service to both campuses
- Reduce demand for parking by increasing support for carpooling/van pooling
- Improve paving, curbing, and landscaping in surface lots
- Expand the Sewall Street parking garage

Since 2001, the major projects recommended – a new garage and an expanded one – were not built. Parking demand has not yet justified their construction. Particularly with increased teleworking, parking supply is much less of a concern now than in 2001.

Standalone parking studies were completed of the East and West Campuses in 2016 and 2017, respectively. The 2016 East Campus study was performed amid a large-scale renovation project for vacant buildings on the East Campus. These renovations allowed more of the state workforce to be based at the East Campus. The 2016 study concluded that existing parking was adequate to support the increased demand through at least September 2017. After that point, it recommended an additional 268-335 spaces be added. Noting deteriorated pavement surfaces in East Campus lots, the study also recommended a subsurface investigation to identify causes and options for repair.

The 2017 study investigated parking capacity on the West Campus and efficiency of the parking network. The study called out several lots needing moderate repairs and maintenance. It also called for improving the garage's layout by widening spaces and changing the angle from 60° to 45°. The plan also called for the newly acquired lot at the former Bangor Savings Bank to be restriped for 20 spaces. Notably, the study did not see a shortage of parking or recommend additional capacity.

Parking Capacity

Parking is ample, mostly comprised of surface lots ringing the campuses. All parking is free, and only a small share of spaces are restricted. As shown in Figure 26, parking on the West Campus can be divided into 25 areas with a total capacity of 1,992 spaces. This is a larger figure than listed in the 2017 parking study, which did not include parking areas at the DOT office. This includes the Sewall Street Garage.



FIGURE 32. EAST CAMPUS PARKING LOT CAPACITIES

Parking on the East Campus consists of several surface lots scattered throughout the campus with a total of 1,359 spots. Around 84% of the East Campus parking is unrestricted, mostly used by employees. The 2016 study found that parking lots closest to the campus core and at the Riverview Psychiatric Recovery Center approached full occupancy at peak times, while other lots never saw utilization above 50%. East Campus parking areas are shown in Figure 27.

Electric Vehicles

Electric Vehicle (EV) charging is a relatively recent addition to the state campuses. On the West Campus, the State Garage and DOT have a total of six EV charging stations. The Ray Building on the East Campus has four EV charging stations. Although not directly on either campus, the Bureau of Motor Vehicles building at 101 Hospital Street has an additional two EV chargers.

All EV chargers on the state campuses are Level 2 chargers, with a cost of \$1/hour (BMV building) or \$0.79/hour (state campuses). These have a 6.6 kW charging rate, powering 12-30 miles per hour (depending on the vehicle). These are available to the public and complement other chargers available in Augusta at UMA, the city parking structure on Dickman St, and private businesses.

Reducing transportation emissions is central to the Maine Climate Action Plan, with support for EV adoption a prominent part of the recommendations. The Climate Action Plan estimates that Maine



Figure 33. Electric Vehicle Chargers



Augusta Master Plan — Northeast Connector
 Augusta, Maine | March 2022

Figure 34. ELECTRIC VEHICLE CHARGERS

will need 219,000 light-duty EVs on the road by 2030 to meet targets, an almost 40-fold increase from the 5,577 electric vehicles registered in Maine as of December 2021. Even progress far short of that goal will demand additional EV charging on the state campuses in coming years.

The state should prioritize keeping EV charging capacity ahead of demand. Visitors and staff should be confident that they can always find charging on campus. DAFS/BGS should monitor EV usage through its payment platform. When 75% or more of chargers are simultaneously occupied on a regular basis, additional capacity should be added. To manage electric load, DAFS/BGS may consider using splitters or smart circuit breakers to add capacity. These devices can control charging to multiple vehicles, for example charging vehicles sequentially to spread the load throughout the day. A map of current EV charging spaces on the state campuses is shown in Figure 28.

Public Transportation

Public transportation in Augusta is provided by the Kennebec Valley Community Action Program (KVCAP). There are six fixed-route bus lines in Augusta and one intercity route to Waterville. The routes all meet at a downtown hub (the Depot at Winthrop and Water Streets) as shown in Figure 29.

The 2001 master plan noted that bus service for commuters in Augusta ranges from fair to poor. Despite system improvements, that characterization remains true today. Each route sees only 3-7 runs

per day, with one-hour headways. Service times are limited and mismatched with typical work schedules, with most routes operating from 8:30 am – 3:30 pm.

Although services are limited, strong demand for public transit exists. Pre-pandemic, the Kennebec Explorer buses were serving over 100,000 passengers per year. Commuters are very likely an untapped source of new ridership.

Both campuses are served by at least one bus route. The structure of routes is not ideal for commuters, most of whom would need to make a transfer. The West Campus is directly served by only the Gardiner line, which makes only three daily runs. It could be better served by one of the Augusta loop routes. On the East Campus, riders must catch the bus on Hospital Street. Buses could conceivably be routed in a loop through the East Campus to pick up commuters closer to their workplaces. As it stands, very few employees are likely commuting by public transit.

Among alternative modes, public transit should be considered a top growth opportunity. KVCAP already partners with other major employers in Augusta on subsidized fare programs and tailored bus services. If the State sponsors improved bus service and offers appropriate incentives, public transit would become a more popular commuting mode.

KVCAP is currently planning an overhaul of bus hours, frequency, and routes. It is an opportune time for the State to partner with KVCAP and have a voice in shaping the new system. At a minimum, the State should consider:

- Offering subsidized or free transit passes to employees
- Subsidizing additional bus runs to state campuses to align with typical work hours
- Subsidizing connections to in-town “loop” service at the West Campus
- Subsidizing the extension of at least one bus route into the East Campus (not just stopping at Hospital Street)
- Establishing a “Guaranteed Ride Home” program for employees who commute by transit

Carpooling

Most of the state workforce commutes from beyond Augusta, Hallowell, or Manchester. People with longer commutes are ideal candidates for carpooling, but often need help with matching rides or finding meeting points.

Carpooling potential was investigated by reviewing data from the Bureau of Human Resources. Data on employee home zip codes was used to compile a map of employee origins (shown in Figure 26) and determine their most direct route to the state campuses.

Figure 30 shows commuting routes at the regional level. The thickness of each road indicates the volume of Augusta campus commuters expected to use it. Significant volumes of commuters come from all directions, but some directions have more park-and-ride options than others. Commuters from Cumberland County have a multitude of park and rides along their path to work and can likely be easily matched for carpooling. Many towns 20-40 miles from Augusta also have park-

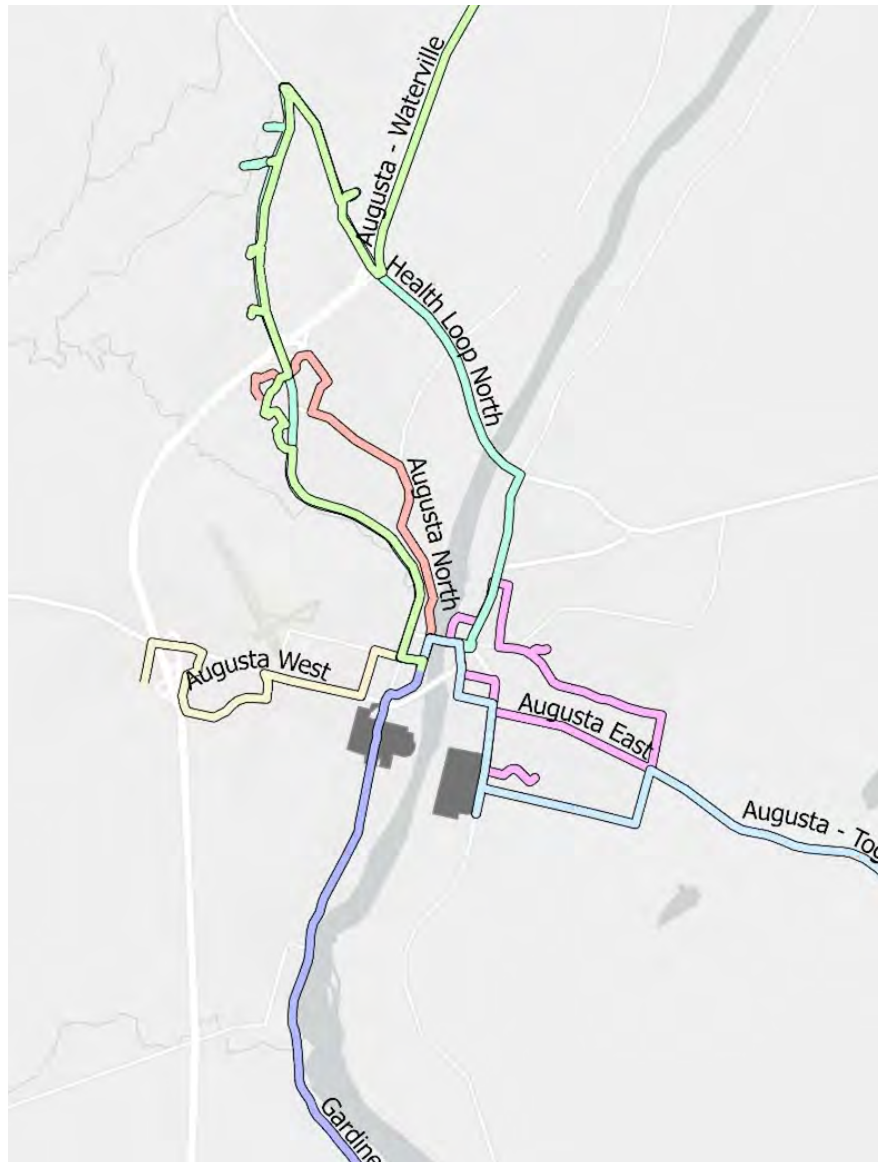


Figure 35. TRANSIT SYSTEM MAP

and-ride lots located in town. If every employee commutes daily, this revealed the number of commuters using each road segment. This was overlaid with park and ride locations to determine potential muster points for carpools.

In contrast, some of the areas closer to Augusta see high commuter volume but do not have park-and-ride facilities. Figure 31 highlights some of these areas, which include most of Waldo County, eastern Kennebec County, and even some larger cities like Waterville.

The State may consider sponsoring additional park and ride locations in areas with a high density of state employees but limited carpool capacity. Both towns without park and rides and towns where they approach capacity should be considered.

Carpool matching, where a service matches commuters on similar schedules whose routes overlap, can be readily outsourced to Go Maine. The State has had varying levels of participation with the program over the years. Each campus currently has a small number of preferred parking spaces reserved for Go MAINE. The East Campus has 20 Go MAINE parking spaces scattered across various lots, which were at full capacity most of the day when the 2016 Parking Study was conducted.

With most of the state's workforce commuting from outside the reach of transit (or bicycle/walking distance), carpooling will need to be a core part of the state's strategy. Incentives for carpooling should be generous – preferred carpool parking, drawings for prizes, and an emergency ride home program are all worth consideration.

Pedestrian Circulation

The quality of pedestrian and bicycle infrastructure ranges from good to poor depending upon which campus and block you are on.

Figure 36 illustrates the existing pedestrian network on the West Campus. As shown, pedestrians are accommodated on most roadways in the West Campus, however the sidewalks along Capitol Street and State Street are adjacent to high volume roadways with little to no separation from vehicles. The pedestrian network has multiple places, including along important corridors like Sewall Street and Capitol Street, where sidewalks are only provided on one side. Pedestrian connections within parking lots have improved significantly on the West Campus as shown in Figure 32.

Although earlier studies supported the provision of a raised island to provide pedestrian refuge for the high-volume crossing between the State Office Building and the parking garage, it has not been constructed. There is only one sign warning vehicles to yield to pedestrians within crosswalk placed on the brick pavers in the center of Capitol Street accompanied by a flashing light.

On the East Campus, there is limited pedestrian accommodation. Most significantly, most roads do not contain any sidewalks. Hospital Street does have sidewalks on both sides; however, Tyson Drive provides the primary connections into the East Campus from Hospital Street, and there are no sidewalks along this roadway. A pedestrian connection does exist diagonally into the campus to connect to the Ray Building and a good connection is present between the Ray and Deering

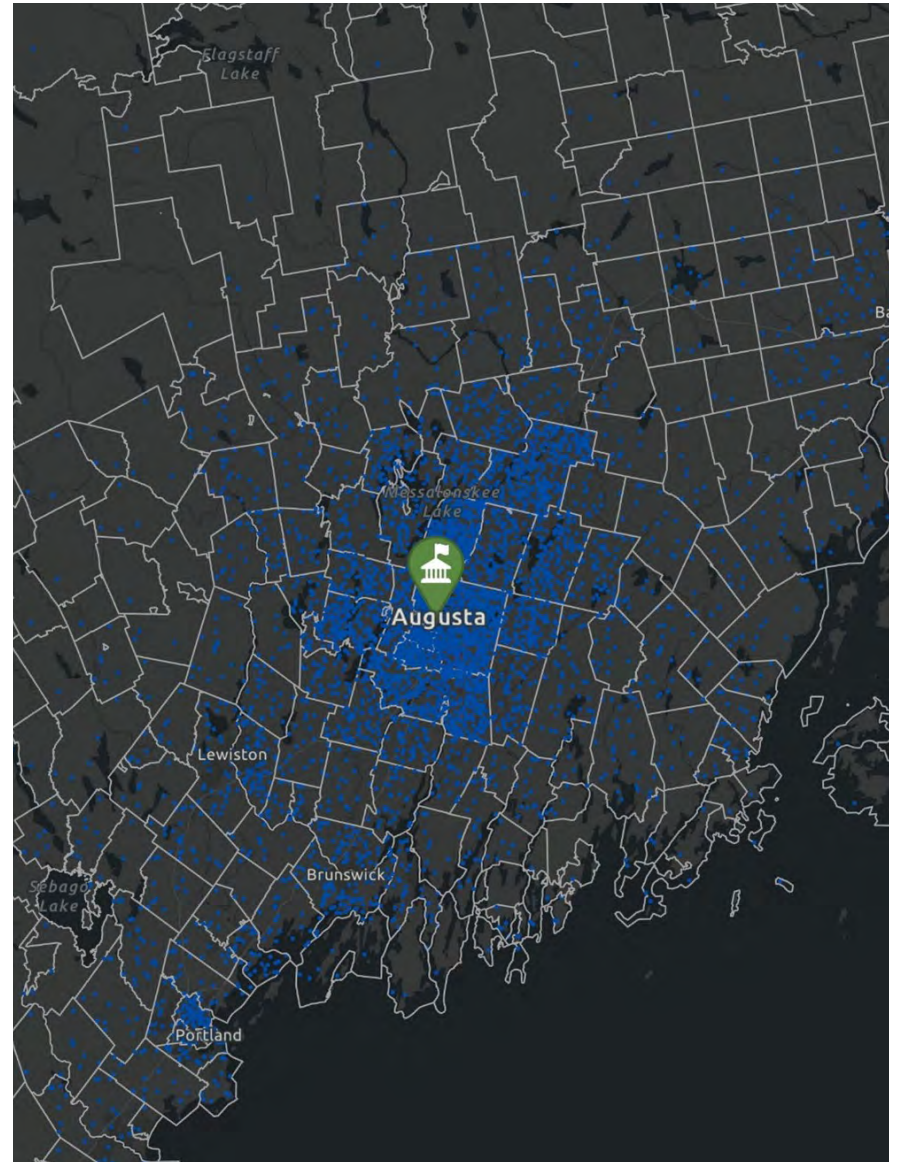


Figure 36. EMPLOYEE HOME LOCATIONS

buildings. Additionally, the grade on the entire campus is constantly changing with many steps and minimal flat walks. This is a concern and challenge for the disabled.

In June 2018, as a part of a Maine DOT signal project, pedestrians and bicycles were counted from 6:00 AM to 6:00 PM at Augusta's signalized intersections. Pedestrian traffic was highest on the West Campus, with over 100 pedestrian crossings at each intersection. This was true even at intersections that are not between parking lots and major buildings, demonstrating a certain base volume of pedestrian travel. Pedestrian traffic is much lower on the East Campus, with fewer walkable destinations. Other than a short stretch of Capitol St, there are no bicycle lanes around the campuses. As stated above, several roadways do not have adequate bike lanes.

Pedestrian Safety

The crash history from 2017-2021 (inclusive) at intersections surrounding the two campuses was reviewed. Maine DOT has not identified any high-crash locations bordering the campuses. Likewise, the five-year crash summary did not find significant crash volume in this area. The intersections that experienced the highest number of crashes were Capitol Street and State Street, and Capitol Street and Union Street/ Garage Street. There were no fatal crashes or crashes involving bicycles or pedestrians over the five-year span.

The highest crash volumes occurred at Capitol/State and Capitol/Gage, with 4 crashes per year at each. The majority of crashes at

the nine intersections reviewed were related to intersection conflicts. None caused deaths, and none involved a pedestrian or bicyclist. Overall, this demonstrates a low frequency and severity of crashes around the state campuses. A table summarizing crash history for individual intersections can be found in the appendix.

Bicycle Network

Bicyclists are not as well accommodated as pedestrians on the West Campus. There are shoulders marked as bicycle lanes provided along Capitol Street between State Street and Sewall Street, however, these bicycle lanes do not continue west of Sewall Street. State Street does not include any shoulders so cyclists must ride in traffic lanes.

The Kennebec River Trail is located along the west bank of the Kennebec River. It lies below a small bluff from Capitol Park and the rest of the West Campus. It can be accessed via a short connection trail at the YMCA. It is a lengthy trail, extending all the way to Gardiner with few at-grade crossings. To the north, it extends downtown. Pedestrians and cyclists heading downtown can use the trail to avoid high-traffic crossings, bypassing the Memorial Circle and passing beneath Western Ave. Unfortunately, the trail connections to the West Campus are not ideal, with only one out-of-the-way access point. A direct connection from Capitol Street would make the trail more accessible and increase the appeal of walking or bicycling from the West Campus to other points in Augusta.

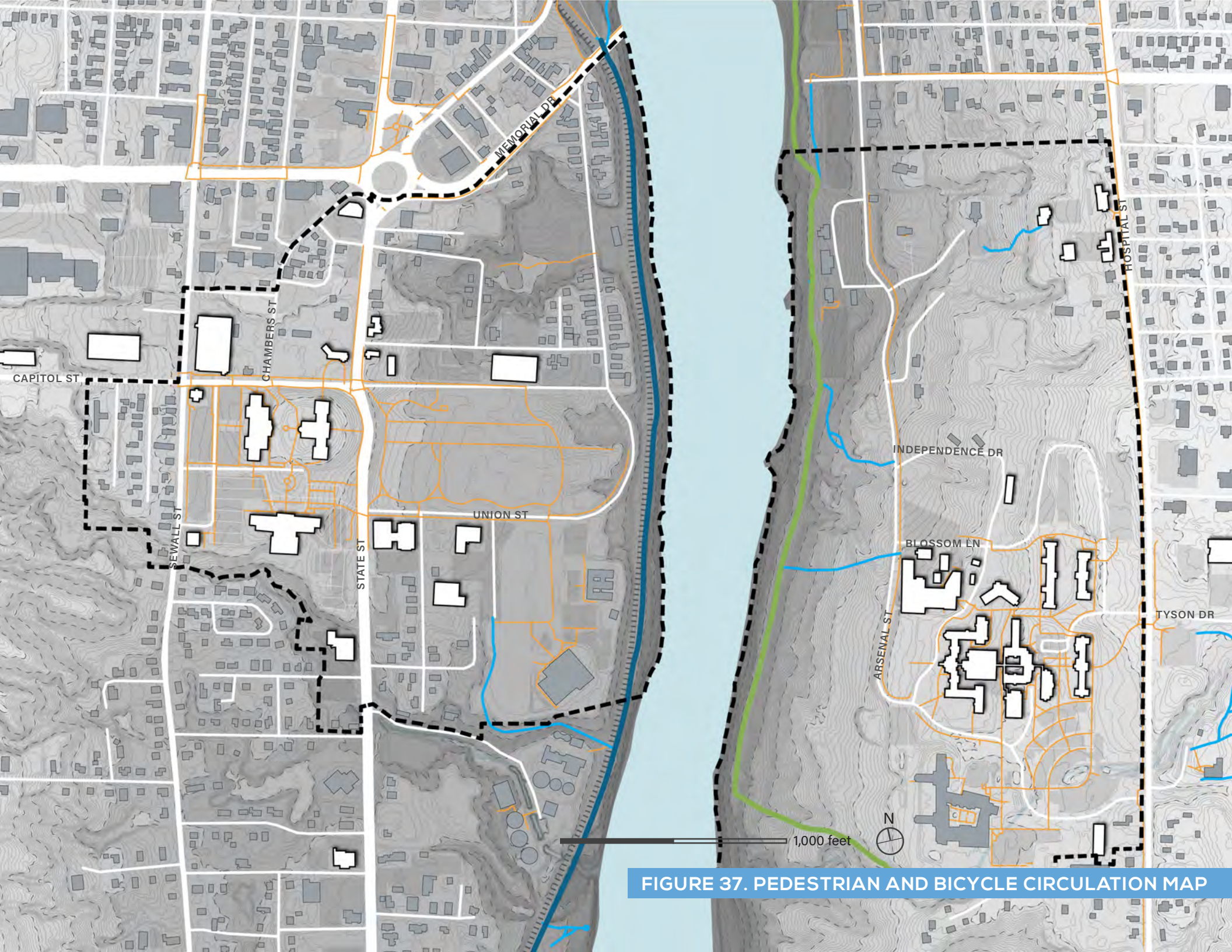


FIGURE 37. PEDESTRIAN AND BICYCLE CIRCULATION MAP



FIGURE 38. FACILITIES ENERGY USE CONDITIONS MAP

ENERGY, SUSTAINABILITY AND RESILIENCY

Data Collection and Methodology

The State of Maine Augusta facilities encompasses a wide range of building characteristics, and use types. Buildings are organized in three geographic groupings: West Campus, East Campus, and off-campus, which includes buildings in a much larger super-region. An evaluation of buildings occurred through data analysis, user group interviews, and on-site survey. The general condition of buildings currently in use is from fair to good, while buildings that have low to no occupancy have a much wider range of conditions.

Climate Action Plan and Energy Goals

The Bureau of General Services (BGS) has been collaborating with the Governor’s Office of Policy Innovation and Future (GOPIF) to bring to life Maine’s Climate Action Plan: Maine Won’t Wait.

DAFS/BGS currently is organized into multiple functional groups, including a planning, design, and construction group, and a facility management group. Recent design projects have been influenced by the Maine Uniform Building and Energy Code (MUBEC), which adopts ASHRAE Standard 90.1-2016 as a reference energy standard.

Energy goals have been evaluated on a project by project basis, which indicates the benefit of this master planning effort in stitching together goals and initiatives in alignment with long-range components of Maine Won’t Wait. Energy benchmarking is currently not a regular component of current facility management workflow.

Energy Data

DAFS/BGS provided data for several of their facilities that was then benchmarked against ENERGY STAR Score. The analysis of this data provided insight into building efficiency and can identify areas of differed maintenance or suggested retrofit.

Energy analysis can be used to determine how much energy a given building uses, its operational costs, and its operational carbon emissions based on regional grid emission factors. This is vital information as the State aims to reduce energy use and greenhouse gas emissions. Identifying top energy use contributors can assist with the planning process to develop the most effective way to reduce energy use and carbon emissions.

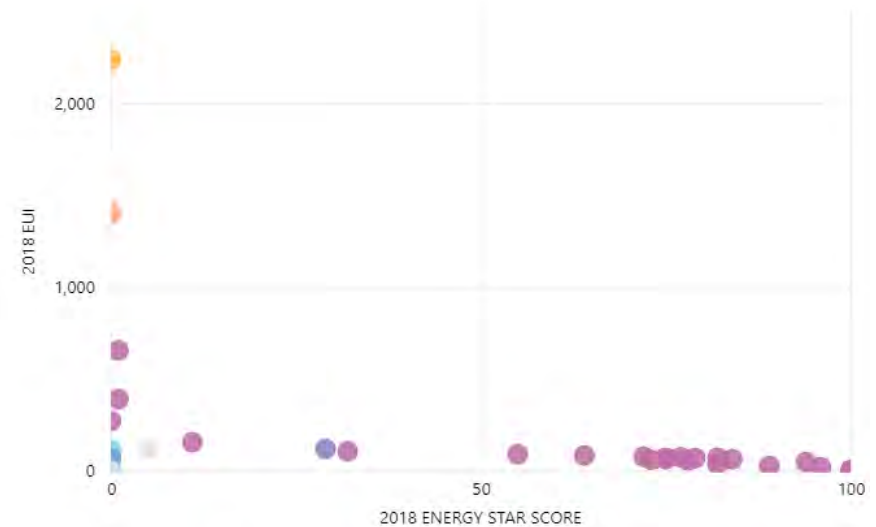


Figure 39. Table of energy star score of buildings

State of Facilities

As is the case for much of Maine's building stock, many of the State's Augusta owned facilities are aging and performing below acceptable industry energy standards. This results in a building stock that requires more energy consumption to operate, leading to higher energy demand from suppliers, higher utility costs, and increased carbon emissions.

There are many factors that contribute to a building's energy use intensity (EUI). A building's thermal envelope performance and air tightness, efficiency of mechanical and building systems, and implementation of passive design strategies can all play a role in defining a property's energy demand.

The master plan collected data on approximately 1.2M gross square feet of State owned facility assets and scored them by level of retrofit and capital investments required to meet industry benchmarks. Of the inventory assessed, roughly 38% of the building stock requires "light touch" retro-commissioning for optimization, while 12% and 51% require ASHRAE Level 2 audit and larger capital investments, with the latter requiring the most significant investments. These results are in correlation with the "Facility Conditions" on page 129.

Background Initiatives

The Maine Climate Action Plan sets a goal for the state to decrease greenhouse gas emissions by 45% by 2030 and 80% by 2050. Within the Climate Action Plan, several strategy themes are explored, including Strategy B – Modernize Maine's Buildings: Energy-Efficient, Smart and Cost-Effective Homes and Businesses. This strategy theme includes the following sub-topics:

- Transition to cleaner heating and cooling systems, efficient appliances – DAFS/BGS has implemented variable refrigerant flow heat pump technology in its most recent modernization projects.
- Accelerate efficiency improvements to existing buildings – DAFS/BGS has continued to invest in modernizations of several buildings, as well as spot energy upgrades, such as LED lighting retrofits.
- Advance the design construction of new buildings – DAFS/BGS has guided successful recent modernizations. There is an opportunity to integrate facility management insights to increase consistency of building systems used.
- Advance the design and promote climate-friendly building products – there are increasing opportunities to explore use of locally resourced low-embodied carbon products, such as mass-timber and to set policies related to sourcing of building systems.
- "Lead by Example" in publicly funded buildings – this master planning effort is a key step in supporting the goals of this sub-topic.

Background Initiatives, continued

- Renewable fuels standard – due to the climate, fuel sources must be selected carefully to assure resilience, reliability, and efficiency in heating buildings. On-site renewable energy sources, such as solar, should be carefully integrated with consideration to historic preservation, end-of-life replacement, and cost effectiveness. Building efficiency should continue to be prioritized first and then balanced with renewable energy.
- Replace hydrofluorocarbons with climate-friendly alternatives – over the past five years, there has been a significantly increased focus on the impact of refrigerants on climate change. The global warming potential (GWP) of R-410a, an often used refrigerant for commercial HVAC systems, has a GWP of over 2000 times that of carbon dioxide. Systems implemented today should utilize alternative refrigerants or be suitable for use with drop-in replacements in the mid-term.

Alignment with CAP and Goals

The master plan will address energy, sustainability, and resiliency using three categories of recommendations:

- Building level energy conservation scope: the team will recommend an investment intensity and target energy use reduction by property and timeframe.
- Renewable energy – the team will clarify the role of renewable energy on-site and regionally in supporting the State’s climate action goals. We will identify candidate properties best suited to demonstrate net zero energy level performance, to allow the State to educate and show progress in a positive and accessible way.
- Programs and policies – the team will identify programs and organizational policies that will have the most impact both short-term and long-term on energy management. This may include completely new initiatives or evolutions of existing initiatives related to roles, technology, and standards.



FIGURE 40. FACILITIES CONDITIONS MAP

FACILITY CONDITIONS

Data Collection

The criteria for data collection and analysis of facility conditions were based on building function, location, and scope of the master plan. The criteria were set to include buildings owned by the State and within the two major geographic groupings, East and West campuses, and exclude utility, storage, or other general unoccupied support facilities. Analysis of the facilities was conducted in collaboration and conjunction with DAFS/BGS staff through on-site observations, various user group interviews, and prior assessment reports performed within the last (5) years and provided to the team by DAFS/BGS.

Scoring Methodology

Facilities were scored across the following four categories: building envelope, building systems (mechanical, electrical, and plumbing), external site conditions, and interior finishes and Code compliance. Each category was scored on a scale of (1) to (4) with (1) representing poor conditions and (4) representing excellent conditions. The score from each category was combined and averaged to provide an overall score for each facility.

The following is a general breakdown of the building scoring:

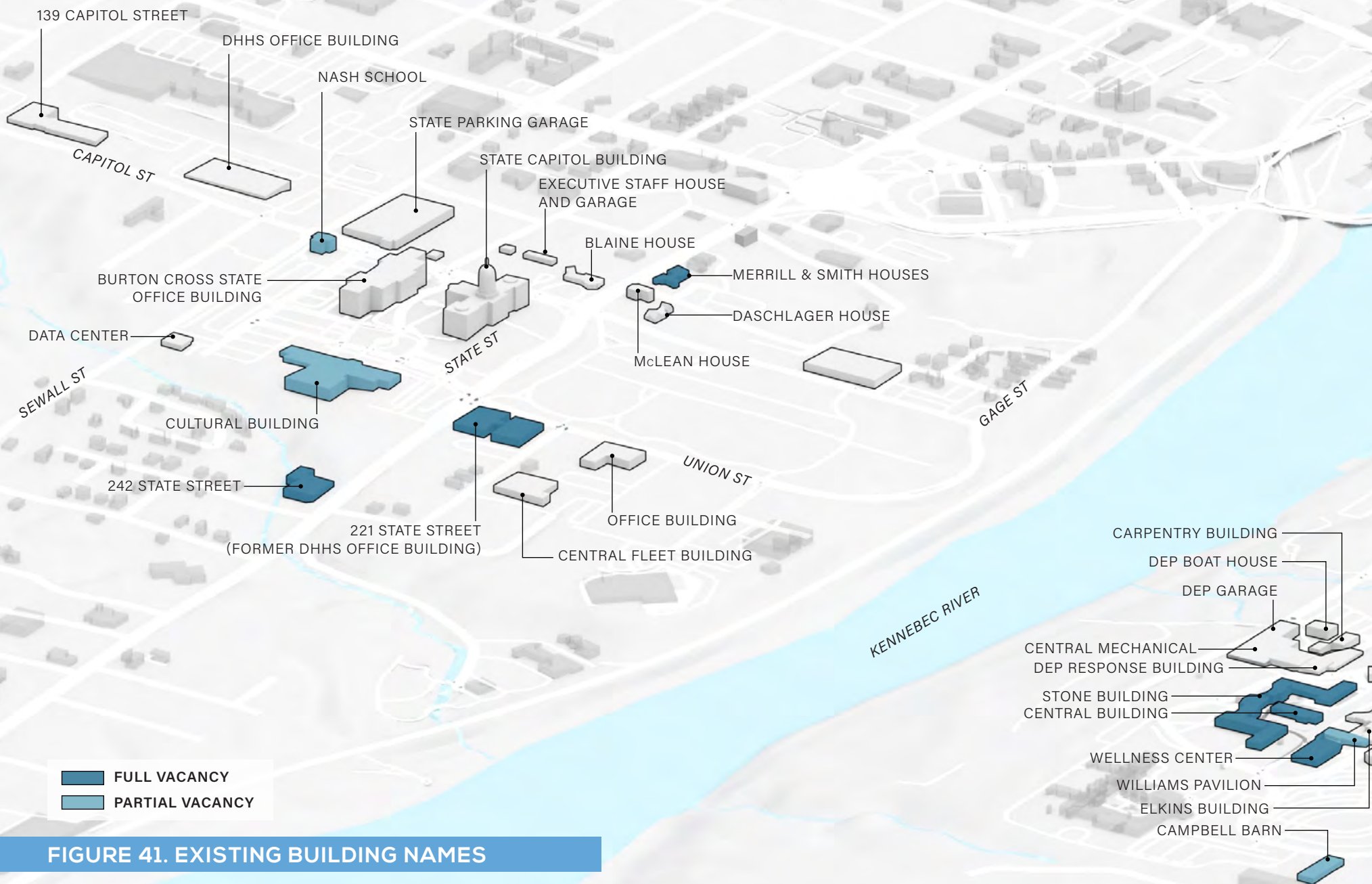
- Score 1 – Poor. These facilities are considered in disrepair and unoccupiable in their current condition. Extensive work should

be done to bring the building within compliance with health and safety standards necessary for occupation.

- Score 2 – Fair. These facilities are occupiable but need repair. Interior finishes are dated or worn, building envelope shows signs of air or water infiltration and poor thermal envelope, site has overgrowth and cracking or damaged hardscapes including parking and walking paths, and building meets Code as an existing building but improvements should be considered for future renovations.
- Score 3 – Good. These facilities need minor repair or maintenance within the next 5-10 years. Facilities function properly but aging building systems or envelope components are nearing their end-of-life and will need to be replaced, upgraded, or more regularly maintained. Site components, such as vehicular drives and pedestrian paths, are in acceptable condition but some areas may need repair in the near future. Facilities meet current code.
- Score 4 – Excellent. These facilities are newly constructed or recently renovated and with routine maintenance should not need considerable work for 10-20 years.

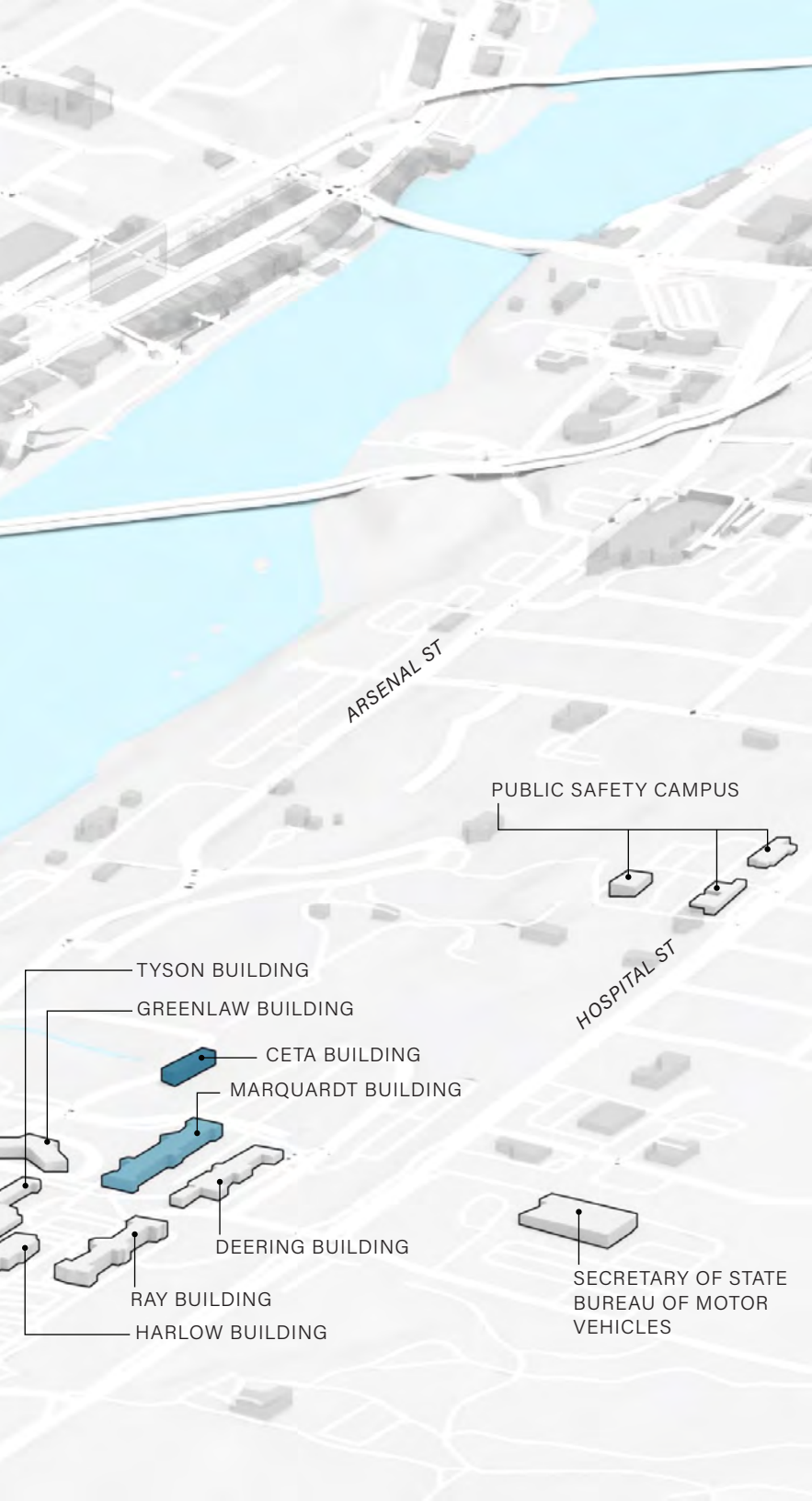
Summary of Data

In total, 2,137,157 gross square feet of State-owned facilities (located in Augusta, Vasselboro and Hallowell), were included in this assessment, with 52% of the assessed area receiving a score of (3), or good condition. A quarter of facilities assessed received a score of (1) or poor condition, totaling 601,178 gross square feet, of which 257,984 gross square feet are attributed to the Stone Building on the East campus.



FULL VACANCY
 PARTIAL VACANCY

FIGURE 41. EXISTING BUILDING NAMES



Existing conditions

The facilities master plan team worked with the Bureau of General Services (BGS) to understand the inventory of state-owned and leased buildings in the Augusta area that are managed through DAFS/BGS; as well as what state departments are located in those buildings. Other facilities that are managed by the state departments directly may not be included in the building inventory. The location information gathered from DAFS/BGS was confirmed through department interviews.

State Owned Buildings

The state of Maine currently owns 54 buildings in the Augusta area, totaling 1,819,311 GSF. These buildings are split between the east and west campuses, with 30 buildings on the east campus totaling 925,265 GSF and 18 buildings on the west campus totaling 751,693 GSF.



EXISTING WEST
CAMPUS FACILITIES

- 1 BURTON M CROSS OFFICE BUILDING
- 2 242 STATE ST - OLD PUC BUILDING
- 3 OLD DEPT OF HEALTH AND HUMAN SERVICES
- 4 DASCHLAGER HOUSE
- 5 MCLEAN HOUSE
- 6 MERRILL HOUSE
- 7 NASH SCHOOL
- 8 SMITH HOUSE
- 9 BLAINE HOUSE
- 10 OFFICE BUILDING (OLD LABOR)
- 11 STATE CAPITOL BUILDING (STATE HOUSE)
- 12 STATE OFFICE GARAGE
- 13 MAINE DOT HEAD QUARTERS
- 14 SERVICE GARAGE
- 15 MAINE CULTURAL BUILDING
- 16 DEPT OF HEALTH AND HUMAN SERVICES
- 17 MAINE PUBLIC EMPLOYEES RETIREMENT SYSTEM

FIGURE 42. WEST CAMPUS SITE PLAN

West Campus

The West Campus, anchored by the Capitol Building, the Cross Office Building, and the Cultural Building, is the centerpiece of the State Capital area. It includes Capitol Park and state-owned properties on Capitol and Union Streets. The geographic center of the West Campus is Capitol Park, an open space of approximately 20 acres leading from the State House east to the Kennebec River. A City-owned recreation and sports complex abuts the southeast end of the park, extending the feel of open space south along the river.

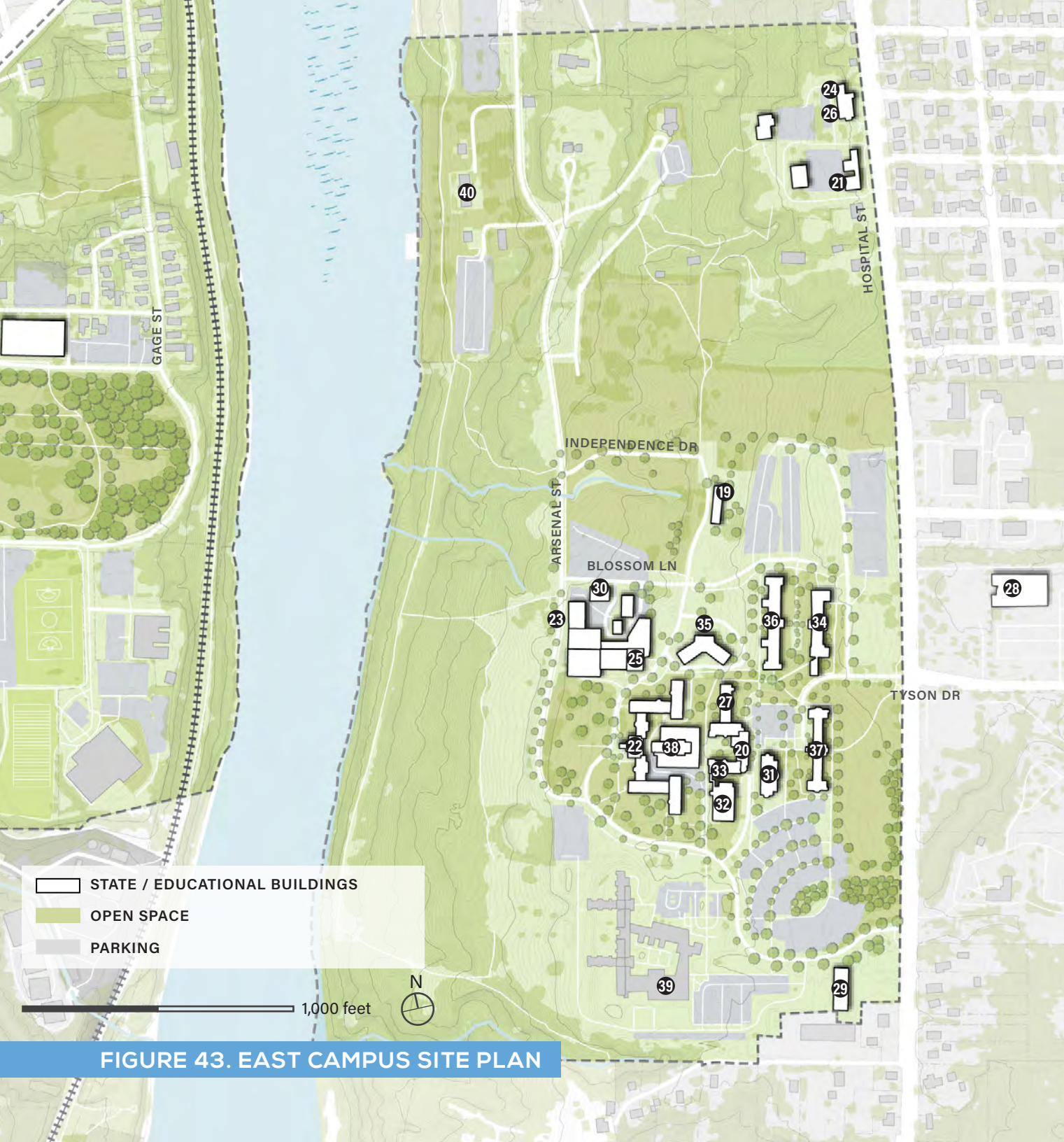
The area immediately north of the State House on State Street is comprised largely of historic structures, including the Blaine and Gannett Houses. West of Sewall Street on Capitol Street is the Maine Department of Transportation garage facility. A small pocket of residential development lies between the Capitol Hill complex and Howard Hill, a largely undeveloped and wooded preserve to the west.



▲ Plaza and green space located between State Office Building and State House



▲ Historic detailing of McLean house scheduled for restoration in 2023-2024



EXISTING EAST
CAMPUS FACILITIES

- 19 CETA BUILDING
- 20 ELKINS BUILDING
- 21 MAINE STATE POLICE HEAD QUARTERS
- 22 STONE BUILDING
- 23 DEP RESPONSE GARAGE
- 24 STATE POLICE CRIME LAB
- 25 OFFICE BUILDING (OLD MECHANICAL BUILDING)
- 26 OFFICE OF CHIEF MEDICAL EXAMINER
- 27 TYSON BUILDING
- 28 BUREAU OF MOTOR VEHICLE
- 29 CAMPBELL BARN
- 30 DEP BOAT HOUSE
- 31 HARLOW BUILDING
- 32 WELLNESS CENTER
- 33 WILLIAMS PAVILION
- 34 DEERING BUILDING
- 35 GREENLAW BUILDING
- 36 MARQUARDT
- 37 RAY BUILDING
- 38 CENTER BUILDING
- 39 RIVERVIEW PSYCHIATRIC CENTER
- 40 FORMER ARSENAL

FIGURE 43. EAST CAMPUS SITE PLAN

East Campus

The East Campus (formerly the Augusta Mental Health Institute) includes large open space between historic buildings and has a much lower density of development than the surrounding urban areas. The East Campus also includes the Kennebec Arsenal, owned by Main Street LLC. The Campus is flanked by small-scale residential neighborhoods to the north and northeast, open space to the east and southeast, and rural residential development to the south, with the Kennebec River forming its western boundary. The revitalization of the East Campus has been underway over the last three decades. The state has already restored, renovated, and re-occupied many of the original hospital buildings, including Tyson, Harlow, Deering, Ray, Marquardt, and Greenlaw Buildings. The Stone Building was occupied by hospital administration and patients until it was replaced in 2004 with the Riverview Psychiatric Center. It has remained unoccupied since then with building envelope renovations scheduled for 2023 with subsequent phases of work planned to restore occupancy.

Other DAFS/BGS Facilities

The 2023 Augusta Area Facilities Master Plan included the Maine Criminal Justice Academy in Vassalboro and an approximately 62,000 GSF facility at 10 Water Street in Hallowell. The Maine Criminal Justice Academy includes approximately 167,000 GSF facilities and about 105 acres. The Master Plan reviewed energy data and building condition assessments for these two locations, but excluded them from the workplace analysis and scenario recommendations. This includes exclusion from lease consolidation scenarios and space utilization.



▲ East Campus with Capitol Building in Background



▲ East campus Tyson Building and Elkins Building

INFRASTRUCTURE, TELECOMMUNICATIONS, AND INFORMATION TECHNOLOGY

Three major factors on the horizon could stress the State facilities' electric infrastructure: increased loads from electric vehicle charging, electrified heating and cooling, and on-site power generation.

Three-phase power is important as it provides the level of voltage necessary for DC fast charging of electric vehicles, vital to a clean transportation future. Three-phase power is also important for larger scale power generation. A strong electric grid will minimize the amount of energy storage necessary on the State campuses.



▲ Governor Mills launches EV charger infrastructure plan at Maine Turnpike, 2019

Both the East and West campuses have ready access to critical three-phase power in the Central Maine Power distribution system. The West campus is largely ringed with three-phase power options. There is a mix of above ground and buried power lines. The operating voltage of each line is 12,470 volts. The East Campus is served by three-phase power from an overhead line on Hospital Street. On the East Campus itself, all lines are underground. Other potential power connections may be available to the campus from Kelton Road and Arsenal Street. While the East Campus lines are less redundant than the West Campus, in both cases they should provide adequate service for interconnection with solar installations and DC fast charge electric vehicle charging.

Supporting EV fast charging will require upgraded electrical services at charging locations as most current building services will not have available capacity. Electrification of other services (hot water, heating, cooling) will also need to draw from available amperage in those service boxes.

To support expanded EV charging, energy storage will likely become necessary to ensure voltage frequency remains in acceptable ranges. With building-level line upgrades and potentially energy storage, the grid should support anticipated volumes of electric vehicle charging at the West Campus due to the multiple distribution lines available. The East Campus can certainly support a small volume (on the order of 10) simultaneous fast chargers with current infrastructure; however, it is likely that at some point either an additional electrical feed, an improved substation, significant battery storage or other improvements will be necessary to address needs. This constraint could be avoided

by installing only Level I or II chargers instead of DC fast chargers, but this prolongs charging time.

The transition to renewable heating and cooling will involve electrified building heat, meaning greater building-level loads during heating and cooling seasons as buildings no longer use the central heating and cooling plants. The additional loads will almost certainly require additional power supply to buildings. These upgrades must be considered early on in planning, as storage, line and substation upgrades will likely need years to accomplish.

On-site generation will be an important part of meeting the State's climate goals. The State has already made a major investment in solar, installing 13 MW of generation in partnership with Cenergy on three DOT-owned sites in the Augusta area. When completed, the DOT solar projects will supply 70-75% of annual energy usage on the East and West campuses.

The State should continue to build its generation capacity with additional projects. As long as current federal tax incentives and advanced depreciation advantages continue to exist, Maine should continue to work in partnership with private entities. By design, only private entities are eligible for these federal incentives which significantly enhance the return on investment of solar, wind or energy storage investments. The easiest method to accomplish this would be to replicate the DOT project on other undeveloped state properties and net meter the additional necessary power to the appropriate feeder line and service meter at state facilities.

Installation of solar panels over existing parking lots, roof tops or

green spaces on the campus can also be considered. Each campus has approximately nine acres of parking lots. Carport-style solar installations require roughly 2.5 acres per megawatt of installed panels. At this rate, each campus could support two to three megawatts of solar over parking alone. With a capacity factor of 18.9% for solar in Maine, a combined installation of approximately five MW would generate on the order of 7,500 MWh per year. These sites will be more expensive to develop per unit versus vacant land. However, there are benefits of having solar be visible to the public as it demonstrates the viability of the technology, uses land efficiently, and provides covered parking. As with the DOT initiative, any projects designed directly on the campuses should be done in conjunction with a private partner to take full advantage of the available federal benefits. DAFS/BGS should also consider engaging an Energy Procurement Consultant to assist with pricing alternatives.



▲ Three primary types of charging equipment

OPPORTUNITIES AND CONSTRAINTS

The following opportunities and constraints were observed.

Utilization

At the time of data collection, including agency interviews in 2021, a significant portion of buildings are underutilized due to the Covid-19 Pandemic, the resulting telework protocols, or vacant awaiting renovation. This is true particularly on the East Campus, with approximately 37% of the building stock vacant primarily due to unoccupied Stone Building. In addition to the vacancies, Covid-19 protocols have limited employees in office, further reducing the building utilization figures. Densification can be a key energy conservation measure, as the relative energy use per occupant for lighting and enclosure heating and cooling decreases as occupant density increase. We recognize that there is an inherent amount of embodied carbon associated with existing buildings. While the State might reposition buildings in the portfolio, it is key that there is a viable future for these buildings and good stewardship from any potential future Owner.

Enclosure Upgrades

The prevalence of historic structures with mass masonry will require careful analysis prior to addition of air-tightening and thermal insulation upgrades. Enclosure upgrades should be considered in an integrated manner with the sizing of replacement HVAC systems. Oversized equipment results in a longer-term maintenance burden, ties up capital that can be deployed to other building features, and can impact overall operational efficiency.

Design Standards

Lessons learned from the industry and across DAFS/BGS can shape design standards and guidelines used by project teams. This standards can integrate target energy and water use standards for new construction and modernization projects. We recommend leveraging opportunities to standardize equipment types in the categories of lighting controls, space cooling and heating, ventilation air delivery, building automation systems, and renewable energy systems.

District Utility Systems

The State has significant prior experience with district utility systems, both on the West and East campus. We recommend that a focused utility plan be developed for the West campus that explores conversion from natural gas heating systems to electric fuel source systems. For the East campus, because of recent investments in distributed HVAC systems, we recommend a plan be developed that determines the future disposition of existing steam heating systems. The State showed significant leadership in attempting to implement a biomass co-generation system. We recommend lessons learned from that process be shared within DAFS/BGS, to inform future decisions that balance innovation against risk.

Energy Management

DAFS/BGS has invested significantly in data analytics in the past few years to progress facility management, with an emphasis on maintenance and user comfort. Additional efforts can leverage the Honeywell Forge platform to further optimize energy tracking, even if there are limitations to how aggressive scheduling and temperature setbacks can be. DAFS/BGS will benefit from developing a formal energy manager position in the organization (vs. current use of a consultant) and using ENERGY STAR portfolio manager as a repository for utility data and benchmarking.

Data Gaps

Energy data for a significant portion of properties outside the core Augusta campuses is not currently available, due to limitations in staffing. We recommend a forward-looking approach that sets clear requirements for data capture, including roles and responsibilities, and data gathering frequency.

Historic Preservation

The previous facilities master plan (2001) was successful in establishing a framework for making the highest and best use of the State's real estate resources by rehabilitating several of the historic East Campus (former AMHI buildings) and the two primary existing buildings of the West Campus. This plan update highlights the opportunities and constraints offered by those significant State buildings in Augusta that remain to be adapted or updated for continuing or new uses, or in one or two instances, replaced. These are the Stone Building on the East, the DHHS buildings at State and Union streets, and 242 State Street. With their prominent locations and appropriate uses, these rehabilitated or new buildings can be used to meet the functional and environmental requirements outlined in this plan while also weaving them into the historic landscapes of their respective campuses.

The Stone Building complex represents a remarkable opportunity to re-use an irreplaceable historic building group, but at significant cost. The three West Campus buildings occupy prime real estate and could be sensitively upgraded for continuing state office use, or they could be replaced with landmark-quality green buildings with sites developed to meet many of the design and use goals of this plan.





06 /

WORKPLACE: CURRENT AND FUTURE SPACE NEEDS

Workplace Existing Conditions

Department Space Needs

Existing Space Utilization

Workplace Trends

Future Growth and Space Projections

WORKPLACE EXISTING CONDITIONS

The planning team collected available existing space data for the DAFS/BGS-owned facilities and also used an online survey instrument. The survey responses were followed by phone/virtual interviews with each division or department. The survey and interviews were beneficial in understanding the existing and future space needs and workplace conditions.

During the survey and interview process, the planning team collected information on the following topics:

- Department Mission, Organization, & Duties
- Impacts of the 'Maine Won't Wait Climate Action Plan' & other relevant legislation
- Impacts of climate change on services and daily operations
- Current locations and critical adjacencies (only locations in Augusta were discussed)
- Current square footage, space types, and employee counts
- Projected growth and space type needs over the next 20 years
- Deficiencies in current spaces (environmental deficiencies or space type deficiencies)
- Number of visitors and ability to accommodate visitors
- Parking and commuting needs
- Security concerns
- Recruitment and retention needs
- Teleworking and technology needs

All information collected from the survey and meetings was compiled into department indexes documenting the comprehensive needs of each department. These indexes, as well as a copy of the survey questions, can be found as part of the "Appendix B - Department

Workplace Indexes". The following departments participated in this data collection process:

- Department of Administration and Financial Services (DAFS)
- Department of Agriculture, Conservation, and Forestry (DACF)
- Maine Attorney General (AG)
- Department of Economic & Community Development (DECD)
- Department of Education (DOE)
- Department of Environmental Protection (DEP)
- Office of the Governor (OG)
- Department of Health and Human Services (DHHS)
- Department of Inland Fisheries and Wildlife (IF&W)
- Department of Labor (DOL)
- Department of Marine Resources (DMR)
- Department of Professional and Financial Regulation (DPFR)
- Department of Public Safety (DPS)
- Maine Secretary of State (SOS)
- Maine State Auditor (MSA)
- Maine State Treasurer (MST)
- Workers' Compensation Board (WCB)

The following departments were not included within the scope of the master plan at the direction of DAFS/BGS.

- Department of Transportation**
- Department of Corrections
- Department of Defense, Veterans, and Emergency Management

*** Department of Transportation was included in the department interviews that were conducted.*

DEPARTMENT SPACE NEEDS

The impact of the Climate Action Plan on departmental space needs is not significant. Overall, most departments did not anticipate the need for additional staff or adding programs to specifically address Climate Change. A few departments noted relevant legislative directives that could actively change their services and staffing. These include:

- Dept. of Economic & Community Development
- Dept. of Environmental Protection
- Dept. of Health and Human Services
- Dept. of Labor

Departments that support and protect natural resources, waterways, and wildlife are seeing the effects of climate change in the environment and are adapting their programs and support as necessary. Across the board, growth in programs or changes in the number of full-time employees due to climate change are predicted to be minimal, though some operational changes statewide are anticipated.

The changes most anticipated due to climate change are less travel, less commuting and different ways of working, which could lead to a reduction in workspace needed. Some agencies also anticipated new services, changes to existing services, and changes in the workforce and required skill sets. See Figure 44 on page 144 to see how climate change is expected to impact the workplace. Many departments also anticipated operational changes that were not agency specific. These changes included:

- The possibility of shared transportation to reduce carbon emissions by State employees who commute, incentivized by the "Go Maine" program.
- Greater emphasis on electric and hybrid vehicles for State-owned auto fleet.
- Potential opportunities for integration of solar power collection on State-owned property.
- Installation of EV chargers in State parking facilities and, for departments with staff who operate across the entire state, the feasibility of statewide access to EV chargers.



▲ Capitol Park

Recruitment and Retention Needs

Maine faces some of the same issues with recruitment and retention as other states, including competition with the private sector and federal government. Departments that have law enforcement divisions, such as the Department of Public Safety and the Department of Inland Fisheries and Wildlife, see issues due to the nationwide lack of interest in law enforcement professions.

Attracting new talent and appealing to the younger generation entering the workforce will be a factor the State will need to consider in the 20-year implementation of this plan. In the survey, respondents stated that they thought having assigned workspaces in the office, access to conference spaces, and the quality of the office environment were the most important factors when it comes to attracting and retaining employees, followed by space for an impromptu gathering and access/connection to outdoor spaces, see Figure 45 on page 145.

Workplace amenities will also be a factor in attracting and retaining employees. The following considerations are nationwide trends that when implemented improve employee satisfaction and retention:

- Teleworking and work schedule flexibility – This includes the flexibility to work from home at least part time.
- Wellness centers or membership reimbursement to fitness centers.
- Outdoor recreational opportunities – People will often walk or run on their lunch break, however showers and places to freshen up after outdoor activities must also be provided.
- Mixed use campuses to make the campuses a thriving and energetic area. It could be beneficial to State employees to better integrate the campus into the surrounding community and make the campus feel easier to reach through walking/biking etc.
- Mothers/wellness rooms promote health and personal well-being.

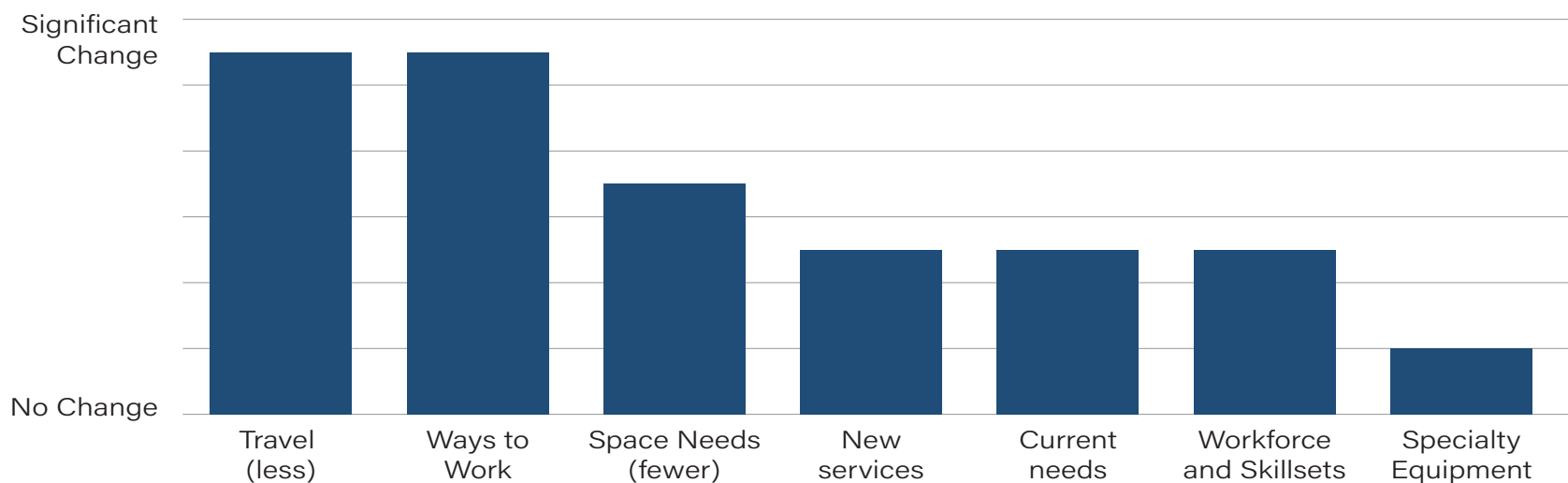


Figure 44. Most anticipated changes due to impacts of Climate Change

- Healthy food options accessible to all workplaces.
- Modern work spaces – Updating work spaces to meet modern trends in workplace design would aid in attracting new talent. This includes spaces that have more light, lounge/informal meeting spaces, drop-in hoteling spaces, and ergonomic furniture.
- Hoteling stations in other cities such as Portland – This could aid employees that commute from other communities but also provide conference space in other cities for the State to conduct meetings.
- Shared transportation options provided by the GoMaine program along with other incentives for alternative transportation methods.

See "Workplace Trends" on page 149 for more information on trends.

Parking and Commuting Needs

Most State employees commute daily in personal vehicles. While teleworking has greatly decreased the number of people driving to the East and West campuses daily, it is anticipated that over the course of this 20-year plan the majority of employees will come back to the office for at least a few days a week. During the interviews, the consensus was that there is ample parking on campus. However, some of the available parking is located at a distance from the buildings in which people work. Interview participants also noted that parking on the West campus is significantly more difficult when the legislature is in session. Other specific parking highlights include:

- Lack EV chargers, both personal and State fleet vehicles.
- Parking not well lit, leading to security concerns.
- Lack of guest parking directly adjacent to buildings that receive walk-in foot traffic.
- No bus or large group parking adjacent to Cultural Building.
- Accessible parking for employees is not always easy to come by.

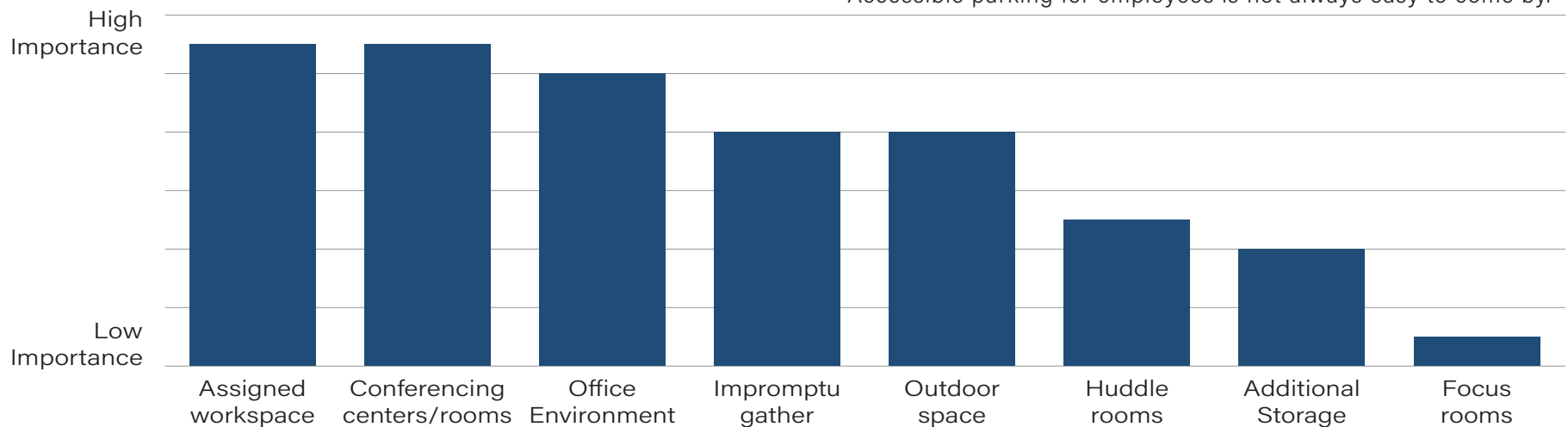


Figure 45. Desired spaces and characteristics for attracting and retaining employees per data collected through Workplace Survey and interviews.

EXISTING SPACE UTILIZATION

Inventory of State Occupied Space

The 2023 Augusta Area master plan includes facilities owned and managed by the Bureau of General Services (BGS) within the Augusta area. An existing inventory of DAFS/BGS owned space was compiled for the Augusta Area facilities. From that information, the facilities master plan team compiled an inventory of the current space utilization of the State of Maine current as of February 2023. Listed below, and in Figure 46 on page 147, is a summary of building area that were inventoried as part of the 2023 Augusta Area master plan:

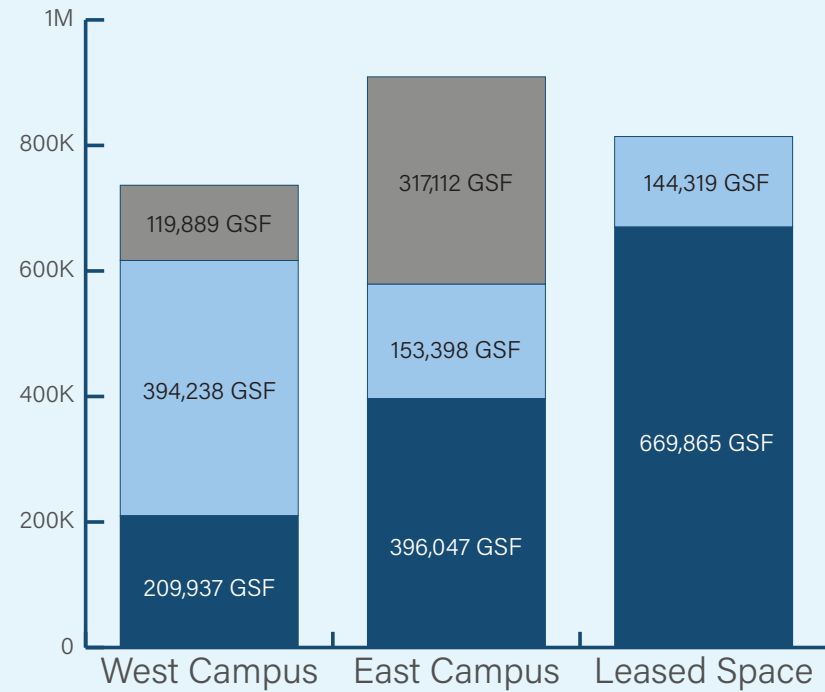
- 75 total State buildings included in the master plan scope, 69% are State-owned and 31% are leased.
- 54 State owned buildings included within the master plan scope, 38% is dedicated to office space, 34% is non-office space, and 27% is currently vacant.
- 25 State leased buildings, 82% is dedicated to office space, and 18% is non-office space.

Definitions of the different space type categories that are shown in Figure 46 on page 147, are listed below:

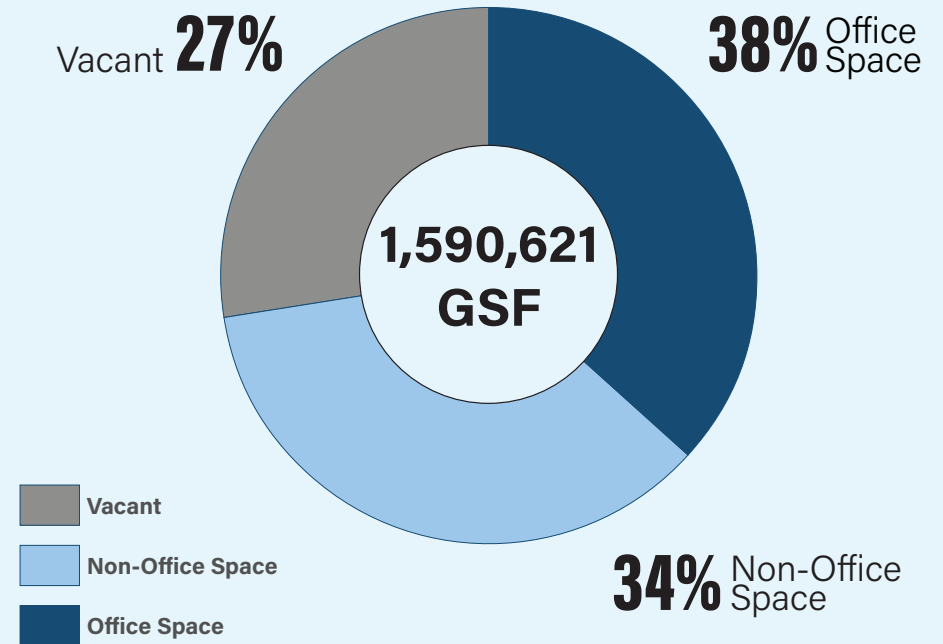
- **Office Space GSF** – Gross square footage of space that is dedicated to use as an office. It includes square footage of personal offices and cubicle spaces as well as support spaces for the offices such as circulation, break rooms, work rooms, etc. This number is used when calculating the SF/person of a building.
- **Non-Office Space GSF** – Gross square footage of space that is dedicated to uses other than office. Spaces in this category include Labs, large hearing rooms, large dedicated storage spaces, amenity spaces not assigned to agencies, etc. This number does not factor into the SF/person of a building.
- **Vacant GSF** – Gross square footage of space that is currently vacant in each building.
- **Out of Scope GSF** – Gross Square footage of space belonging to agencies that were not in scope for this facilities master plan.
- **Total GSF** – Calculated by adding the sum of the Office Space GSF, Non-Office Space GSF, Vacant GSF, and Out of Scope GSF. This number shows the total gross square footage of each building.
- **# of Employees** – The current number of employees housed in each building as confirmed in the department interviews.
- **Total Employees** – Total number of employees currently in housed in each building.
- **SF/employee** – Calculated by dividing the Office Space GSF by the # of Employees. This number helps the facilities master plan team better understand how efficiently the office space is used in each building.

Augusta Facilities By The Numbers

Space Utilization - By Campus



Space Utilization - Owned Facilities Only



Facility Portfolio - Owned vs Leased



*Note: State Capitol Building, Vasselboro campus, and Hallowell excluded from figures

FIGURE 46. STATE OF MAINE AUGUSTA FACILITIES BREAKDOWN

Space Utilization and Vacancy

The 2001 facilities master plan recommended a space utilization standard of 250 SF per employee for the State of Maine. This does not meet modern space standards for class A office space, however it does align with other State governments, which tend to range from 200-250 SF/employee as a goal space standard according to other published facilities plans.

Our analysis of data provided by the State shows that State-owned buildings currently average 384 SF per employee (see Figure 47), while State-leased buildings average 368 SF per employee (see Figure 48). For State-owned buildings this breaks down to an average of 317 SF per employee on the West campus and 413 SF per employee on the East campus. While the majority of State facilities are above the average 2001 master plan recommended space utilization, it is likely that this is due to the nature of the building typology. Most State-owned buildings are not modern Class A office buildings, rather historic buildings that have been adapted for office use, as seen in Figure 27 on page 100.

To understand the efficacies possible for the States current owned building stock, the Stone Building, Ray Building, and Cross Office Building were selected as case studies, as they represent the oldest to newest eras of campus building stock, and the unique characteristics of those eras. Using a combination of recent renovations and our own programming analysis, the case studies provided a reasonable utilization factor for each building typology. Our team then categorized State owned buildings by these three typologies and applied the corresponding utilization factor. Based on this data, future projections as discussed in "Workplace Trends" on page 149 use a space utilization standard of 300 SF/employee to calculate future space needs for the State of Maine.

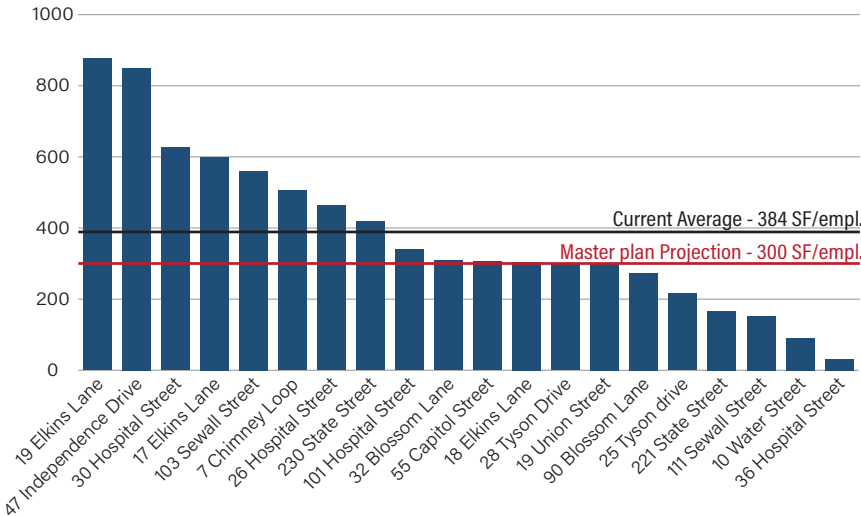


Figure 47. Square Footage Per Employee in State Owned Buildings

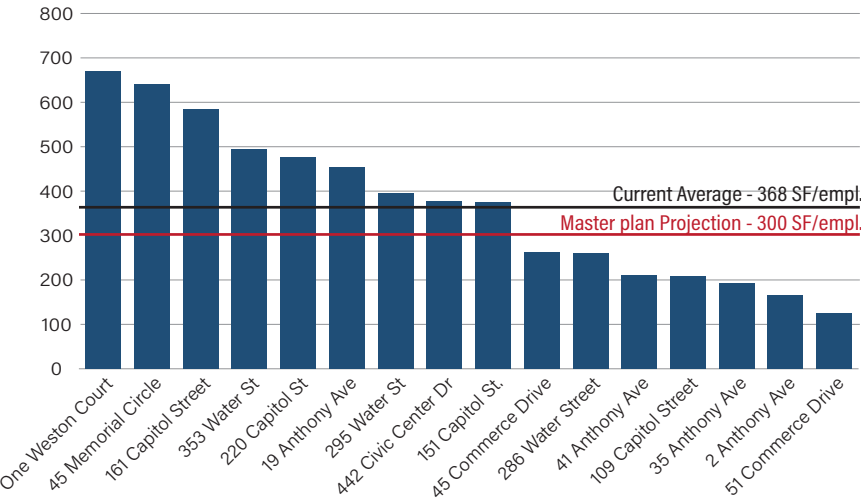
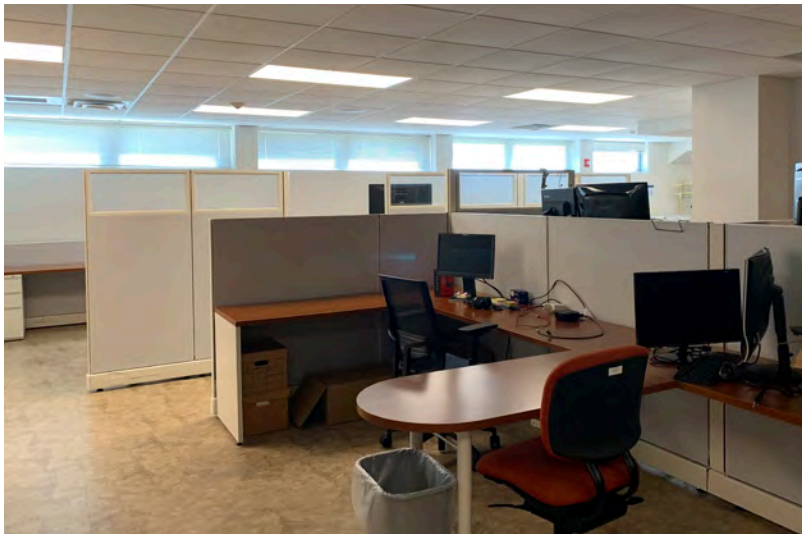


Figure 48. Square Footage Per Employee in State Leased Buildings

WORKPLACE TRENDS



▲ Augusta Area State Facilities Interior Workplace , Cross Office Building



▲ Augusta Area State Facilities Interior Workplace, Cross Office Building

This 2023 facility master plan takes into account the current facility conditions and future space needs of the Augusta Area Facilities for the next 15+ years. It is worth mentioning that the space planning analysis was conducted during the Covid-19 pandemic. The pandemic has led to questions about the future of the workplace, employee commuting patterns, and the future of offices in general, which introduces a level of uncertainty to the planning process.

The planning team follows current research on post-pandemic workplace trends and offers the following key findings. Although space needs will continue to evolve, the workplace is set for reinvention by combining the best elements of the past with future promises focused on creating healthier and dynamic workplaces.

The most prominent workplace evolution over the last few decades has been the balance between 'heads-down focus work' and providing layers of collaboration to improve employee productivity and well-being. As we transition into a post-Covid-19 future this remains a focus. The return to work, teleworker, and hybrid work policies are likely to change again as we adapt to new policies, technologies, and strategies for returning to work.

During the pandemic, working from home forced employees to collaborate differently and increased dependency on existing and new technology. While the slow return to the office environment is expected to bring back some old challenges, those who are in the office will have opportunities for impromptu collaboration and engagement by overhearing their co-workers discuss their daily tasks. The "future of now" workplace is becoming part of workplace design, and the following opportunities are emerging:

FUTURE GROWTH AND SPACE PROJECTIONS

Projected Space Needs Scenarios

Projected space needs for the next 20 years were calculated using the employee count data provided by DAFS/BGS and the space standard of 300 SF/employee. This does not take into consideration moving employees in leased space to state-owned space. With the uncertainty around the future of teleworking and the evolution of the workplace as previously outlined, the master plan team studied the space and climate impacts of different teleworker scenarios; 100% of in-office employees, 10% remote employees, and 25% remote employees. It is important to note that these space projections are for employee needs only, including workstations and workplace amenities. Department requirements for storage outside of typical office storage is not included in Figure 49 but are present in the department data sheets included in "Appendix B - Department Workplace Indexes".

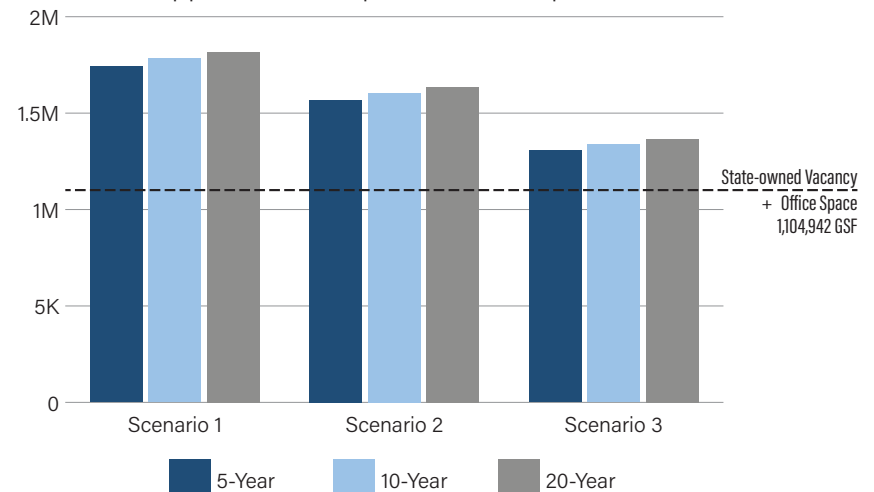


Figure 49. Space needs to accommodate growth predictions based on space utilization factor of 300 SF/employee.

- **Communication tops the list as the most important single element in the future.** No matter where team members are physically, they must be linked with a purpose, with a sense of belonging, and be aligned in their work. This communication will foster trust and teamwork, and accountability. Effective communication will channel the energy to the desired results.
- **The air quality and amount of fresh air introduced into space will be reevaluated.** New spaces will be built to open to the outside and allow activities to flow seamlessly from indoors to outdoors. Mechanical systems will be reevaluated to reduce airborne particles, thereby reducing the exposure to disease. The amount of fresh air introduced into work areas will be increased.
- **More touch-less.** We will likely see more touch-less options on entry doors, elevators, and features within a space. Technology, apps, and voice technology will help us achieve fewer ways to touch things.
- **Anti-microbial materials will be in high demand throughout workspaces, as the focus to naturally reduce any kind of bacteria in the workplace will be beneficial.** Materials with natural inherent anti-microbial tendencies will be used more frequently, and coatings to resist germs will be considered. All materials will be evaluated based on routine disinfecting.
- **The focus on wellness in the office is paramount now.** It will be critical that employees want to come to the office, not only for interaction but because it is a place where they feel good, feel uplifted, and are connected to their colleagues. Their productivity will depend on feeling their health, safety, and welfare is important to their employers.

Scenario 1 - One-for-One Workstation Assignment

This scenario looks at space needs if 100% of employees are provided with their own dedicated work space in State managed facilities, how the State operated prior to Covid-19. After speaking with State departments and analyzing nationwide workplace trends, it is expected that not all employees will return to the office and thus it would not be economical for the State to maintain workspace for all employees. Using this scenario, it is projected that the State would need 1,818,900 GSF of space in 20 years.

Scenario 2 - Limited Hybrid Work Environment

This scenario illustrates the total space needs of the State if 90% of employees are provided with their own dedicated work space in State managed facilities. This scenario aligns with the State's own estimates that 10% of employees will work remote full-time and would not need dedicated work space in a State managed facility. All other employees working in the office full-time or in a hybrid fashion are projected to receive a dedicated workspace. Using this scenario, it is projected that the State would need 1,637,010 GSF of space in 20 years. Given current workplace trends, this scenario offers a realistic number for the high range of projected space needs.

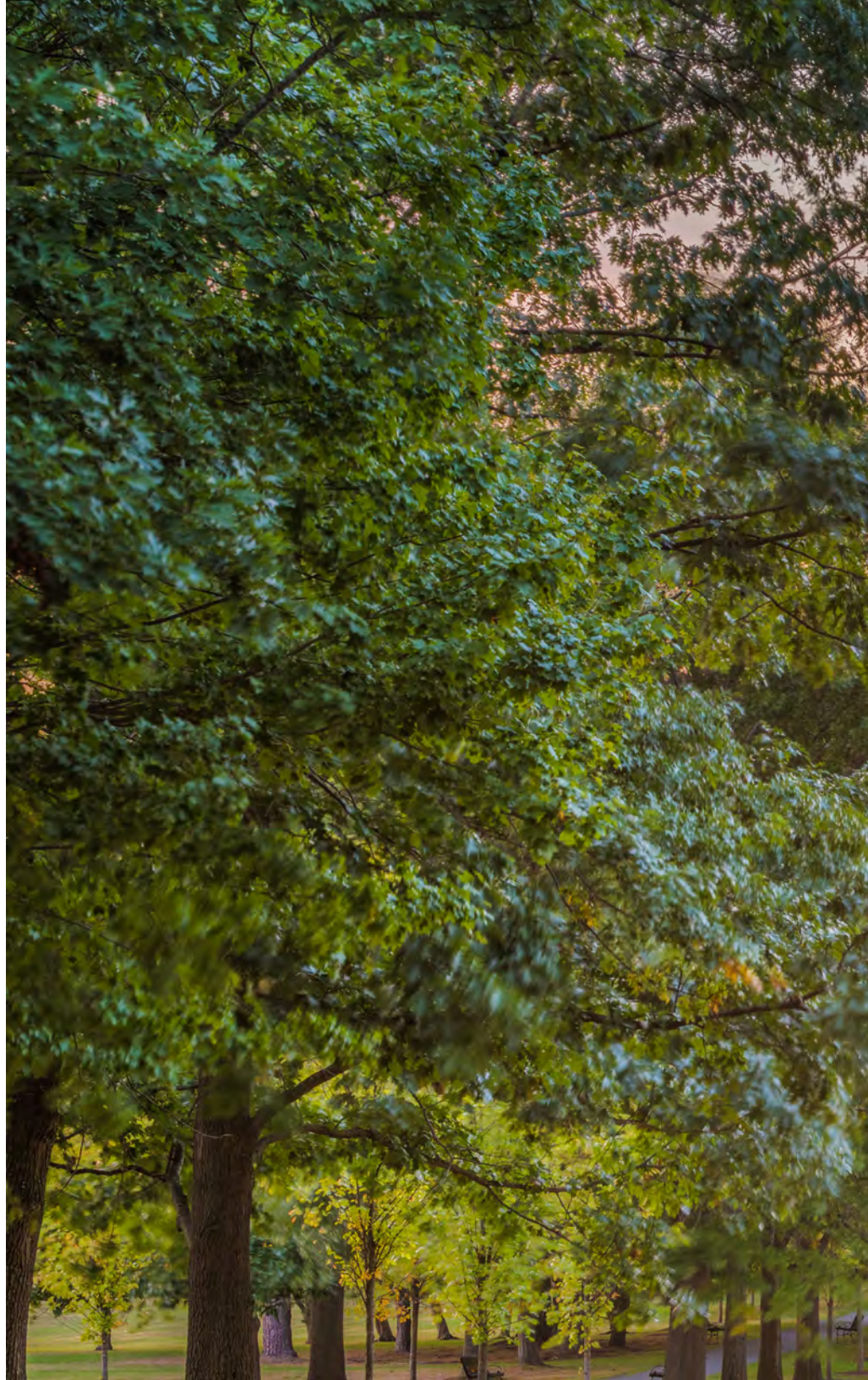
Scenario 3 - Hybrid Work Environment

This scenario assumes work spaces are provided for 75% of employees in State managed facilities. This scenario takes into account hybrid working and the possibility of shared work stations. Employees may not have dedicated work stations but rather would share a workspace

with another employee or a greater number of hotel stations can be provided for use by any employee in the office on any given day.

This scenario assumes that 10% of employees are remote full-time, 40% of employees are in the office full-time and need their own dedicated work space, and 50% of employees are working a hybrid model and only in the office part-time (3 days a week). Providing a desk for all full-time in-office employees and 70% of employees working in a hybrid fashion results in providing a workstation for 75% of the total projected employees for a department as illustrated in Figure 49. Using this scenario, it is projected that the State would need 1,364,175 GSF of space in 20 years.

These projections assume annual growth based on a combination of data collected during Department and Agency interviews and as stated by data shared by DAFS/BGS at the time of this study. As previously mentioned, the State of Maine will need to further explore how its work from home policies will apply to different departments within the State to better understand how much GSF they would like to target for their 20-year projections. However, these studies do provide valuable data in the impacts these policies can have on space needs and the environment.





Maine.gov

Appendix A

Historic Preservation Data Sheets

State of Maine

Augusta Area State Facilities Master Plan

May 2023

SMRT 

 vhb

Malcolm L. Collins AIA, LEED AP
Architectural, Historic Preservation
& Planning Concepts

 DLRGROUP

Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Bureau of Motor Vehicles
Other Name: Consolidated Motor Vehicle Facility
BGS Building Number: 2BNL
Current occupants/uses: Office building for State agency
Original occupants/uses: _____
Date of Construction: 1991
Architect: TFH Architects
Builder: _____
Existing Gross Area, sq. ft.: 111,357

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

BGS Box 460



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Campbell Barn
Other Name: _____
BGS Building Number: 2BPP
Street Address/Location: 158 Hospital Street
Current occupants/uses: Storage for natural resource agencies
Original occupants/uses: Horse barn for AMHI farms
Date of Construction: 1903
Architect: Coombs & Gibbs
Builder: _____
Existing Gross Area, sq. ft.: 18,720

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Structural analysis and repairs to accommodate storage and support spaces for state agencies, 2013
BGS box 503



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Carpentry Building
 Other Name: Carpentry Shop
 BGS Building Number: 2BPX
 Street Address/Location: 10 Chimney Loop
 Current occupants/uses: Maintenance shop for Riverview Psychiatric Center
 Original occupants/uses: Carpentry and cabinetry shop for MIH/AMHI
 Date of Construction: 1907
 Architect: Coombs & Gibbs, Lewiston, ME
 Builder: _____
 Existing Gross Area, sq. ft.: 9,600 (BGS list: 7,200 sf)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Shop space renovation, 1964
 Renovation for paint shop, 1973
 BGS Box 434



Augusta Area State Facilities Master Plan Update
Existing Buildings Summary: Historic Preservation Scope

Common Name: Central Building
 Other Name: Coburn Hall
 BGS Building Number: 2CDB
 Street Address/Location: 67 Independence Drive
 Current occupants/uses: Storage (partial)
 Original occupants/uses: Chapel, amusement hall and central kitchen
 Date of Construction: 1875-76
 Architect: Francis H. Fassett, Portland Maine
 Builder: Foster & Dutton
 Existing Gross Area, sq. ft.: 69,000

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing

If HD, district name. If individual listing, name of building if different from common or other name.
 Maine Insane Hospital (Preferred), 1982; Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Renovation and addition, George M. Coombs, 1887
 Renovation and additions, 1909-10, Coombs & Gibbs, Architects
 Renovation and additions, 1958, Bunker & Savage, Architects
 Significant interior renovations, 1958 – 1981
 Renovations for storage use, in progress as of date of this writing (01/2022)
 BGS AMHI boxes



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Deering Building
Other Name: Tuberculosis Building
BGS Building Number: 2BRH
Street Address/Location: 90 Blossom Lane
Current occupants/uses: Offices, laboratories, and support spaces for State agencies

Original occupants/uses: AMHI patient wards

Date of Construction: 1957 (1959 in 2001 plan)
Architect: Bunker & Savage
Builder:
Existing Gross Area, sq. ft.: 43,112 (BGS list: 43,923)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Major HVAC retrofit, 1984
Complete building rehabilitation, interior and exterior, Lavallee Brensinger Architects, 2017
BGS Boxes 310, 312, 1166



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: DEP Boat House
Other Name: _____
BGS Building Number: 2BRP
Street Address/Location: 1 Chimney Loop
Current occupants/uses: Storage for DEP watercraft and vehicles
Original occupants/uses: _____
Date of Construction: 2001
Architect: SMRT
Builder: _____
Existing Gross Area, sq. ft.: 4,125

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

BGS Box 367



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: DEP Garage/Warehouse
 Other Name: DEP Response
 BGS Building Number: 2CLK
 Street Address/Location: 3 Chimney Loop
 Current occupants/uses: Vehicle and boat storage; warehouse storage; repair shop
 Original occupants/uses: Storage and offices for state agencies
 Date of Construction: 1922
 Architect: Bunker & Savage
 Builder:
 Existing Gross Area, sq. ft.: 16,400

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
 Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Warehouse renovations: Bunker & Savage, 1988; SMRT, 2001
 DEP Garage addition: SMRT, 2001
 BGS Box 366



Note: The original 1922 warehouse building is designated a contributing building in the Maine Insane Asylum Hospital (Boundary Increase) National Register Historic District. The 2001 addition was built subsequent to the National Register district designation, and was outside of the period of significance of the district (1836-1951) at that time (2001).

Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: East Switch Gear Building
Other Name: _____
BGS Building Number: 2CKY
Street Address/Location: 8 Elkins Lane
Current occupants/uses: Electrical, IT and communications equipment
Original occupants/uses: Electrical equipment
Date of Construction: 2001
Architect: Ames & Hewitt Engineers
Builder: _____
Existing Gross Area, sq. ft.: 800

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

BGS Box 411



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Elkins Building
Other Name: _____
BGS Building Number: 2B2F
Street Address/Location: 19 Elkins Lane
Current occupants/uses: Office space for state agencies
Original occupants/uses: Surgical and infirmary spaces
Date of Construction: 1949
Architect: Bunker & Savage
Builder: _____
Existing Gross Area, sq. ft.: 34,162

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Multiple interior renovations have been integral with rehabilitation projects at the Williams (formerly the Male Pavilion) and Tyson (incorporating the Female Pavilion) buildings



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Engineering Building and Boiler House
 Other Name: Mechanical Building and East Side Boiler House
 BGS Building Number: Engineering Building, 2CJL; Boiler House, 2CLJ
 Street Address/Location: Engineering Building, 54 Independence Drive
Boiler House, 5 Chimney Loop
 Current occupants/uses: Mechanical Building, offices for state agencies, mechanical equipment
Boiler House, mechanical equipment, central steam plant
 Original occupants/uses: Mechanical Building, mechanical equipment, offices and storage
Boiler House, central steam plant; engine, pump and machine rooms
 Date of Construction: 1897
 Architect: Coombs, Gibbs & Wilkinson, Lewiston
 Builder: _____
 Existing Gross Area, sq. ft.: Mechanical Building, 22,106; Boiler House, 12,000

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Preferred), 1982, Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Boiler House renovations, 1952, 1956, 1957, 1969, 1975, 1977, 1986
 Major Boiler House renovation, conversion to biomass fuel, 2012
 Engineering Building, major interior renovation WBRC Architects Engineers, 2017
 Boxes 365, 425-433



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Female Pavilion
Other Name: Tyson Building
BGS Building Number: 2CTN
Street Address/Location: 25 Tyson Dr.
Current occupants/uses: Offices for state agencies

Original occupants/uses: MIH/AMHI patient rooms with patient and staff support spaces

Date of Construction: 1881-82
Architect: Fassett & Stevens, Portland, ME
Builder: Norton & Purington
Existing Gross Area, sq. ft.: 36,384

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Preferred) 1982, and Maine Insane Hospital (Boundary Increase) 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

North Wing addition (Tyson Building), Harry S. Coombs, 1920
Systems upgrades, 1974, 1987, 2001
Extensive rehabilitation, interior office conversion and exterior upgrade, Reed & Co. Architects, 2000
3rd floor interior renovations, Winton Scott Architects, 2013
Connected to Central Building, Administration Building and Male Pavilion by elevated walkways (1881-82) and by underground tunnels, all of which remain in place as of this writing
BGS boxes 333, 334, 335, 511.



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Greenlaw Building
Other Name: Greenlaw Building
BGS Building Number: 2BWN
Street Address/Location: 47 Independence Drive
Current occupants/uses: Offices and laboratories

Original occupants/uses: Geriatric nursing home

Date of Construction: 1955
Architect: Bunker & Savage, Augusta
Builder: _____
Existing Gross Area, sq. ft.: 49,780 (BGS list: 45,065)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Interior renovations, Bunker & Savage, 1955, 1967
1st floor interior renovations of east wing for childcare center, Robert Darby, Architect, 2002
As of the date of this writing (1/2021), building is undergoing complete renovation for use as "State of Maine Laboratories," Lavalée Brensinger, completion expected 2023
BGS Boxes 314, 315, 324, 1167



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Wellness Center
Other Name: New Activities Building, Sleeper Gymnasium
BGS Building Number: 2BWV
Street Address/Location: 6 Elkins Lane
Current occupants/uses: Fitness center for West Campus employees

Original occupants/uses: Gymnasium for AMHI staff and patients; teaching kitchen

Date of Construction: 1987-88
Architect: Allied Engineers and Architects
Builder: _____
Existing Gross Area, sq. ft.: 11,725

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

BGS Boxes 395, 396



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Harlow Building
Other Name: _____
BGS Building Number: 2BWZ
Street Address/Location: 18 Elkins Lane
Current occupants/uses: Offices for state agencies
Original occupants/uses: Patient rooms, patient and staff support spaces, staff dormitory (attic)
Date of Construction: 1889-90
Architect: George M. Coombs, Lewiston, ME
Builder: _____
Existing Gross Area, sq. ft.: 38,101

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Preferred), 1982, Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Copper roof ventilators for attic space staff dormitory, 1904
Sleeping porches added to east elevation, 1913
Extensive interior renovations, Bunker & Savage, 1968-1970
Complete interior rehabilitation and exterior restoration, Winton Scott Architects, 2003
BGS Box 327,329,331



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Large Powder Magazine
Other Name: Large Magazine
BGS Building Number: ABCD
Street Address/Location: Kennebec Arsenal grounds
Current occupants/uses: _____
Original occupants/uses: Storage of gun powder and arms
Date of Construction: c. 1832-1838
Architect: Lieutenant Julius A. d'Lagnel
Builder: _____
Existing Gross Area, sq. ft.: _____

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Some recent maintenance and renovations, including a new roof, have been carried out to allow the building to serve as storage for state agencies



Augusta Area State Facilities Master Plan Update

Existing Building Assessment

Common Name: Mechanical Building
Other Name: Laundry (original), DEP Response (current)
BGS Building Number: 2CJL
Street Address/Location: 54 Independence Drive
Current occupants/uses: BGS mechanical maintenance shops

Original occupants/uses: MIH/AMHI Laundry

Date of Construction: 1954
Architect: Bunker & Savage
Builder: _____
Existing Gross Area, sq. ft.: 9,746

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Architectural and Electrical Renovations, 1985, Ames Associates Consulting Engineers
Interior renovations for DEP Response office/lab conversion, 2001, SMRT
Masonry repairs, 2017, Building Envelope Specialists
Facility assessment, exterior, site, and building systems, 2022, Coby Co.



Augusta Area State Facilities Master Plan Update
Existing Building Summary

Common Name: Maine State Police Crime Lab
Other Name: _____
BGS Building Number: 2CPD
Street Address/Location: 26 Hospital Street
Current occupants/uses: Forensic criminal laboratory
Original occupants/uses: Same
Date of Construction: 1986-1988
Architect: Harriman Associates
Builder: _____
Existing Gross Area, sq. ft.: 11,100

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Addition and interior renovations, REA Design Associates, 1996
BGS Box 442
State Archives 1205-0204



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Maine State Police Garage
Other Name: _____
BGS Building Number: 2CRX
Street Address/Location: 34 Hospital Street
Current occupants/uses: Vehicle maintenance spaces and offices
Original occupants/uses:
(if different from current) _____
Date of Construction: 1957
Designer: Melvin W. Beck, P. E.
Builder: _____
Existing Gross Area, sq. ft.: 10,501 (BGS list: 9645)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

BGS Box 447



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Maine State Police Headquarters
 Other Name: Public Safety Building
 BGS Building Number: @CRR
 Street Address/Location: 36Hospital Street
 Current occupants/uses: Maine State Police offices and support spaces
 Original occupants/uses: Offices for state agency; museum
 (if different from current)
 Date of Construction: c. 1940
 Designer: _____
 Builder: _____
 Existing Gross Area, sq. ft.: 20,160

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Separate barracks building, additions, Bunker & Savage, 1951
 Addition, office space, George E. Head, Architect, 1964
 Addition, Communications Center interior retrofit, 1975
 Addition, 1980
 BGS Boxes 450, 452, 454, 455



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Williams Pavilion
 Other Name: Male Pavilion
 BGS Building Number: 2BPH
 Street Address/Location: 17 Elkins Lane
 Current occupants/uses: Offices for state agencies
 Original occupants/uses: MIH/AMHI patient rooms with patient and staff support spaces
 Date of Construction: 1883-84
 Architect: Fassett & Stevens, Portland, ME
 Builder:
 Existing Gross Area, sq. ft.: 26,632

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
 Maine Insane Hospital (Preferred) 1982, and Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Significant interior rehabilitation plus new exterior entrance, exterior restoration, Winton Scott Architects, 2005
 Interior rehabilitation at 3rd floor, Winton Scott Architects, 2013
 BGS Box 307



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Marquardt Building
Other Name: Marquardt Building
BGS Building Number: 2CGH
Street Address/Location: 32 Blossom Lane
Current occupants/uses: State offices and laboratories

Original occupants/uses: Housed 160 AMHI patients

Date of Construction: 1959
Architect: Bunker & Savage
Builder: _____
Existing Gross Area, sq. ft.: 60,149 (BGS list: 58,710)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Systems renovations 1974, 1982, 1983
Interior renovations, 1980, Oak Point Associates, Architects
Exterior renovations, 1988, Oak Point Associates, Architects
1998-99, 2nd floor interior renovations, Oak Point Associates, Architects
2000-01, 1st floor interior renovations, Oak Point Associates, Architects
Complete rehabilitation, Winton Scott Architects, 2014 - 2015
BGS Boxes 344, 345, 351, 512 A,B, and C



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Office of Chief Medical Examiner
Other Name: Medical Examiner's Building/Morgue
BGS Building Number: 2BQD
Street Address/Location: 30 Hospital Street
Current occupants/uses: Offices, laboratories and morgue for State Medical Examiner

Original occupants/uses: Same

Date of Construction: 1991
Architect: Allied Architects & Engineers
Builder: _____
Existing Gross Area, sq. ft.: 8157

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Extensive renovations and repairs, Robert Darby, Architect, 2000
BGS Boxes 440, 441
State Archives 1203-0824



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: CETA Building
Other Name: Nurses Home
BGS Building Number: 2CJJ
Street Address/Location: 27 Independence Drive
Current occupants/uses: Vacant; previous: offices for state agencies
Original occupants/uses: Dormitory for AMHI nurses
Date of Construction: 1927
Architect: Harry S. Coombs, Lewiston
Builder:
Existing Gross Area, sq. ft.: 18,720

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Preferred), 1982, Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Renovations for CETA office use, 1977-1979
ADA improvements, 1981
BGS Box 436, 437
State Archives 1661-1307, 1661-1308



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Property Management Paint Shop
Other Name: Paint Shop
BGS Building Number: 2CKT
Street Address/Location: 8 Chimney Loop
Current occupants/uses: BGS Property Management maintenance shop

Original occupants/uses: AMHI plumbing, paint and upholstery shop, blacksmith shop

Date of Construction: 1897
Architect: Coombs, Gibbs, & Wilkinson
Builder: _____
Existing Gross Area, sq. ft.: 2,400 (BGS list: 1,650)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Ray Building
Other Name: _____
BGS Building Number: 2CLV
Street Address/Location: 28 Tyson Drive
Current occupants/uses: Office and laboratory space for state agencies
Original occupants/uses: Patient dormitory with support spaces for patients and staff
Date of Construction: 1935
Architect: John Calvin Stevens and John Howard Stevens, Portland, Maine
Builder: _____
Existing Gross Area, sq. ft.: 56,728

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Preferred), 1982, Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Extensive system upgrades, 1982, 1983, 2003, 2010
Extensive interior and exterior renovations, public and support spaces, Bunker & Savage, 1974
Extensive interior renovations for lab space conversions, Bunker & Savage, 1982
Basement interior renovations, Harriman Associates, 1993
Interior renovations, Cubellis Associates, Inc., 2005
Complete building rehabilitation in progress at the time of this writing (01/2022), Wood Engineering
BGS boxes 357 - 363



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Stone Building
 Other Name: Administration Building and Stone Buildings, Main Building
 BGS Building Number: 2BLT, 2CSH, 2CSJ
 Street Address/Location: 67 Independence Dr., Augusta, ME
 Current occupants/uses: Vacant
 Original occupants/uses: Administration and patient care facilities, Maine Insane Hospital, and later, Augusta Mental Health Institute
 Date of Construction: 1836-40
 Architect: John D. Lord, Hallowell, ME; Charles Keene, Augusta (also builder)
 Builder: _____
 Existing Gross Area, sq. ft.: 199,806

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
Maine Insane Hospital (Preferred) (1982) and Maine Insane Hospital (Boundary Increase) (2000)

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

South Wing, 1846-48, Henry Sawyer, Augusta, ME, architect
 North Wing, 1854-55, Henry Sawyer, architect
 Northeast Wing, 1865-66, Francis H. Fassett, Portland, architect
 Southeast wing, 1869-70, Francis H. Fassett, architect
 Substantial renovations 1892-1909, Goerge M. Combs and Combs & Gibbs, Lewiston, architects
 Porte cochere added to Administration Building in 1892, George M. Combs, architect
 Extensive renovations throughout the institution's history until AMHI closed in 2004. After that, Stone Building complex, including the Administration Building and the Central Building, were largely abandoned, with maintenance limited to keeping the buildings secure and stable



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**



Augusta Area State Facilities Master Plan Update
Existing Buildings Summary: Historic Preservation Scope

Common Name: Coal Pocket
 Other Name: Warehouse
 BGS Building Number: 2CJN
 Street Address/Location: 7 Chimney Loop
 Current occupants/uses: Warehouse: DEP Response equipment, storage and offices
 Coal pocket: DEP and BGS B&G supplies and equipment; fuel storage
 Original occupants/uses: Hospital warehouse, fuel storage
 Date of Construction: Coal pocket, 1897; warehouse, 1922
 Architect: Coal pocket, Coombs, Gibbs & Wilkerson, Lewiston, Maine
 Warehouse, Bunker & Savage, Augusta, Maine
 Builder:
 Existing Gross Area, sq. ft.: Warehouse: 7,070; Coal Pocket: 12,500

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.
 Maine Insane Hospital (Preferred), 1982, Maine Insane Hospital (Boundary Increase), 2000

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Warehouse: renovations, 1988, Bunker & Savage; renovations, 2001: SMRT



Augusta Area State Facilities Master Plan Update
Existing Buildings Summary: Historic Preservation Scope



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: 8 Federal Street
Other Name: Inland Fish & Wildlife
BGS Building Number: _____
Street Address/Location: 8 Federal Street
Current occupants/uses: Offices for State agencies; vehicular storage
Original occupants/uses: Same as current occupants/uses
Date of Construction: _____
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: _____

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing

If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

ADA upgrades, 1966
State Archives, 41950



Augusta Area State Facilities Master Plan Update

Existing Building Assessment

Common Name: 19 Union Street
Other Name: Maine Employment Security Commission; Department of Labor
BGS Building Number: 1BNZ
Street Address/Location: 19 Union Street
Current occupants/uses: Offices and support spaces for State agencies

Original occupants/uses: Same as current occupants and uses

Date of Construction: 1961
Architect: Alonzo J. Harriman Associates, Auburn, ME
Builder: _____
Existing Gross Area, sq. ft.: 40,632 (BGS: 40,530)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing

If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Addition at SW corner, office space; Alonzo J. Harriman, 1970
Interior renovations, Semple & Drane, Architects, 1994-95
Exterior main entrance modifications, Weinrich Burt Architects, 1995
ADA/security, life safety, sprinkler system, interior renovations, Oest Associates, 2002
Interior office and public spaces renovations, exterior envelope repairs, Harriman 2009



**Augusta Area State Facilities Master Plan Update
Existing Buildings Summary Assessment**

Common Name: Department of Health and Human Services
 Other Name: 242 State Street; Old Public Utilities Building
 BGS Building Number: 1CKJ
 Street Address/Location: 242 State Street
 Current occupants/uses: Offices and support spaces, including large meeting room, for State agencies
 Original occupants/uses: Automobile dealership
 Date of Construction: One source (energy audit): 1942; 2nd source MHPC c. 1920-1930 (confirm)
 Architect:
 Builder:
 Existing Gross Area, sq. ft.: 26,800 (BGS: 25,760)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Addition and substantial interior and exterior renovations, Terrien Architects, 1984-86
 Pedestrian bridge improvements, 1990
 Interior office alterations, Thomas J. Spugnardi, Architect, 1999
 Interior and exterior renovations, office fit-up, elevator, Oak Point Associates, 2010-11
 State Archives 1205-0204; 1515-0204; 1605-0605



Augusta Area State Facilities Master Plan Update

Existing Building Assessment

Common Name: Blaine House
Other Name: James G. Blaine House; Captain Hall's House
BGS Building Number: 1BNH
Street Address/Location: 192 State Street
Current occupants/uses: Executive Mansion and support spaces and grounds

Original occupants/uses: Private residence

Date of Construction: 1833
Architect: Unknown
Builder: Unknown
Existing Gross Area, sq. ft.: 10,394

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Significant additions and interior alterations after acquisition of the house by the Blaines. 1862-1872
Significant exterior and interior additions and alterations, Office of John Calvin Stevens/John Howard Stevens, 1919 (drawings at Maine Historical Society)
1920 landscape plan designed by Olmsted Brothers (Carl Rust Parker in charge), implemented in
1984 landscape restoration project, included formal front entrance on State Street
Continuous renovations of systems, 1950's to the present
Updating and upgrading of interior decorations, since acquisition of the Blaine House by the State of Maine in 1919
State Archives 11390208; BGS boxes 700,701,702, 704
Building has an associated greenhouse that was not documented but may be contributing.



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Burton M. Cross Office Building
Other Name: State Office Building, Burton Cross Office Building (NR nomination)
BGS Building Number: 1CPL
Street Address/Location: 111 Sewall Street
Current occupants/uses: Offices of state agencies and state legislature; support spaces including hearing rooms and conference facilities
Original occupants/uses: Offices of state agencies
Date of Construction: 1956
Architect: Desmond & Lord, Boston, MA
Builder: Joseph Rugo, Boston, MA
Existing Gross Area, sq. ft.: 233,814 ((BGS 240,631)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Comprehensive interior rehabilitation, 2001
New entrance lobby and stairway addition to east elevation, 2001



Augusta Area State Facilities Master Plan Update
Existing Site Assessment

Common Name: Capitol Park
Other Name: _____
BGS Building Number: _____
Street Address/Location: Bounded by State, Capitol, and Union Streets and Kennebec River
Current occupants/uses: Recreational and ceremonial public use
Original occupants/uses: Recreational, ceremonial, military and agricultural uses
Date of Construction: 1827, c. 1851, 1920 - 1929
Architect: Olmsted Brothers, Landscape Architects
Builder: _____
Existing Gross Area, sq. ft.: 20 acres

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

1920-21 alterations including new curvilinear path system, Olmsted Brothers



**Augusta Area State Facilities Master Plan Update
Existing Site Assessment**



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Cultural Building
Other Name: _____
BGS Building Number: 1BQR
Street Address/Location: 230 State Street
Current occupants/uses: Offices and public spaces, Maine State Library, Maine State Archives, and Maine State Museum
Original occupants/uses: Museum, Library and Archives and support spaces for the State of Maine
Date of Construction: 1969
Architect: Walker O. Cain & Associates, New York, New York
Builder: _____
Existing Gross Area, sq. ft.: 168,000 (BGS: 152,564)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Many systems upgrades and repairs, 1970's and '80's
Interior renovations to accommodate "Made in Maine" exhibit, Bureau of Public Improvements staff architects, 1982
Architectural repairs, Oak Point Associates, 1986
Canopy and courtyard enclosure and associated interior renovations, Oak Point Associates, 1988
Interior renovations, 3rd and 5th floors, Harriman, 2003



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Daschlager House
Other Name: Gage-Lemont House
BGS Building Number: 1BQZ
Street Address/Location: 55 Capitol St.
Current occupants/uses: Offices and support space for state agency, including library and laboratory
Original occupants/uses: Private residence
Date of Construction: c. 1845
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 7,348

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Renovations and addition, 1984 - 1985
Renovations and addition, Terrien Architects, 1986, to accommodate MHPC offices and support spaces
Interior renovations, and interior and exterior code and exit work including stairways, Terrien Architects, design, 1988; construction completed 1996



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Department of Health and Human Services
 Other Name: Internal Revenue Service Building
 BGS Building Number: 1BXT
 Street Address: 221 State Street
 Current occupants/uses: Offices, laboratories, and support spaces for State agencies
 Original occupants/uses: Federal offices in original building; State agencies in addition and renovated original building; laboratories in 1966 addition
 Date of Construction: Original building: 1951 or 1954 (City Assessor records); Addition: 1966
 Architect: Original building: unknown at time of writing
Addition: Douglas K. Goodspeed, Architect
 Builder: _____
 Existing Gross Area, sq. ft.: 79,200 (BGS: 76,080)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing
 If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Office and Laboratory Addition and renovations to original building. Douglas K. Goodspeed, Architect, 1966 - 1967
 Laboratory installations, Goodspeed & Ibson, Architects, 1968-69
 Building system and laboratory renovations, 1990, 1992, 1994, 1996, 1999
 Public Health labs renovation, 2nd floor, Harriman, 2000
 Chemistry Lab renovation, 2nd floor and basement, addition, Harriman, 2002
 Health Lab renovation, 2nd floor, addition, Harriman, 2004
 DHHS offices renovation, Harriman, 2005



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**



Augusta Area State Facilities Master Plan Update

Existing Building Assessment

Common Name: Governor's Executive Staff House/Blaine House Garage
Other Name: _____
BGS Building Number: 1CNJ
Street Address/Location: 37 Chamberlain Street
Current occupants/uses: Vacant/storage/vehicle garage/groundskeeping garage
Original occupants/uses: Apartments for executive staff; garage and groundskeeping equipment for Blaine House occupants and staff
Date of Construction: _____
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 4832

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Significant interior renovations to allow use of house for Governor's staff, 1959, 1964



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: McLean House
Other Name: Gage-McLean House
BGS Building Number: 1CGJ
Street Address/Location: 193 State Street
Current occupants/uses: State agency offices

Original occupants/uses: Private residence

Date of Construction: c. 1837 (1860's, 2001 plan?)
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 5,645 (BGS: 5,076)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Exterior alterations, 1870's, transition from original Greek Revival style to Italianate style
Interior renovations to accommodate office use, 1976



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Merrill House
Other Name: Arnold-Goslin House
BGS Building Number: 1CGZ
Street Address/Location: 189 State Street
Current occupants/uses: Offices for state agencies

Original occupants/uses: Private residence

Date of Construction: c. 1830
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 2639

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

c. 1890: conversion of Greek Revival dwelling to large Queen Anne-style residence
c. 1983 or later: addition connecting the house to the adjacent Edward Williams House (BGS: Smith House)



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Nash School
Other Name: _____
BGS Building Number: 1CHR
Street Address/Location: 103 Sewall Street
Current occupants/uses: Offices for state agencies
Original occupants/uses: Public school
Date of Construction: 1897
Architect: Arthur G. Wing, Augusta, ME
Builder: L. E. Bradstreet, Augusta, ME
Existing Gross Area, sq. ft.: 8,226 (BGS: 8,000)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Extensive rehabilitation for continued office use, The Maine Group/John B. Scholz, architect, 1985; construction completed 1988
ADA upgrades, Bunker & Savage, 2009-10
State Archives. 1316-0120: 16061006



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Office of Information Technology/State of Maine Data Center
Other Name: Maine State Employees Credit Union
BGS Building Number: 1BKC
Street Address/Location: 127 Sewall Street
Current occupants/uses: Offices for state agency and support spaces

Original occupants/uses: Financial institution

Date of Construction: 1977
Architect: Bunker & Savage
Builder: _____
Existing Gross Area, sq. ft.: 6,374

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing

If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Interior renovations, Bunker & Savage, 1985
Interior renovations and additions for occupancy by the Maine State Retirement System, The Design Alliance, 2002
Renovated for Office of Information Technology 2012; further renovation 2016



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: Service Garage
Other Name: Property Management Service Garage
BGS Building Number: 1CGF
Street Address/Location: 33 Columbia Street
Current occupants/uses: Maintenance garage for BGS Property Management vehicles and Buildings and Grounds vehicles and equipment, repair shops
Original occupants/uses: Same as current occupants and uses
Date of Construction: (unknown)
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 10,948

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing

If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Several renovations, 1950s – 1970s, Alonzo J. Harriman
Interior renovations 1959, 1962
Garage renovations, 1964
Addition and interior renovations, Bunker & Savage Architects, 1987-88



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Smith House
Other Name: Williams House
BGS Building Number: 1CMX
Street Address/Location: 187 State Street
Current occupants/uses: Offices for state agencies

Original occupants/uses: Private residence

Date of Construction: c. 1830
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 4,571 (BGS: 3325)

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.
Capitol Complex Historic District

NR Eligibility Status: Eligible Not Eligible Not reviewed

Modern connector extending to the Merrill House (gross area of connector included in Merrill House gross area)



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**

Common Name: Maine State House
 Other Name: State House, Capitol Building
 BGS Building Number: _____
 Street Address/Location: 210 State Street
 Current occupants/uses: Maine State Government offices, legislative chambers, hearing rooms, law library, and other support spaces
 Original occupants/uses: Same as current uses
 Date of Construction: 1832
 Architect: Charles Bulfinch
 Builder: _____
 Existing Gross Area, sq. ft.: _____

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
 If in NR district: Contributing Non-contributing

If HD, district name. If individual listing, name of building if different from common or other name.

Capitol Complex Historic District

Date(s) and descriptions of significant renovations and/or additions:

1890-91: building expanded to the rear. Brigham & Spofford, architects
 1910: north and south wings and new larger dome added. G. Henri Desmond, architect
 2002: complete rehabilitation, including restoration of main public spaces, and new public pedestrian tunnel connecting the Maine State House to the Burton Cross Office Building



**Augusta Area State Facilities Master Plan Update
Existing Building Assessment**



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: State Parking Garage

Other Name: _____

BGS Building Number: 1CKV

Street Address/Location: 93 Sewall Street

Current occupants/uses: Structured parking for state employees and visitors to the State House

Original occupants/uses: Same as current occupants and users

Date of Construction: 1974-75

Architect: Carl Walker & Associates, Engineers; Deane M. Woodward, Architect

Builder: _____

Existing Gross Area, sq. ft.: 156,575; 400 spaces

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:

Restorative repairs, Walker Parking Consultants, with Harriman Associates, 1997 and 2007
BGS
State Archives 1203-0824; 1316-0120



Augusta Area State Facilities Master Plan Update
Existing Building Assessment

Common Name: West Switch Gear Building
Other Name: _____
BGS Building Number: 1CKW
Street Address/Location: 38 Chamberlain Street
Current occupants/uses: Information technology and telecommunications equipment
Original occupants/uses: Same as current
Date of Construction: _____
Architect: _____
Builder: _____
Existing Gross Area, sq. ft.: 1,452

MHPC Augusta Inventory Form and File: Yes No MHPC File # _____

Current Designation: NHL NR Individual Listing NR Historic District
If in NR district: Contributing Non-contributing
If HD, district name. If individual listing, name of building if different from common or other name.

NR Eligibility Status: Eligible Not Eligible Not reviewed

Date(s) and descriptions of significant renovations and/or additions:



Appendix B

Department Workplace Indexes

State of Maine

**Augusta Area State
Facilities Master Plan**

May 2023

SMRT



Malcolm L. Collins AIA, LEED AP
Architectural, Historic Preservation
& Planning Concepts

 **DLR GROUP**

Department of Agriculture, Conservation, & Forestry

A. Mission

- a. They are the State's main support center for land based natural resource interests.

B. Organization & Duties

- a. The Department of Agriculture, Conservation, & Forestry is responsible for the administration of several Boards & Commissions. The four main Bureaus include:
 - i. Bureau of Agriculture, Food, and Rural Resources – Dedicated to the advancement of Maine's agricultural interests. It is primarily responsible for animal and plant health, consumer quality insurance, product marketing, and partnerships that promote rural educational events.
 - ii. Bureau of Resource Information and Land Use Planning – This Bureau oversees many programs including the State Geological Survey, Natural Areas Program, Land Use Planning Commission, Municipal Planning Assistance Program, Floodplain Management Program, and Land for Maine's Future Program.
 - iii. Bureau of Parks and Lands – Manages Over 700,000 acres of land for recreation, cultural and historic preservation, wildlife, and timber.
 - iv. Bureau of Forestry – Works to ensure that trees and forest lands of Maine will continue to provide benefits for present and future generations by developing, advocating for, and promoting activities that encourage long term management for Maine's forest resources as well as protecting forest resources from effects of fire, insects, disease, and misuse.

C. Relevant Legislation

- a. Maine Won't Wait Climate Action Plan
 - i. The Department of Agriculture, Conservation, and Forestry is expected to play a role in the implementation of multiple strategies in the climate action plan including under Strategy A (transportation), Strategy B (modernize buildings), Strategy D (clean energy & natural resources), Strategy E (carbon sequestration), Strategy F (healthy Communities), and Strategy G (infrastructure). Much of this implementation builds on existing programs within the department but also relies on creation of new initiatives in conjunction with other agencies.

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Administrative Services Division	Harlow Bldg. (18 Elkins Ln)	18	7,511		
Bureau of Agriculture, Food, and Rural Resources (BAFRR)	Deering Bldg. (90 Blossom Ln)	96	22,500		
Bureau of Resource Information and Land Use Planning	Deering Bldg. (90 Blossom Ln)	10	3,750		Natural Areas Prog.
	Williams Pavilion (17 Elkins Ln)	15	9,096		Geological Survey, Nat. Resources Program & Floodplain Mgmt. located here
	Harlow Bldg. (18 Elkins Ln)	15	7,000		Land Use Planning Comm. & Municipal Planning Assistance located here.
	Elkins Bldg. (19 Elkins Ln)	4	2,981		Land for Maine's Future Prog. Located here
Bureau of Parks and Lands	Harlow Bldg. (18 Elkins Ln)	57	11,156		
	54 Independence Drive	24	3,684		
	54 Independence Drive	25	11,054		Maine Conservation Corp.
Bureau of Forestry	Harlow Bldg. (18 Elkins Ln)	41	7,933		
	Deering Bldg. (90 Blossom Ln)	12	3,750		
Department?BAFRR	Marquardt (32 Blossom Ln)	3	2,500		Lab
Storage	158 Hospital St.	-	1,900		
Storage	Harlow Bldg. (18 Elkins Ln)	-	1,893		
Department?BAFRR	?Cony Road	22	?		Metrology Lab
Department?BAFRR	?Cony Road	3	?		Emergency Food Program
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be located on the East Campus
- ii. Do not need close proximity to the State house
- iii. Cony Road facility (Augusta): metrology lab (haven't been able to accommodate this function on campus previously) and emergency food program - would like for these to be located on east campus if possible; would be helpful to efficiency
- iv. Emergency service with helipad off site as well

- b. Critical Adjacencies
 - i. Works closely with Inland Fisheries and Wildlife but this has been successfully being accomplished virtually and this will likely continue. IF&W is currently located off campus.
 - ii. Also work with Department of Marine Resources, and Department of Environmental Protection but not as often as IF&W. Often coordination with these departments happens in the field.
 - iii. Natural Areas Program might like to be back in Harlow with other offices, but employees primarily meet out in the field so not a large priority. Is good that they are in adjacent building.
 - c. Visitors
 - i. Departments with public facing functions
 - 1. Williams Pavilion currently has public facing programs.
 - 2. All departments conduct public meetings, adequate parking, secure meeting space and simple public access are high priorities. Also in need of good spaces to do hybrid meetings.
 - 3. Deering is where most of the foot traffic comes in but there is no reception there to direct people. However they do have small conference rooms that are accessible by the public for meetings.
 - 4. There is a staffed reception desk in Harlow.
 - ii. Future of Transactions – mix of both in-person and digital
 - iii. Number of Visitors (as noted on survey)
 - 1. 500 visitors/year for headquarters
 - 2. 500 visitors for other locations
 - d. Parking & Commuting
 - i. Employees Park in both state-owned lots and state-owned garages. They do not pay for parking.
 - ii. Need charging stations for e-vehicles
 - e. Security
 - i. Card key access so no major concerns - but not enough security for a major incident like active shooter
 - f. Other Comments
- F. Climate Action Plan/Climate Change
- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. New Services
 - ii. Ways of Work
 - iii. Less travel and commuting
 - iv. No change to mission but will impact services, still understanding what impact policy changes will have:
 - 1. Data collection by Land Use impacts all natural resource programs. Will need to look at ecological impacts and monitoring – will require staffing.

v. Climate change in general has stressed/stretched programs outside of Climate Action Plan

1. Solar siting impacts Land Use Planning and Natural Areas programs
2. Forest carbon task force will be sought after for info on carbon sequestration and carbon credit programs
3. Growing number of pests to deal with

G. Growth

a. General Growth Notes

- i. According to survey response there is an anticipated future change in full time employees (See notes above about increase and stress on services)
- ii. A pandemic related driver to future growth is the development pressure of people moving to Maine from elsewhere – especially in the unorganized territories. The interest in and utilization of State parks and public lands has increased - Do we need more public park space and what does that look like and how do they staff?

b. Recruitment & Retention

- i. Feeling pressure to provide competitive salaries. Inflationary pressures are making it worse.
- ii. Teleworking will be a positive for admin positions and is anticipated to help with recruiting and retention.
- iii. Lower tier positions are a struggle to fill.

c. Predicted growth/reduction benchmarking chart:

- i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor. Interview and survey indicate that this agency will most likely experience higher than average growth, please correct projected growth below and add any more information as needed.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Administrative Services Division	18	19	19	19	
Bureau of Agriculture, Food, and Rural Resources	96	97	98	99	
Bureau of Resource Information and Land Use Planning	44	?	?	?	
Bureau of Parks and Lands	57	58	58	59	
Bureau of Forestry	41	42	42	42	
Total					

d. Technology

H. Space Needs

a. Current Office Space

- i. Current office space consists of private offices and open offices
- b. Current Environmental Deficiencies
 - i. Licensing activity for arborists and pesticides - people come in to take exams. Conference rooms for that now but could improve space for this activity.
 - ii. Space for board meetings. Big range of needs for size. If more public and other meetings can be hybrid it could reduce meeting room size but will need better tech - still a need for more bigger spaces than what are currently available.
 - iii. Conference rooms on Level 1 in Harlow are windowless in the middle of the building and not well equipped with tech for hybrid meetings. Very unpleasant to be in.
- c. Future Needs
 - i. Anticipated Future Space Type Needs
 - 1. Would like more private office/focus space in the future and less open office mostly due to the challenge open office has with sensitive conversations.
 - a. Spaces for private conversations could be shared.
 - b. Programs interact with public often - Agricultural Resource Group specifically. Conversations with third parties are distracting in cubes. Smaller private spaces for hoteling and sharing will be valuable.
 - c. Need to upgrade ergonomic tools to make sure spaces that are shared meet multiple users needs
 - 2. Storage
 - a. Pesticide storage and handling could be better.
 - b. Conservation corps could use storage space for gear that sometimes needs to be dried out - currently at 54 Independence Drive.
 - 3. Heated warehouse and working space
 - a. Need heated workspace for some of their programs – some of this is accommodated at Hospital Street.
 - 4. Have trouble with housing for volunteers for the Maine Conservation Corps
 - ii. Future Space Characteristics to Attract/Retain Workers
 - 1. Assigned workspaces (private spaces for conversations)
 - 2. People did use the wellness center and found it to be a benefit. Depending on the number of people who will continue to work on site part time or full time - it could be a real opportunity to provide other services - like food (healthy options), outdoor space
 - 3. Campus itself is a great location and has some nice scenic places there is a real opportunity to make it a thriving and energetic area. Integrate it with the community around it - make it feel easier to bike or walk to campus which would be appealing

I. Other Issues

a. State Amenities

- i. Saw the wellness center as a benefit for the campus
- ii. Employees on the campus like outdoor rec opportunities around the campus, shower facilities might be something to consider to make outdoor rec more feasible. Deering has some shower space but not all buildings do
- iii. Mothers rooms would be a good addition, have one in Deering but not in all building.

b. Other Concerns & Ideas

J. Other Comments

- i. Noted that a lot of positions field based (remote) – can this be quantified and linked to specific agencies?
- ii. Estimated that 70-80% could be full-time work from home moving forward. BHR is establishing a statewide policy that they will have to adapt and have yet to finalize departmental policy. WFH has full support from the Commissioner.

Office of the Maine Attorney General

A. Mission

B. Organization & Duties

- a. The duties of the Attorney General are Established by the Maine Revised Status Annotated, Title 5, Chapter 9. These statues direct the Attorney General to discharge various responsibilities, including:
 - i. Representing the State and its agencies in civil actions
 - ii. Prosecuting claims to recover money for the State
 - iii. Investigating and prosecuting homicides and other crimes
 - iv. Consulting with and advising the district attorneys
 - v. Enforcing Proper Application of funds given to the public charities of the State
 - vi. Giving written opinions upon questions of law submitted by the Governor, legislature, or state agencies.
- b. The Attorney General Office is organized into Divisions with each division being supervised by a chief attorney or other professional. The Attorney General is assisted directly by the Chief Deputy Attorney General and the Chief Operating Officer. These divisions include:
 - i. Administration Division – Responsible for budgeting, human resources, accounting, information systems and other administrative functions for all employees of the attorney general office. This division is also responsible for administering payroll and benefits for

the 8 district attorneys and the assistant district attorneys.

- ii. Child Protective Division – Handles all of the State’s child protection cases in all of Maine’s district courts. Also represents DHHS in appeals before Maine Supreme Judicial Court and provides legal services to DHHS Office of Child and Family Services.
- iii. Child Support Division – Provides Legal counsel and representation to DHHS Division of Support Enforcement and Recovery.
- iv. Health & Human Services Division – Works with DHHS (except the divisions listed above under Child Protective/Support) to properly administer public resources, develop programs and maintain compliance with established legal standards. This Division is responsible for handling litigation involving DHHS.
- v. Criminal Division – Responsible for all homicide prosecutions in the State of Maine (except for vehicular manslaughter cases) and supports prosecution of drug-related crime. The division also advises Bureaus within the Dept. of Public Safety (DPS) and provides legal advice to the Dept. of Corrections. Other Programs within the Criminal Division include:
 1. Financial Crimes Program
 2. Civil Rights Program
 3. Victims Compensation Program
 4. Sexual Assault Forensic Examiner (SAFE) Program.
- vi. Investigation Division – Carries out a wide variety of both criminal and civil investigations for other divisions within the attorney general and other state agencies.

This division is the primary investigative agency in the state for any sort of public corruption.

- vii. Litigation Division – Has a wide variety of responsibilities which can be divided into 3 parts – General Civil Litigation (when the State or officials are sued & other misc. civil litigation), Tax Unit (civil litigation involving Maine Revenue Services), and General Government (provides legal aid and representation for Dept. of Education, Comm. On Governmental Ethics and Election practices, Bureau of Corporations, Secretary of State, Dept. of Labor, Dept. of Defense, Dept. of Administrative and Financial Services).
- viii. Office of the Chief Medical Examiner (OCME) – Statewide system that is charged with investigation of sudden, unexpected and violent deaths. The office is also in charge of maintaining files on missing persons in Maine for the purpose of identification.
- ix. Natural Resources Division – Provides Legal services for state departments and agencies that deal with environmental, land, agricultural, and Marine issues.
- x. Professional/Financial Regulation Division – Provides legal services to the Dept. of Professional and Financial Regulation.
- xi. Consumer Protection Division – Focuses on four substantive areas – Consumer protection, antitrust enforcement of the monopolies and profiteering law, oversight of public charities, and the tobacco enforcement.

- xii. District Attorneys – Maine has 8 popularly elected district attorneys.

C. Relevant Legislation

- a. Occasionally legislation comes through that will require a new resource but not on a large scale

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	space / location adequate ?	Notes
				Y/N?	
Office of the Attorney General	Cross State Office Building	178	38,715	Y/N See Narrative	
Office of the Attorney General	151 Capitol St. (leased)	10	3,750	Y	
OAG - Office of the Chief Medical Examiner (OCME)	30 Hospital St.	13	8,157	N	New building under construction on Hospital St. that will include this group
Office of the Attorney General	Bangor- Caribou – Portland Regional Offices (Leased)	33	N/A		Outside Augusta
District Attorneys	Prosecutorial Districts (Not OAG Space)	113	N/A		Outside Augusta
Total		347			

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be located on the Capitol Complex/West Campus. It is somewhat helpful to be on the same campus as the State House.
- ii. AG wants to stay close to the State House (people use the tunnel into that building often)

b. Critical Adjacencies

- i. No critical adjacencies with other department identified in the survey results.
- ii. Beneficial to have all their departments in one building. Want to get people out of leased space at 151 Capitol Street and into Cross.
- iii. Within the Cross the department is on the 5th, 6th, and 7th floor. Currently working to arrange people so everyone in a division is located together.

c. Visitors

- i. Departments with public facing functions
 1. Consumer protection division receives the most foot traffic/visitors. Currently all visitors go to the Lobby on the 6th level, but consumer protection moved to the 5th floor.
 2. Consumer protection also needs publicly accessible meeting space for mediation hearings.
- ii. Future of Transactions – mix of in-person and digital
- iii. Number of Visitors

d. Parking & Commuting

- i. Employees park in leased state parking lot and do not pay for parking
 - ii. Only issues with parking when legislature is in (pre-COVID)
- e. Security
 - i. No concerns
- f. Other Comments

F. Climate Action Plan/Climate Change

- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. In the survey responses the Office of the Attorney General did not identify any changes to work due to climate change.

G. Growth

- a. General Growth Notes
 - i. It is anticipated there will be a growth of 5 new full-time employees in the next 5 years.
 - ii. Currently about 5 employees short for current level of work, will need at least an additional 5 in future years as needs of the agency increase.
- b. Recruitment & Retention
 - i. Both a concern – there is a forthcoming study comparing State salaries and private sector salaries - gap needs to close. Maine cost of living is high.
 - ii. Continued interest in teleworking - couldn't be full time for AG office but could offer some flexibility and that could help with recruiting and retention

- c. Predicted growth/reduction benchmarking chart:
- i. Provide employee counts for each division or for department as a whole and allocate growth needed in next 20 years.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction ?
Administration Division	18	20	20	20	Increased Need
Child Protective Division	36	38	38	38	Increased Need
Child Support Division	13	14	14	14	Increased Need
Health and Human Services Division	31	33	33	33	Increased Need

Criminal Division	43	44	44	44	Increased Need
Investigation Division	8	8	8	8	
Litigation Division	27	29	29	29	Increased Need
Office of the Chief Medical Examiner (OCME)	13	13	13	13	
Natural Resources Division	12	12	12	12	
Professional/Financial Regulation Division	15	15	15	15	
Consumer Protection Division	18	18	18	18	
District Attorneys	113	121	121	121	Increased Need
Total	347	365	365	365	

H. Space Needs

a. Current Office Space

- i. Current space consists of private offices and cubicles.
- ii. 1 Storage area for criminal divisions
- iii. AG has a large conference room
- iv. Large conference room for criminal division and shared conference on 7th floor

b. Current Environmental Deficiencies

- i. Need more space to move people out of Capitol Street and to the Cross building
- ii. Space being modified on Level 5 is very congested
- iii. Attorneys typically have closed door offices, but due to space limitations on 5th floor they are furniture-based

offices with white noise. Have cubicles for other staff - privacy and confidentiality concerns.

- iv. Current space doesn't meet the needs of visitors as the lobby is on the 6th floor, but consumer protection is on the 5th level. Also, no access to publicly accessible meeting spaces (6-8 persons).
- v. Confidentiality & acoustics are a big concern

c. Future Needs

- i. Anticipated Future Space Type Needs (as reported in the survey)
 - 1. Storage
 - 2. Private offices
 - 3. Private workspaces
 - 4. Small conference rooms
 - 5. Quiet spaces for research
- ii. Future Space Characteristics to Attract/Retain Workers (as reported in the survey)
 - 1. Impromptu gathering space
 - 2. Office environment
 - 3. Assigned workspace
 - 4. Outdoor work / meeting space

I. Other Issues

- a. State Amenities
- b. Other Concerns & Ideas

J. Other Comments

- a. In reference to WFH:
 - i. Child support division is very paper intensive requiring people to be in the office vs WFH
 - ii. Attorneys should be in the office sometimes to support their support staff; cannot work fully remote
 - iii. Prior to Covid Delta variant AG was calling people back to the office regardless of division - asked for 3+ days per week in the office; looking for an approach that focused on fairness
- b. State is planning for a new public safety building in the next 10 years that OCME would move into

Department of Corrections

A. Mission

- a. Making our communities safer by reducing harm through supportive intervention, empowering change and restoring lives.

B. Organization & Duties

- a. Responsible for the direction and general administrative supervision, guidance and planning of both adult and juvenile correctional facilities and programs within the state of Maine.
- b. The Maine Department of Corrections is comprised of the institutions which are administered locally, and three major divisions which are administered for the central office in Augusta.
 - i. Central Offices – Support the missions and staff of the Department of Corrections all throughout the state of Maine
 - ii. Correctional Programming and Services – Serves the State of Maine by ensuring residents, from the recently incarcerated to the long term committed, leave our facilities with the skills, treatment, and education needed to succeed after their period of incarceration.
 - iii. Community Corrections
 1. Juvenile Community Corrections – Committed to the result that all Maine youth successfully transition into adulthood. Also committed to reducing the use of institutional secure confinement by increasing the capacity and use of community-based programming and supports.
 2. Adult Community Corrections – divided into three regions with numerous sub-offices. This division provides probation services for the State of Maine.

C. Relevant Legislation

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Central Office and Correctional Programming and Services	Tyson Building – 3 rd floor (25 Tyson Drive)	15	11,628		
Central Office and Correctional Programming and Services	Elkins Building – 3 rd floor (19 Elkins Lane)	15?	11,924		
Central Office and Correctional Programming and Services	Williams Pavilion – 3 rd floor (17 Elkins Lane)	15?	8,877		
Community Corrections (Adult & Juvenile)	One Weston Court (Leased)	11	6,372		
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be located on the East Campus
- ii. Not necessary to be close to the state house but like to be within a 10-15 minute drive.
- iii. Juvenile and Adult Community Corrections are located in leased space with regional field offices spread across the state

b. Critical Adjacencies

- i. Works independently, no critical adjacencies to other agencies

c. Visitors

- i. Departments with Public Facing Functions
 1. Probation offices throughout the state.
 2. Central offices located on the east campus.
- ii. Future of Transactions – Transactions will remain in person
- iii. Number of Visitors (as reported on survey)
 1. Headquarters receives 100 visitors/year
 2. Other locations receive 2,000 visitors/year
 3. Interview Info: Minimal visitors to central office. Scheduled meetings typically occur in individual offices. Lobby with small waiting area works fine. Have access to a meeting room for up to 50 people that meets needs for larger meetings and hearings.

d. Parking & Commuting

- i. Parking is not always conveniently located to building entrances, but is always available; same at other leased locations

e. Security – No concerns

- i. Lobby is open to public, access beyond is controlled. Same conditions in leased spaces.
- ii. Controlled access to Commissioners office from employee space.

f. Other Comments

F. Climate Action Plan/Climate Change

- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies? (as reported in the survey)
 - i. Fewer space needs
 - ii. More specialty equipment

G. Growth

- a. General Growth Notes
 - i. No anticipated change in FTE indicated in survey
- b. Recruitment & Retention

- c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Central Office and Correctional Programming and Services	45?	40-45?	40-45	40-45	
Community Corrections (Adult & Juvenile)	11	11	12	12	
Total					

H. Special Needs

- a. Current Office Space
 - i. Central Office:
 - 1. Mostly private offices, minimal amount of open workstation/cubicle space
 - a. Commissioners have private offices and spend approx. 70% of their time in the office and remainder in the field.
 - 2. Break rooms and meeting rooms meet current needs
- b. Current Environmental Deficiencies
 - i. Central Office:
 - 1. Air quality, mold, and water issues.
 - 2. Roof leaks.
 - 3. Bats.
- c. Future Needs (as noted in survey)
 - i. In the central office would like to see an increase in private offices and an introduction of bullpen/collaboration space.
 - ii. Conferencing spaces
 - iii. Huddle rooms
 - iv. Impromptu gathering space
 - v. Assigned workspace
 - vi. Outdoor work / meeting space
 - vii. In interview noted that could work with less space in the future due to teleworking.

I. Other Issues

- a. State Amenities
 - i. Spoke of fitness center that use to be on campus and initiatives to bring food trucks to the campus when more people were on campus. Not sure how effective those were. There was a deli in the Ray Building that was used by employees.
 - ii. Other amenities like flu shot clinic or other health clinics could be a benefit.

b. Other Concerns & Ideas

i. Teleworking:

1. Foresee a feasible reduction in required square footage. Teleworking has been working well. Reduced commuting time and increased sense of wellbeing is valued by employees and productivity is high.
2. Anticipated that 85% of staff could continue to work in a hybrid capacity and would be open to utilizing shared/hoteling workspaces when in the office.
3. Command team and leadership would have more of an office presence, number of days per week working off site would be managed on an individual basis by supervisors based on professional growth and personal circumstances.
4. Currently using Zoom as an internal communication tool.

Department of Defense, Veterans, and Emergency Management

A. Mission

- a. Responsible for all military, veterans, and emergency management related operation within the State of Maine. It is established to coordinate and improve the discharge of the State Government's responsibility relating to military, veterans, and emergency preparedness through the authorization, planning and provisions of resources, administration, operation and audit of activities in these areas.

B. Organization & Duties

- a. The Department of Defense Veterans, and Emergency Management was created by legislation in 1972 and was revised in name and services over the next few decades. Currently the department contains the following groups:
 - i. Maine Army National Guard
 - ii. Maine Air National Guard
 - iii. Maine Bureau of Veterans' services – Provides benefits, services, and programs for veterans and their families.
 - iv. Maine Emergency Management Agency – coordinates the mitigation, preparedness, response and recovery from emergencies and disasters such as floods, hurricanes, earthquakes, or hazardous material spills. Also provide guidance to county and local governments, businesses and organizations in their efforts to provide protection to citizen and property, ad increase resiliency in the face of disaster.

C. Relevant Legislation

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Army National Guard	Camp Chamberlain 23 Blue Star Ave	?	?		Owned by National Guard, not in scope for this facilities plan
Air National Guard	Camp Chamberlain 23 Blue Star Ave	?	?		Owned by National Guard, not in scope for this facilities plan
Bureau of Veterans' Services	Camp Keyes 194 Winthrop Street	10	4,000		Owned by National Guard, not in scope for this facilities plan
Emergency Management Agency	45 Commerce Drive	28	14,479		Office
	45 Commerce Drive	-	?		Operations Center (separate operations center SF from office if possible. Only include employees under office unless you have employees that work in the operations center full time that don't have a desk elsewhere.
Total					

- a. National Guard does their own facilities, Camp Chamberlain and Camp Keyes managed by the National Guard.

E. Adjacencies & Location Needs

- a. Location Needs
 - i. Beneficial to be within the greater Augusta area but not necessary to be close to the state house (10-15 minute drive of state house beneficial for some departments)
 - ii. Emergency Management Agency space works wells, good adjacencies
 - 1. Dedicated Operations Center, remains empty unless there is an emergency
 - 2. Storage space is limited and challenging – do have a storage facility by the airport
 - iii. Bureau of Veterans' Service
 - 1. Function must be in Augusta, potentially to be closer to State Capitol, doesn't have to be located in Camp Keyes but location does work as there are other services for veterans in that location.
 - iv. Veteran's Services also manages 2 Cemeteries in the Augusta area.

- b. Critical Adjacencies
 - i. 3 Bureaus are primarily independent with some synergies - Independent missions, don't need to be co-located together.
 - 1. Emergency Management works closely with Public Safety, Office of Information Technology & Gov Office. Current location works, don't need to be co-located with any of these agencies.
 - 2. Emergency Management should have proximity relationship with other agencies that have their own emergency response crews
 - 3. Veteran Services could benefit from close proximity with Legislature & Gov. Office, Important to be centrally located in Augusta.
 - 4. Important to have Veteran Services connected to the community
 - c. Visitors
 - i. Departments with Public facing functions
 - 1. Veteran Service Offices
 - 2. Veteran Cemeteries
 - 3. Military Bureau Personnel Finance, Pass & ID, Family Program, Legal services all see public visitors
 - 4. Veterans services and cemeteries need to be readily accessible to all veterans and their families and the general public.
 - ii. Future of Transactions – mix of both in person and digital
 - iii. Number of Visitors (as noted on survey)
 - 1. See 10,000 visitors/year and 10,000 costumes/year
 - d. Parking & Commuting
 - i. No concerns
 - ii. Employees park in a state-owned lot. They do not pay for parking.
 - e. Security
 - i. Security is a top priority and balancing access
 - ii. Some concerns at Commerce Drive; Typically, disgruntled people looking for other agencies, but Emergency Management has the most visible entrance in that building. Building owner did provide security guard at one time and that was appreciated by staff, that has since discontinued.
 - f. Other Comments
 - i. Mostly Federally funded, build, and maintain their own facilities
- F. Climate Action Plan/Climate Change
- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies? (as noted on survey)
 - i. Change in existing services
 - ii. Ways of work
 - iii. Less travel and commuting

- b. Other notes from DVEM during department interviews
 - i. The mission of the Military Bureau will not change, but the demand for the use of the Maine National Guard may increase due to climate change driven events.
 - ii. Implementation not expected to have immediate impact agency. Long term impact would be slow and agency is flexible
 - iii. Lack of implementation could impact demand and capacity

G. Growth

- a. General Growth Notes
 - i. VA outreach is growing
 - ii. No anticipated change in FTEs noted in the survey
 - iii. A lot more contractor support over the last 4-5 years
 - 1. Since Covid, has had a full-time contract staffed
 - 2. Contractors are all remote, limited impact on workplace
 - 3. Emergency Management Agency especially uses contract workers to manage fluxes in demand for employees rather than hiring more FTEs
- b. Recruitment & Retention
- c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Army National Guard	?	?	?	?	
Air National Guard	?	?	?	?	
Bureau of Veterans' Services	10	10	11	11	Will this agency experience higher than average growth due to increased outreach?
Emergency Management Agency	28	28	29	29	
Total					

H. Special Needs

- a. Current office Space
 - i. Current space is a mix of private offices, cubicles, and open office with a little bit of bullpen/collaborative space.
 - ii. Have some hoteling stations and some shared workspaces in addition to assigned workspaces
- b. Current Environmental Deficiencies

- c. Future Needs
 - i. Anticipated Future Space Type Needs (as reported on survey)
 1. Storage
 2. Reception/lobby/waiting areas
 3. Private offices
 4. Private workspaces
 5. Shared workspaces
 6. Large and small conference rooms
 7. Cafeteria
 8. Break room
 9. Library
 10. Lab space
 11. Diagnostics
 12. Fitness Center & policy to support fitness
 13. Café/Food services
 - ii. Future Space Characteristics to Attract/Retain Workers (as reported on survey)
 1. Conferencing spaces
 2. Huddle rooms
 3. Impromptu gathering space
 4. Storage space
 5. Flexibility and options for different environments

- I. Other Issues
 - a. State Amenities
 - b. Other Concerns & Ideas
 - i. Telework:
 1. Emergency Management already had a policy in place before Covid
 - a. 1-day a week telework policy (likely to updated to 2-day a week)
 2. Veterans Services also working on a plan before Covid, operates schedule similar to Emergency Management
 3. Military Bureau state employees are primarily facility maintenance type crews who aren't eligible for telework
 - a. Maintenance crew
 - b. Fire fighters / emergency response

Department of Defense, Veterans, and Emergency Management

A. Mission

- a. Responsible for all military, veterans, and emergency management related operation within the State of Maine. It is established to coordinate and improve the discharge of the State Government's responsibility relating to military, veterans, and emergency preparedness through the authorization, planning and provisions of resources, administration, operation and audit of activities in these areas.

B. Organization & Duties

- a. The Department of Defense Veterans, and Emergency Management was created by legislation in 1972 and was revised in name and services over the next few decades. Currently the department contains the following groups:
 - i. Maine Army National Guard
 - ii. Maine Air National Guard
 - iii. Maine Bureau of Veterans' services – Provides benefits, services, and programs for veterans and their families.
 - iv. Maine Emergency Management Agency – coordinates the mitigation, preparedness, response and recovery from emergencies and disasters such as floods, hurricanes, earthquakes, or hazardous material spills. Also provide guidance to county and local governments, businesses and organizations in their efforts to provide protection to citizen and property, ad increase resiliency in the face of disaster.

C. Relevant Legislation

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Army National Guard	Camp Keyes 194 Winthrop Street	43	33,746		Owned by National Guard, not in scope for this facilities plan
Air National Guard	Camp Chamberlain 23 Blue Star Ave	0	0		Owned by National Guard, not in scope for this facilities plan
Bureau of Veterans' Services	Camp Keyes 194 Winthrop Street	10	4,000		Owned by National Guard, not in scope for this facilities plan
Emergency Management Agency	45 Commerce Drive	28	14,479		Office
	45 Commerce Drive	-	±1,400		Operations Center (separate operations center SF from office if possible. Only include employees under office unless you have employees that work in the operations center full time that don't have a desk elsewhere.
Total					

- a. National Guard does their own facilities, Camp Chamberlain and Camp Keyes managed by the National Guard.

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be within the greater Augusta area but not necessary to be close to the state house (10-15 minute drive of state house beneficial for some departments)
- ii. Emergency Management Agency space works wells, good adjacencies
 - 1. Dedicated Operations Center, remains empty unless there is an emergency
 - 2. Storage space is limited and challenging – do have a storage facility by the airport
- iii. Bureau of Veterans' Service
 - 1. Function must be in Augusta, potentially to be closer to State Capitol, doesn't have to be located in Camp Keyes but location does work as there are other services for veterans in that location.
- iv. Veteran's Services also manages 2 Cemeteries in the Augusta area.

- b. Critical Adjacencies
 - i. 3 Bureaus are primarily independent with some synergies - Independent missions, don't need to be co-located together.
 - 1. Emergency Management works closely with Public Safety, Office of Information Technology & Gov Office. Current location works, don't need to be co-located with any of these agencies.
 - 2. Emergency Management should have proximity relationship with other agencies that have their own emergency response crews
 - 3. Veteran Services could benefit from close proximity with Legislature & Gov. Office, Important to be centrally located in Augusta.
 - 4. Important to have Veteran Services connected to the community
 - c. Visitors
 - i. Departments with Public facing functions
 - 1. Veteran Service Offices
 - 2. Veteran Cemeteries
 - 3. Military Bureau Personnel Finance, Pass & ID, Family Program, Legal services all see public visitors
 - 4. Veterans services and cemeteries need to be readily accessible to all veterans and their families and the general public.
 - ii. Future of Transactions – mix of both in person and digital
 - iii. Number of Visitors (as noted on survey)
 - 1. See 10,000 visitors/year and 10,000 costumes/year
 - d. Parking & Commuting
 - i. No concerns
 - ii. Employees park in a state-owned lot. They do not pay for parking.
 - e. Security
 - i. Security is a top priority and balancing access
 - ii. Some concerns at Commerce Drive; Typically, disgruntled people looking for other agencies, but Emergency Management has the most visible entrance in that building. Building owner did provide security guard at one time and that was appreciated by staff, that has since discontinued.
 - f. Other Comments
 - i. Mostly Federally funded, build, and maintain their own facilities
- F. Climate Action Plan/Climate Change
- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies? (as noted on survey)
 - i. Change in existing services
 - ii. Ways of work
 - iii. Less travel and commuting

- b. Other notes from DVEM during department interviews
 - i. The mission of the Military Bureau will not change, but the demand for the use of the Maine National Guard may increase due to climate change driven events.
 - ii. Implementation not expected to have immediate impact agency. Long term impact would be slow and agency is flexible
 - iii. Lack of implementation could impact demand and capacity

G. Growth

- a. General Growth Notes
 - i. VA outreach is growing
 - ii. No anticipated change in FTEs noted in the survey
 - iii. A lot more contractor support over the last 4-5 years
 - 1. Since Covid, has had a full-time contract staffed
 - 2. Contractors are all remote, limited impact on workplace
 - 3. Emergency Management Agency especially uses contract workers to manage fluxes in demand for employees rather than hiring more FTEs
- b. Recruitment & Retention
- c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Army National Guard	43	43	43	43	
Air National Guard	0	0	0	0	
Bureau of Veterans' Services	10	10	11	11	Will this agency experience higher than average growth due to increased outreach?
Emergency Management Agency	28	28	29	29	
Total					

H. Special Needs

- a. Current office Space
 - i. Current space is a mix of private offices, cubicles, and open office with a little bit of bullpen/collaborative space.
 - ii. Have some hoteling stations and some shared workspaces in addition to assigned workspaces
- b. Current Environmental Deficiencies

- c. Future Needs
 - i. Anticipated Future Space Type Needs (as reported on survey)
 1. Storage
 2. Reception/lobby/waiting areas
 3. Private offices
 4. Private workspaces
 5. Shared workspaces
 6. Large and small conference rooms
 7. Cafeteria
 8. Break room
 9. Library
 10. Lab space
 11. Diagnostics
 12. Fitness Center & policy to support fitness
 13. Café/Food services
 - ii. Future Space Characteristics to Attract/Retain Workers (as reported on survey)
 1. Conferencing spaces
 2. Huddle rooms
 3. Impromptu gathering space
 4. Storage space
 5. Flexibility and options for different environments

- I. Other Issues
 - a. State Amenities
 - b. Other Concerns & Ideas
 - i. Telework:
 1. Emergency Management already had a policy in place before Covid
 - a. 1-day a week telework policy (likely to updated to 2-day a week)
 2. Veterans Services also working on a plan before Covid, operates schedule similar to Emergency Management
 3. Military Bureau state employees are primarily facility maintenance type crews who aren't eligible for telework
 - a. Maintenance crew
 - b. Fire fighters / emergency response

Department of Economic & Community Development (DECD)

A. Mission

- a. The Maine Department of Economic and Community Development works with statewide and local partners, private industry and small businesses to enhance and sustain economic prosperity in Maine. They support business development in the form of tax credits, reimbursements, R&D credits, capital loans, and direct investment.

B. Organization & Duties

- a. Bureaus and offices that fall under the DECD include:
 - i. The Office of Community Development – Primary focus is the administration of HUD funded Community Development Block Grants.
 - ii. The Office of Business Development – Provides resources and advise about starting/growing a business in Maine.
 - iii. ConnectMaine – Promotes use of broadband service by sharing best practices, eliminating barriers, and supporting public-private partnerships to increase use of broadband.
 - iv. Maine office of Tourism – Promotes state tourism and provides support to the tourism industry. It also runs the Maine Film Office and the Office of Outdoor Recreation.
 - v. Maine Technology Institute (MTI) – Quasi-State agency; industry-led, publicly funded nonprofit organization whose mission is to stimulate growth of technology-intensive companies that create jobs across the state. This program is funded through the DECD. Located in Brunswick.
 - vi. Maine International Trade Center (MITC) – Quasi-State agency; Public-private partnership between member companies and the state dealing with international trade and investment. Located in Portland.

C. Relevant Legislation

- a. Maine Won't Wait Climate Action Plan
 - i. The Department of Economic and Community Development is expected to play a role in the implementation of multiple strategies in the climate action plan including under Strategy B (modernize buildings), Strategy D (clean energy & natural resources), Strategy E (carbon sequestration), and Strategy F (healthy communities). Much of this implementation builds on existing programs within the department but also relies on creation of new initiatives in conjunction with other agencies.
 - ii. The ConnectMaine Authority is expected to play a role in the implementation of Strategy A (transportation) by building on existing programs to deploy high speed broadband to Maine homes.
- b. Legislature currently looking at adding a planning office into this department. At this time that would add 2 FTEs for workforce housing. However if the planning office established it could grow and take on duties from other agencies like the land use

planning in the agriculture department.

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Administration	Cross State Office Building – third floor	33	5,912		Are all departments in the Cross? does it make sense to split up by division or just list total employees and space?
The Office of Community Development	Cross State Office building – third floor	7	?		
The Office of Business Development	Cross State Office building – third floor	8	?		
ConnectMaine	Cross State Office building – third floor	2	?		
Commissioner's Office	Cross State Office building – third floor	6	?		
Maine Office of Tourism	Cross State Office building – third floor	10	?		
Storage	Cross State Office Building – Basement	-	?		
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be located on the Capitol Complex/West Campus. It is extremely helpful to be within walking distance to legislature and Governor's office.

b. Critical Adjacencies

- i. Key to be close to the legislature as they work with a lot of committees, their current space meets that need.

c. Visitors

- i. Visitors other than for scheduled meetings are rare/not consistent. Someone might come in looking for help/advice on starting a business. That will flow through a receptionist on third floor.
- ii. Departments with public facing functions
 - 1. Office of Business Development (walk-in traffic)
 - 2. Office of Tourism (stakeholder meetings with public entities)
- iii. Future of Transactions – mix of in-person and digital
- iv. Number of Visitors (as reported on survey)
 - 1. Headquarters receives 50 visitors/year
 - 2. Other locations receive 30 visitors/year

- d. Parking & Commuting
 - i. Parking is only an issue during legislative sessions.
 - ii. The parking garage is in poor condition.
 - e. Security
 - i. No concerns – badge access works well.
 - f. Other Comments
- F. Climate Action Plan/Climate Change
- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Less travel and commuting
 - b. Interview Notes: no anticipated changes to agency, very administrative in function. Only impacts would be facilities (space) and commuting.
- G. Growth
- a. General Growth Notes
 - i. Staff count has stayed relatively stable over the last 20 years.
 - ii. There is the potential for staff needs to shrink if broadband (currently only 2 employees) morphs into an external quasi-State agency rather than being part of DECD.
 - ~~iii. Tourism also has the potential to be contracted out to an external agency though there are no plans in place.~~
 - iv. Business development funds external partnerships that are more at a regional level so likely won't grow at state level and housing relies on HUD funding that has not changed in several years.
 - v. Initiative in legislature to bring 2 people in to work on workforce housing planning.
 - b. Recruitment & Retention
 - i. 3 key positions open due to retirement in the next five years. Have a continuity plan in place.
 - ii. Would like to see something like Cross 5th floor: Workspace with more light, lounge/informal meeting spaces, drop-in hoteling spaces. Set up to foster collaboration and help attract new talent.
 - iii. Approx. ½ of positions are appointed. 6-8 positions change when administration changes – associated support staff change with them.

- c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Administration	36	36	37	37	
The Office of Community Development	7	9	?	?	
The Office of Business Development	8	?	?	?	
ConnectMaine	2	0	?	?	
Commissioner's Office	6	?	?	?	
Maine Office of Tourism	10	?	11	11	
Total					

H. Space Needs

- a. Current Office Space
 - i. Current office space consists of some private offices (Commissioner & Deputy) and majority cubicles. They also have some bullpen/collaboration space.
 - ii. Have access to meeting rooms in alignment with needs – 6-8 average meeting size. Tourism & Community Dev. host meetings that can be 15+. Also have access to shared meeting room for the floor that fits 20+.
 - iii. Able to use Maine Tech Institute (Brunswick) and Trade Center (Portland) for convenient meeting locations for those that live in the Portland area.
 - iv. Have storage space in the basement of the Cross, mainly for tourism who has pamphlets and product material as well as banners for conferences.
 - v. Community development also has storage needs for files
- b. Current Environmental Deficiencies
 - i. Their leased space is unpleasant and not designed well for our needs. In addition, it is not helpful to recruit and retain employees.
 - ii. Circulation not ideal (tight) for emergency situations when the building was at full capacity.
- c. Future Needs
 - i. Anticipated Future Space Type Needs (as reported in survey)
 1. Would like to see a dramatic increase in private offices, and a replacement of cubicles with open office space, while retaining current bullpen/collaboration space.
 2. Storage
 3. Reception/lobby/waiting areas
 4. Private offices
 5. Private workspaces
 6. Shared workspaces
 7. Large and small conference rooms
 8. Break room
 - ii. Future Space Characteristics to Attract/Retain Workers (as reported in survey)

1. Conferencing spaces
2. Impromptu gathering space
3. Office environment
4. Assigned workspace
5. Outdoor work / meeting space

I. Other Issues

- a. State Amenities
- b. Other Concerns & Ideas
- c. Telework:
 - i. Commissioner hasn't pushed for people to return to office. Productivity has remained high and people enjoy the work/life balance of not always having to commute.
 - ii. Hybrid solution might differ by role or individual circumstance. Collaborating in person still has value for this group, especially during legislative sessions.

Department of Inland Fisheries & Wildlife

A. Mission

- a. ~~Preserves, protects, and enhances the inland fisheries and wildlife resources of the state. Their scope includes big game, fish, non-game wildlife and habitats, as well as restoration of endangered species.~~ Protects and manages Maine's fish and wildlife and their habitats, promotes Maine's outdoor heritage, and safely connects people with nature through responsible recreation, sport, and science.

B. Organization & Duties

- a. The commissioner oversees divisions and bureaus including:
 - i. Engineering Division – Responsible for the department's infrastructure including planning, design, construction, and maintenance.
 - ii. Information & Education Division – Responsible for administration of programs to increase the public's knowledge and understanding of inland fisheries and wildlife resources.
 - iii. Licensing & Registration Division – Manages licenses for that state that include hunting, fishing, trapping, recreational vehicle registrations, etc.
- b. Bureaus including:
 - i. Bureau of Resource Management – Responsibilities include wildlife, fisheries, and habitat management, management of wildlife sanctuaries, data collection and research, animal damage control, and developing governing rules surrounding above topics.
 - ii. Bureau of Warden Service – Responsibilities include law enforcement of laws and rules pertaining to inland fishery wildlife resources management and protection, investigation into hunting-related shooting incidents and recreational vehicle crashes, search and rescue, and data collection.

C. Relevant Legislation

- a. Maine Won't Wait Climate Action Plan
 - i. The Department of Inland Fisheries & Wildlife is expected to play a role in the implementation of Strategy E (carbon sequestration), and Strategy F (healthy communities). Much of this implementation builds on existing programs within the department but also relies on creation of new initiatives in conjunction with other agencies.

D. Current Locations

Division / Bureau	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
As listed in section B.					All divisions at this address currently. This space will be used until they can build a new state owned facility
Commissioner's Office	353 Water Street (leased)	9	3001	N	
Licensing and Registration	353 Water Street (leased)	15	4370	N	
Information and Education	353 Water Street (leased)	13	3068	N	
Engineering	353 Water Street (leased)	2	320	N	
Resource Management	353 Water Street (leased)	45	12,981	N	
Warden Service	353 Water Street (leased)	16	6,079	N	
Lab space	353 Water Street (leased)	-	0	N	
Storage	353 Water Street (leased)	-	5,746	N	
Resource Library	353 Water Street (leased)	-	603	N	
Shared Space (Common)	353 Water Street (leased)		13,361	N	
Total			49,529		

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be located in the Greater Augusta area. Being close to the state house is not needed but would be helpful if its was within a 10-15 minute drive.
- ii. Easy access from highway ideal due to public foot traffic.

b. Critical Adjacencies

- i. Stand-alone agency in own space.
- ii. Meets with DAFS/HR regularly to deal with budget and HR issues

Works with other natural resource agencies, meet weekly.

1. Department of Agriculture, Conservation, and Forestry
2. Department of Economic and Community Development
3. Department of Marine Resources
4. Department of Environmental Protection

iii.

iv. Helpful to be close to the governor's office and State House.

v. Other agencies they work closely with:

- vi. Department of Health and Human Services - Works with CDC on wildlife diseases and public health.

- vii. Don't need to be co-located with any of these agencies.
- viii. Maintaining walking distance to legislature ideal.

c. Visitors

i. Departments with public facing functions

1. All regional offices, the Bangor office, and the headquarters in Augusta are open to the public. The Augusta headquarters is open for license sales big game and fur tagging, meetings, and general questions from the public. Regional offices are not open to the sale of licenses and registration
2. The Maine Wildlife Park's primary mission is to educate the public and hosts over 120,000 visitors a year. Many of our hatcheries are also open to the public by appointment for tours etc.
3. Gets a lot more foot traffic daily than other agencies. Have a front of house staff that deals with licensing.

ii. Future of Transactions – mix of in person and digital transactions

iii. Number of Visitors (as reported in survey)

1. Headquarters gets 10,000 visitors/year and 14,000 customers/year

d. Parking & Commuting

i. Employees park in state-owned lot and do not pay for parking

ii. Need ample parking for staff and visitors. Employees need to park personal and State vehicles

iii. Need secure storage for ATVs, snowmobiles, boats, and other large equipment.

e. Security

i. No significant security concerns. Only concerns would be around storage of equipment and ammunition.

f. Other Comments

i. Working with BGS to secure permission and funding to build a new Climate Friendly, LEED certified office /teaching facility along the Kennebec River. This building will showcase climate friendly building alternatives, have a classroom and outdoor facility to engage customers.

ii. Would like new facility to be online within next 5 years – need to acquire another parcel of land for adequate access and seek approval by legislature.

iii. Building will be a state owned building operated by BGS.

iv. Looking to be carbon neutral – want to offset impact of fuel use by vehicle fleet. Game wardens have a need for 4-wheel drive vehicles and drive a lot of miles. Have ATVs, boats and snowmobiles - Need more access to charging stations for EVs and mandates from GOPIF/Governor to require it electric or hybrid.

F. Climate Action Plan/Climate Change

a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies? (as reported in survey)

i. New Services

- ii. Change in Existing Services
 - iii. Fewer space needs
 - iv. Ways of work
 - v. Less travel and commuting
- b. Have requested positions to deal with climate issues and wildlife health. Climate is core to their mission - impacts them significantly.
 - c. Anticipate only some changes to staff: Adaptively manage as climate changes and will need specialty positions only. Transition more than addition.

G. Growth

- a. General Growth Notes
 - i. Estimated growth of 10-15 people within the next 5-10 years (estimated approximately 10% growth over a 10 year period).
 - ii. Approximately 50% self-funded through the sale of licenses and Registrations.
- b. Recruitment & Retention
 - i. Good retention - had 3 people retire within last year with 30+ years of experience. Highly sought-after positions.
 - ii. More turnover on the admin side and younger staff.
 - iii. 30% of warden services are eligible to retire soon. Nationally recruiting for law enforcement is on the decline - very highly skilled/technical positions with rigorous hiring process.
 - iv. Working schedules are not competitive with State and Municipalities Police.
 - v. Self-funded – staff paid for with licensing fees.
 - vi. Concerned with long-term telework and retention/people feeling disconnected
- c. Predicted growth/reduction benchmarking chart:
 - i. Chart reflects 10% growth over a 10 year period as predicted by the department

Division/Bureau	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
As listed in section B.					
Commissioner's Office	9	9	11	11	Additional Administrative Support
Licensing and Registration	15	15	15	15	More digital license sales
Information and Education	13	14	15	16	Better outreach capacity
Engineering	2	0	3	3	Current inadequate staff level
Bureau of Resource Management	45	47	50	55	Reaction to habitat changes
Bureau of Warden Service	16	17	18	20	More Investigative Enforcement
Total	100	102	112	119	

H. Space Needs

- a. Current Office Space

- i. Current space is leased space while new building is in design & construction. Goal was to bring entire team together under one roof – were previously spread out across multiple locations.
 - ii. Current space consists of private offices, cubicles, and open office space, as well as some bullpen/collaboration space.
 - iii. Working well in current space:
 - 1. Large Conference rooms for hearings and public events
 - 2. Resource Library
 - 3. Shared lunch/break room
 - 4. Central filing locations & shared meeting spaces
 - 5. Allows for smaller offices to accommodate 2 guest chairs
- b. Current Environmental Deficiencies
 - i. Currently split up between 4 floors, would prefer to consolidate into a smaller footprint
 - ii. Need shared common space for collaboration
 - iii. Would like centralized filing and storage, this allows people to have smaller individual workspaces
 - iv. Need education spaces – classroom style spaces for public trainings to connect people with outdoor activities – education around climate change and wildlife monitoring.
 - 1. Also would like access to outdoor learning spaces
 - v. Need space for public hearings.
- c. Future Needs
 - i. Telework policy is going to be the driving factor in future space needs
 - 1. Expect (3 days in office – 2 remote); public facing staff and high level admin need to be in office full time.
 - 2. Working from home/hybrid to drive need for shared offices / hoteling stations. Need to figure out what their future workplace will look like.
 - 3. Need private offices - have tested the open concept in the past and was difficult to be productive
 - ii. Anticipated Future Space Type Needs (as reported in survey)
 - 4. Would like to see an increase in bullpen/collaboration space
 - 5. Storage
 - 6. Reception/lobby/waiting areas
 - 7. Private offices
 - 8. Private and shared workspaces
 - 9. Large and small conference rooms
 - 10. Huddle room spaces
 - 11. Cafeteria
 - 12. Break room
 - 13. Library
 - 14. Lab Space (w/large freezer space - currently this space is remote would prefer to be on site in single location)

15. Diagnostics

- iii. Future Space Characteristics to Attract/Retain Workers (as reported in survey)
 - 16. Conferencing spaces
 - 17. Impromptu gathering space
 - 18. Office environment
 - 19. Assigned workspace
 - 20. "Teleworking flexibility"
 - 21. Common/gathering eating spaces indoor & outdoor to take a real break

I. Other Issues

- a. State Amenities
 - i. Being on the river is a big asset for their agency in general, also an asset that they can walk to downtown and are close to the trail.
 - ii. Access to wellness facilities and showers would be a good amenity
 - iii. Indoor/outdoor gather areas
- b. Other Concerns & Ideas

Department of Marine Resources (DMR)

A. Mission

- a. The Department of Marine Resources was established by Maine Title 12, Chapter 603 to conserve and develop marine and estuarine resources, conduct and sponsor scientific research, promote and develop the Maine coastal finishing industries, to advise and cooperate with local, state, and federal officials concerning activities in coastal waters, and to implement, administer, and enforce the laws and regulations necessary for the purposes.

B. Organization & Duties

The Department of Marine Resources is comprised of the following offices/bureaus

- a. Bureau of Policy and Management – This Bureau contains the commissioner's office and regulates the aquaculture of Maine, runs the online licensing enforcement and environmental data system (LEEDS), and runs the Marine coastal program. Commissioner's Office and Bureau of Policy & Management are the same.
- b. Bureau of Marine Patrol – Provides law enforcement, search and rescue, public health, and maritime security on Maine's coastal and tidal waters.
- c. Bureau of Marine Science – Conducts fisheries research and monitoring, critical habitat protection, conservation, management, protection and restoration of diadromous fish populations to their historic range, and marine resource education.
- d. Bureau of Public Health – Oversees the application of the National Shellfish Sanitation Program in order to keep shellfish safe for human consumption.
- e. Division of Sea-Run Fisheries and Habitat – Mission is to protect, conserve, restore, manage and enhance diadromous fish populations and their habitat in all waters of the State.

C. Relevant Legislation

- a. Maine Won't Wait Climate Action Plan
 - i. The Department of Marine Resources is expected to play a role in the implementation of multiple strategies in the climate action plan including under Strategy D (clean energy & natural resources), Strategy E (carbon sequestration), Strategy F (healthy communities), and Strategy G (infrastructure). Much of this implementation builds on existing programs within the department but also relies on creation of many new initiatives in conjunction with other agencies.

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Commissioner's Office & Bureau of Policy and Management	Marquardt (32 Blossom Ln)	85	32,440		Are all divisions in this location? Is there a way to separate SF by department? Space also includes a small wet lab for Sea-Run on Level 1
Bureau of Marine Patrol	Marquardt (32 Blossom Ln)	12	?		
Bureau of Marine Science	Marquardt (32 Blossom Ln)	16	?		
Bureau of Public Health	Marquardt (32 Blossom Ln)	?	?		
Bureau of Sea-Run Fisheries & Habitat	Marquardt (32 Blossom Ln)	?	?		
Storage	158 Hospital St.	-	5,662		Field equipment for Sea-Run & Marine Patrol flex space & ready boat
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Bureaus are located in many different areas across the state.
- ii. Functions in Augusta:
 - 1. Policy bureau, division of licensing, aquaculture, command staff of marine patrol, Fisheries & Habitat (office needs are seasonal – are out in the field during summer months), Maine coastal program and administrative functions

b. Critical Adjacencies

- i. Current location works well – need to be located near other natural resources agencies which they currently are.

c. Visitors

- i. Departments with public facing functions
 - 1. The lobby of Marquardt used to be a credit union and the space is working well to support public facing traffic of licensing transactions.
 - 2. Need to accommodate public hearings that happen in the evenings and would like for this to be able to happen in Marquardt.
- ii. Future of Transactions
 - 1. Anticipate that licensing in person will continue to be required.

iii. Number of Visitors

d. Parking & Commuting

- i. Parking for guests can be a challenge when the building is at full occupancy

e. Security

- i. Wing on second floor, licensing and patrol fall into FBI requirements for confidentiality
- f. Other Comments

F. Climate Action Plan/Climate Change

- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Will need staff growth but no new bureaus; Bureau of Marine Science has a new bureau within it to deal with climate concerns.

G. Growth

- a. General Growth Notes
 - i. Ability to hire more staff hinges on state budget.
 - ii. Anticipate growth in Public Health and Aquaculture
- b. Recruitment & Retention
 - i. Have had success with teleworking during pandemic; had started a pilot program right before the pandemic.
 - ii. Flexibility is something that prospective employees are asking for - they anticipate that people moving forward will have more out of office days than in office days
 - iii. federal agencies are where they lose people to due to better pay; would like to provide incentives for people - telework is definitely one of them.
- c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Commissioner's Office & Bureau of Policy and Management	85	86	86	87	
Bureau of Marine Patrol	12	12	13	13	
Bureau of Marine Science	16	16	17	17	
Bureau of Public Health	?	?	?	?	
Total					

H. Space Needs

- a. Current Office Space
 - i. Includes mostly private offices which are advantageous due to prevalence of confidential conversations & information, lots of phone calls with constituents.
 - ii. Some open workstation space.

- b. Current Environmental Deficiencies
 - i. Marquardt building does not provide a lot of flexibility – private offices are old patient rooms; walls were not able to be removed during recent renovation due to cost – most are structural.
 - ii. Short on space to accommodate new hires that have happened during the pandemic. 3rd floor of Marquardt used as flex space for agencies when other buildings are under renovation, would benefit Marine Resources if they could use the space.
 - iii. Storage: Lost space in Bangor. Have some larger spaces in Marquardt for file storage (there are statutes in place that require keeping certain documents for specific periods of time). Not all storage needs to be on site and it's currently taking away from space that could be for people. Storage issues are becoming a priority.
 - iv. Short on meeting spaces; only one smaller space (for 6 people) that is available and the rest are all large. 6-person room is frequently booked.
 - v. There are currently a few offices that can be used as flexible space for people in workstations that need quiet/privacy – however it is likely that these workstations will not be free for long and it is challenging to move technology set ups to support mobile work within the work environment.

- c. Future Needs
 - i. Anticipated Future Space Type Needs:
 - 1. Final telework policy is in the works and may be employee specific, worked out between employee and direct report.
 - 2. Looking at options to share offices between people that are in the office on different days.
 - ii. Future Space Characteristics to Attract/Retain Workers

- I. Other Issues
 - a. State Amenities
 - i. Café / on site access to food with healthy options
 - ii. Potentially childcare options
 - iii. Mother's/Wellness rooms
 - b. Other Concerns & Ideas:

Office of the Governor

A. Mission

B. Organization & Duties

a. Several Staff members work under the office of the Governor and the executive branch of the government. In addition to the Governor's staff there are two distinct offices exist under the Office of the Governor and the executive branch those being:

- i. The Governor's Energy Office – develops policies and programs to advance energy solutions for Maine, grow Maine's clean energy economy, engage in the important fight against climate change, and ensure Maine people have a reliable and affordable energy supply.
- ii. The Office of Policy, Innovation, and the Future (GOPIF) – works collaboratively with other state agencies and stakeholders to address critical long-term issues facing the State of Maine utilizing data-driven, innovative policy solutions.

Current focus areas include:

1. Climate and Energy (includes the Maine Climate Council)
2. Opioid Response and Prevention
3. The Children's Cabinet
4. Workforce Development
5. Innovation and economic opportunities for Maine

C. Relevant Legislation

a. Maine Won't Wait Climate Action Plan

- i. GOPIF is responsible for publishing annual reports on the progress of the climate action plan, progress is monitored through the Maine Climate Council which resides within the GOPIF agency. Additionally, GOPIF is expected to play a role in the implementation of all strategies outlined in the climate action plan through existing programs and creation of new initiatives in conjunction with other agencies.
- ii. Governor's Energy office is expected to play a role in the implementation of almost all strategies outlined in the climate action plan through existing programs and creation of new initiatives in conjunction with other agencies.

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Governor's Staff	Blaine House	5	10,394		
Governor's Staff	State House	18	4756	Y	This includes the large cabinet room. The 18 number does not include 6 members of the Executive Protection Unit, two of whom may be in the office at one time.
Governor's Energy Office	Cross State Office Building, 3 rd floor	9	1,953		
Office of Policy, Innovation, and the Future (GOPIF)	Cross State Office Building, 3 rd floor	4	1,302		
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Governor's staff works in the state house and space allocation is defined by the legislature. The state house is tight on space between governor staff and legislative staff but location in the state house is appropriate and important.
- ii. GOPIF and Energy office it is Beneficial to be located on the Capitol Complex/West Campus. Is helpful to be within walking distance of the state house, Current location works well.

b. Critical Adjacencies

- i. Both the Energy Office and GOPIF have critical adjacencies with the Department of Administration and Financial Services (DAFS). They both also need to be close to the Governor's Office and the Legislature.
- ii. GOPIF works frequently with many different agencies but doesn't need to be co-located with any of them; being located near Cross Building is helpful based on the departments that they do work with.

c. Visitors

i. Departments with public facing functions

1. Governor's office receives visitors from public and from legislators/legislative staff. Not set up well for that, Small space. Annex has acoustic issues. Offices are near public entrance.
2. Public meeting spaces located in Cross Building for the Energy Office, it is their preference that their meetings be publicly accessible to everyone.

3. GOPIF & Energy: no walk-ins from the community, but not uncommon to have commissioners come in and Dan & Hannah have 5+/- meetings per day with outside visitors – 6-10 person range for these meetings is typical.
 4. GOPIF & Energy: Do have public meetings – will still do Zoom for some of this also use the Civic Center. DHHS conference room is used for 40 person meetings.
 - ii. Future of Transactions – mix of in-person and digital. Not all departments deal with transaction type interactions.
 - iii. Number of Visitors
 - d. Parking & Commuting
 - i. Employees Park in in state-owned lots and do not pay for parking.
 - ii. Parking not an issue; access to garage within easy walking distance
 - e. Security
 - i. Some physical security issues for staff in state house.
 1. Buzzer system has been discussed to limit ability for public to walk into space.
 - f. Other Comments
- F. Climate Action Plan/Climate Change
- a. How does Maine’s Climate Action plan, and climate change in general, affect the mission of your department and agencies? (as reported in the survey)
 - i. Governor’s Energy Office
 1. New Services
 2. More space needs
 3. Change in workforce and skillsets
 4. Ways of work
 - ii. Governor’s Office of Policy Innovation and the Future
 1. New Services
 2. Change in workforce and skillsets
 3. Ways of work
 4. Less travel and commuting – would consider shared transportation options post-COVID; a lot of people commute from Portland or Midcoast.
- G. Growth
- a. General Growth Notes
 - i. Energy Office estimates that 5 full-time employees could be added in the next 5 years but didn’t have estimates for anything beyond that.
 - ii. GOPIF estimates that 10 full-time employees will be added in the next 5, 10 and 20 years.
 - iii. Growth will be limited in the Governor’s Office; no current bills that would create additional funding
 - b. Recruitment & Retention

- i. Governor’s office is different than other agencies because it’s directly linked to the Governor’s term; transitions happen with election cycle - sometimes entirely depending on transition
- ii. GOPIF: Built new teams that are working at a high-level on policy challenges. Some project specific staff brought on to manage specific policies and initiatives for a limited time.

c. Predicted growth/reduction benchmarking chart:

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Governor’s Staff	18	19	20	21	The legislature does occasionally add to headcount in the GO, this is just an estimate. Again, these numbers to not include the executive protection unit.
Governor’s Energy Office	9	14	15	16	
Office of Policy, Innovation, and the Future (GOPIF)	4	14	24	34	
Total					

H. Space Needs

a. Current Office Space

- i. Governor’s office in State House – there is very little space to expand in this building, though more private offices, better sound barriers, and better privacy would be preferred in an ideal world. Given the height of the ceilings it is possible to create a mezzanine in the annex for more space. Legislative offices have done this.
- ii. Energy office’s current office consists of cubicle space and bullpen/collaboration space.
- iii. GOPIF: space is currently too small to accommodate new hires – if all staff were in on the same day they wouldn’t have room.
 - 1. Ideally, even in a hybrid model people will come in on the same day to collaborate
 - 2. Most people are still working remotely so the space is working ok but need spaces for people take calls (phone booths)
- iv. GOPIF: 8-10-interns last summer were all remote, likely won’t always be the case.

b. Current Environmental Deficiencies

- i. Office of The Governor
 - 1. Technology needs improvement - Owl 360 camera used for hybrid meetings - works well but has limitations; audio and camera are good but visual is lacking. Building is historic & tech integration will be a challenge.

2. Tight on space – legislative staff is growing and they have purview over the State House.
 3. There is no separate break room, currently a mini-fridge, coffee maker, and microwave in a copy room (no sink).
 4. Ideally would like some private places to field phone calls and participate in Zoom calls for people currently in cubicles.
- ii. Energy & GOPIF
1. space has acoustic challenges. Most people are still working remotely so the space is working for now but need spaces for people take calls (phone booths)
 2. HVAC issues – cold/drafty near windows
 3. Only (1) designated meeting room that has AV shared between 30 people
 4. Have access to (2) shared meeting rooms in Cross – need to plan far ahead to book and video conferencing is very challenging to use
 5. Need closed door private spaces for confidential conversations and phone calls.
- c. Future Needs
- i. Anticipated Future Space Type Needs (as reported in survey)
1. Energy office would like to see an addition of private offices as well as more bullpen/collaboration space.
 - a. Storage
 - b. Private workspaces
 - c. Shared workspaces
 - d. Large and small conference rooms
 - e. Huddle room and phone room spaces
 - f. Cafeteria
 2. GOPIF anticipated future space needs include
 - a. Private offices
 - b. Private and shared workspaces
 - c. Large and small conference rooms
 - d. Huddle room and phone room space
 - e. Cafeteria
 - f. Breakroom
- ii. Future Space Characteristics to Attract/Retain Workers (as reported in survey)
1. Conferencing spaces
 2. Huddle rooms
 3. Impromptu gathering space
 4. Office environment
 5. Outdoor work / meeting space / Generally greenspace
 6. Phone rooms

7. Café – Cross Café was well utilized pre-COVID
8. Fitness center / place to shower
9. GOPIF/Energy: Coffee/break areas more adjacent to workspace in support of their departmental culture

I. Other Issues

a. State Amenities

- i. Modern workspaces are draws for the Energy Office and GOPIF when it comes to recruiting new talent.
- ii. GOPIF has younger staff with families, flexibility and day care could be needs, but wouldn't want daycare in Augusta since a lot of people commute from other communities.
- iii. Fitness facilities like the one that use to exist on the east campus could be nice.

b. Other Concerns & Ideas

J. Other Comments

- a. GOPIF: A Southern Maine shared workspace might be desirable for people with a shared meeting space. People come up from Boston and it's easier to meet them in Portland than Augusta. This could also alleviate commuting needs and childcare issues if people are able to work and collaborate locally.
- b. In reference to WFH:
 - i. Office of the Governor: People are back in the office since the end of April 2020; people have flexibility but mostly work in office - this is typical for how things will continue to work in the future but things may change depending on the administration
 - ii. Energy & GOPIF: Most people have been doing their jobs well remotely – people would like to see each other and have more in person meetings, but quiet at home does help productivity for the work that needs to be done. 75% of staff could come into the office 1-2 days per week and would try to avoid planning video calls on those days and do more collaboration.

Department of Professional and Financial Regulation

- A. Mission: To encourage sound, ethical business practices through high quality, impartial and efficient regulation of insurers, financial institutions, creditors and numerous professions and occupations to protect the citizens of Maine.

- B. Organization & Duties
 - a. Agencies that fall under The Department of Professional and Financial Regulation include:
 - i. Office of Professional and Occupational Regulation – protect the public by licensing qualified individuals in a variety of professions to prevent public harm. There are 66 total professions licensed under this office.
 - ii. Bureau of Consumer Credit Protection – oversees many aspects of the consumer finance industry, including non-bank mortgage lenders, debt collectors, loan brokers, retail creditors, money transmitters, credit reporting agencies, and non-bank ATMs to protect consumers by conducting compliance examinations, responding to consumer complaints, issuing licenses, and providing consumer education and outreach.
 - iii. Bureau of Insurance – regulates the insurance industry to protect and serve the public. They do this by providing licenses, performing examinations, reviewing rates and forms, investigating complaints, and educating consumers.
 - iv. Bureau of Financial Institutions – supervises all state-chartered financial institutions including banks, credit unions, and non-depository trust companies.
 - v. Office of Securities – protects Maine investors by investigating and prosecuting violations of the securities laws; licensing broker-dealers, agents, investment advisers, and investment adviser representatives; and reviewing registration statements and exemption filings for securities issuers that are seeking to sell in Maine.
 - b. Other Affiliated Boards that fall under the Department of Professional and Financial Regulation Include:
 - i. Board of Dental Practice
 - ii. Board of Licensure for Professional Engineers
 - iii. Board of Licensure in Medicine
 - iv. Board of Nursing
 - v. Board of Optometry
 - vi. Board of Osteopathic Licensure

- C. Relevant Legislation
 - a) Work is highly linked to legislation; could lead to being assigned another licensing program, which would have direct implications for workload and headcount.

D. Locations & Adjacencies

		Current Employees	Current Square Footage	Is current space / location adequate?	Notes
Division	Current Location			Y/N?	
Commissioner's Office	76 Northern Ave – Gardiner	10	4375	No	The amount of space is adequate. The condition of the building and space is poor
Office of Professional and Occupational Regulation	76 Northern Ave - Gardiner	58	9457	No	The amount of space is adequate. The condition of the building and space is poor.
Bureau of Consumer Credit Protection	76 Northern Ave - Gardiner	19 increasing to 21* 7/1/22	2490	No	Bureau has received approval for several more employees over next 2 years
Bureau of Insurance	76 Northern Ave - Gardiner	71	13,979	No	The amount of space is adequate. The condition of the building and space is poor.
Bureau of Financial Institutions	76 Northern Ave - Gardiner	19	4061	No	The amount of space is adequate. The condition of the building and space is poor.
Office of Securities	76 Northern Ave - Gardiner	16	3298	No	The amount of space is adequate. The condition of the building and space is poor
Board of Dental Practice	76 Northern Ave - Gardiner	4	355	No	The condition of the building and space is poor
Board of Licensure for Professional Engineers	295 Water St.	2	790	Yes	Likes their location
Board of Licensure in Medicine	161 Capitol St.	10	6,334		
	161 Capitol St.	-	313		Storage
Board of Nursing	161 Capitol St.	8	4,168		Increase in space (684 sq. ft.) with lease
Board of Optometry	76 Northern Ave-Gardiner	1	80	No	The amount of space is adequate. The condition of the building and space is poor
Board of Osteopathic Licensure	161 Capitol St.	1	588		
Shared spaces (conference rooms, bathrooms, lobby, halls, etc.)	76 Northern Ave – Gardiner		11,730	No	The condition of the building and space is poor.
Total		220*	62,018		

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be on west campus / within the greater Augusta Area
- ii. Not currently in Augusta but would like to be, do not need to be close to the state house but beneficial to be within a 10-15 minute drive.

- iii. Proximity to Capitol would be beneficial for workflow as well as access to shared campus amenities
 - b. Critical Adjacencies:
 - i. None – boards are affiliated but operate independently, being co-located is a nice to have but not required for efficiency.
 - c. Visitors
 - i. Departments with public facing functions
 - 1. Gardiner Annex
 - 2. Affiliated Board locations
 - ii. Future of Transactions – mix of in-person and digital
 - 1. Building is currently closed to the public and all licensing matters are handled digitally which will likely be the case moving forward
 - iii. Number of Visitors (as noted on digital survey)
 - 1. 625 visitors/year and 500,000 customers/year for headquarters
 - 2. 400 visitors/year and 100,000 customers/year for other locations
 - 3. Visitor interaction is largely in the form of public hearings and board meetings, which vary in size based on topic of interest. It is preferable that these meetings do not occur at 76 Northern Ave.
 - d. Parking & Commuting
 - i. Employees park in leased state parking lot and do not pay for parking
 - ii. Ample parking is best feature of current space and would be considered a priority moving forward
 - e. Security
 - i. Security concern expressed in survey - We have experienced disgruntled members of the public, some receiving services from our department and some receiving services from other departments collocated with our agencies.
 - ii. Agencies deal with sensitive information and have significant confidentiality concerns.
 - f. Other Comments
- F. Climate Action Plan/Climate Change
 - a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Fewer space needs
 - ii. Change in workforce and skillsets
 - iii. Less travel and commuting
 - 1. Current estimation of telework thinking about the next 5 years, this will vary slightly by individual agency (Office of Professional and Occupational Regulation, Bureau of Insurance and Bureau of Financial Institutions more interested in teleworking. Bureau of Consumer Credit Protection and Office of Securities mostly in office):
 - a. 50% of staff of 190 will be either full remote or hybrid
 - b. 50% of staff will continue to be 100% in person

G. Growth

a. General Growth Notes

- i. Indicated in survey that they plan to grow by 25 in next 5 years 50 in next 10 years and 100 in next 20 years

b. Recruitment & Retention:

- i. Large number of staff retired over safety concerns when the pandemic hit, currently understaffed right now (usually the department runs around 200 staff)
- ii. Conditions at current building impact ability to recruit and retain
- iii. Need people with a high level of education and training to backfill positions
- iv. Salary competition with private sector and even other state agencies are an issue

c. Predicted growth/reduction benchmarking chart:

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Commissioner's Office	10	13	16	20	
Office of Professional and Occupational Regulation	58	73	91	113	This is hard to predict, but with increasing responsibilities, it is likely that more staff will be needed in the future.
Bureau of Consumer Credit Protection	19 increasing to 21* 7/1/22	20	23	25	Bureau has been assigned new regulatory responsibilities in areas such as student lending and homeowner assistance
Bureau of Insurance	71	75	80	85	This is hard to predict, but with increasing responsibilities, it is likely that more staff will be needed in the future.
Bureau of Financial Institutions	19	21	23	26	Increase in examination responsibilities
Office of Securities	16	19	23	26	This is hard to predict, but with increasing responsibilities, it is likely that more staff will be needed in the future.
Board of Dental Practice	4	6	6	6	Feb. 2022 strategic plan identifies two additional positions.
Board of Licensure for Professional Engineers	2	2	3	3	Increase in licensees and changes in application may require staff addition
Board of Licensure in Medicine	10	11	12	13	Steady increase in applications received and more complicated investigation
Board of Nursing	8	9	9	9	Increase in applications and additional programs.
Board of Optometry	1	1	1	1	This is a 30 hour part-time position, hours could be increased to full time.
Board of Osteopathic Licensure	1	1	2	2	
Total	220*	248	287	327	

d. Technology

H. Special Needs

- a. Current Office Space
- b. Current Environmental Deficiencies
 - i. Noted in survey that their current leased space is not satisfactory
 1. Not energy efficient, poor air flow, and poor sound quality
 2. Poorly maintained; HVAC is being serviced constantly – just experienced a flood due to roof top unit.
 3. Originally a manufacturing building, poorly renovated over the years, chopped up and not offering flexibility for future growth.
 4. Not fostering positive work environment; hindering recruiting/retaining and potentially post-COVID return to the office; no gathering spaces/break spaces. Currently located in isolated area not walkable to community amenities such as food
 5. CMU walls – poor internet connectivity and acoustics
 6. Landlord is reactive rather than proactive
 - ii. Express wanted to be in state owned building so that they wouldn't have to deal with a landlord
- c. Future needs
 - i. Anticipated Future Space Type Needs (as reported in survey)
 1. Storage
 2. Reception/lobby/waiting area
 3. Private offices
 4. Private and shared workspaces
 5. Large and small conference rooms
 6. Huddle room and phone room space
 7. Cafeteria
 8. Break room
 9. Tech-enabled Hybrid meeting spaces are essential. We need multiple as we have multiple meetings simultaneously.
 10. we need multiple break rooms.
 11. we need a private location near reception to meet with members of the public.
 12. Staff only restrooms for all agencies
 - ii. Future Space Characteristics to Attract/Retain Workers (as reported in survey)
 1. Conferencing space
 2. Office environment
 3. Assigned workspace
 4. Outdoor work / meeting space
 5. Fitness center
 6. Walkable to community
 7. Social gathering spaces

8. Places to get food
9. Tech enabled to support hybrid workforce

I. Other Issues

- a. State Amenities
 - i. Would like to be somewhere with a more campus feel.
 - ii. Other attractive amenities could include a wellness center, places to eat, access to community amenities. Could help in recruiting and retention
- b. Other Concerns & Ideas

J. Other Comments:

- a. Estimate 70% of staff are more introverted; personality type in addition to functions of positions may play a factor in long-term numbers in the office depending on telework policy roll out
- b. Bank examiners (BFI) and field inspectors (OPOR) typically work remotely.

Department of Public Safety (DPS)

A. Mission

- a. To serve the people of Maine by providing, coordinating, and leading a responsive and comprehensive Public Safety System to protect their lives, rights, and properties.

B. Organization & Duties

- a. The Department of Public Safety oversees the State of Maine's public safety bureaus to ensure efficient delivery of the services those agencies provide. Public safety bureaus include:
 - b. Bureau of Capitol Police – Provides police service to legislators, staff, employees, and visitors as well as provide security of state buildings and property.
 - i. Consolidated Emergency Communications – provides consolidated emergency communications to state, county, and local public safety agencies. They run three regional communication centers that provide enhanced 911 and emergency dispatch services for first responders.
 - ii. Maine Emergency Medical Services – responsible for establishing licensing, training requirements, and treatment protocols for emergency medical services.
 - iii. Fire Marshal's Office – investigates cause of fires and explosions; regulates the use of explosives, fireworks, and flammable liquids; inspects and reviews plans for buildings and other construction projects; conducts specialized training for trade professionals; develops and delivers public awareness programs.
 - iv. Gambling Control Unit – 5 member board appointed by the governor that regulate casino gaming, beano and bingo operations, games of chance, and fantasy sports as regulated under Title 8 and Title 17. They also oversee the collection and distribution of funds that are generated from those operations.
 - v. Bureau of Highway Safety – try to eliminate death, injury and economic losses resulting from traffic crashes on all of Maine's roadways by developing and implementing data-driven highway safety programs designed to address driver behavior. It does this through administering federal grant funds, managing Maine's implied consent program, developing, and administering the Maine Driving Dynamics Driver Improvement Program, and Administration of the Federal Fetal Analysis Reporting System (FARS).
 - vi. Maine Drug Enforcement Agency (MDEA) – Mission is to disrupt the drug market, thereby undermining the ability of drug supplier to meet, expand, and profit from drug demand while supporting prevention efforts and contributing to treatment efforts. MDEA task forces work closely with the Maine State Police, the sheriff's offices, and area police departments.
 - vii. Maine State Police – (Largest of 9 groups) Mission is to protect the lives and property of citizens of Maine and those who visit the state by enforcing motor vehicle and criminal statutes. The primary focus is rural areas without organized police departments as well as the turnpike and interstate system. They investigate all homicides that occur outside Portland and Bangor and provide an array of specialized response teams and support functions for Maine law enforcement agencies. They also operate Maine's Information and Analysis Center (MIAC), the Bureau of Identification, Commercial Vehicle Enforcement

Unit, the computer crimes unit. Lastly the Bureau’s executive protection Unit provides personal protection for the Governor, first family, and visiting dignitaries.

- viii. Maine Criminal Justice Academy – Mission is to provide the highest level of training to law enforcement and correctional officers in the State. The Academy also coordinates 8 regional training districts across the state. Not in Scope.

C. Relevant Legislation

a. Maine Won’t Wait Climate Action Plan

- i. The Fire Marshal’s Office is expected to play a role in the implementation of Strategy B (Modernize Buildings) in conjunction with other agencies to develop a long-term plan to phase-in energy efficient codes to reach net zero carbon emissions.

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Administration / Commissioner’s Office	45 Commerce Drive, Suite 1	13	TBD	Y	DPS Headquarters
Bureau of Capitol Police	Cross State Office Building	15	1,900	N	Primary office for capitol police in basement
	Screening Area, State House	4	TBD	N	Screening Area
Bureau of Capitol Police	Riverview Psychiatric Center	2	TBD	N	250 Arsenal St., Augusta
Bureau of Capitol Police	54 Independence Drive	0	3,684	Y	Satellite Office/Event Based
Consolidated Emergency Communications	45 Commerce Drive	19	4,290	Yes	Regional Dispatch Center
Maine Emergency Medical Services	45 Commerce Drive, Suite 1	13	TBD	No	Need additional space
Fire Marshal’s Office	45 Commerce Drive, Suite 1	15	TBD	Yes	
Gambling Control Unit	Included Below	Below	Below	Below	Below
Bureau of Highway Safety	45 Commerce Drive, Suite 1	9	TBD	Yes	At Capacity
Maine Drug Enforcement Agency (MDEA)	45 Commerce Drive Suite 12(Leased)	7	2,536	Yes	Operations Office
Maine Drug Enforcement Agency (MDEA)	45 Commerce Drive, Suite 1	2	TBD	Yes	Admin Operations
Maine State Police (only need Augusta space and employees)	36 Hospital St.	117	3,588	No	Various MSP Units
	36 Hospital St.	-	16,692	No	Various MSP Units
	Blaine House	3	TBD	?	EPU office for team that guards the Governor
	34 Hospital St.	3	3,361	No	Specialty vehicle & Storage
	34 Hospital St.	2	7,196	No	Supply
Maine State Police Crime Lab (only need Augusta space and employees)	26 Hospital St	24	11,100	No	At Capacity
Gambling Control Board	45 Commerce Drive Suite 3 (Leased)	8	3,318	Yes	GCB Administrative Office
MSP/Garage	45 Commerce Drive (Leased)	?	13,200	Yes	Garage/Storage
DPS Headquarters	45 Commerce Drive Suite 1	Reported	43,116	Yes	DPS Headquarters

	(Leased)	separately			
MSP/MIAC	45 Commerce Drive (Leased)	9	4,200	Yes	MIAC Operations
Unknown	2381 Riverside Drive	?	?	?	How is this space used?
Maine Criminal Justice Academy	15 Oak Grove Road, Vassalboro	10	TBD	?	Training Facility
MSP Training Unit/Computer Crimes	15 Oak Grove Road, Vassalboro	26	TBD	No	Need additional Space
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be on the Capitol Complex/West Campus and within the Greater Augusta area. Do not need to be close to the state house but helpful to be within 10-15 minute drive.
- ii. Maine State Police need to remain at the State House.
- iii. Crime Lab and Office of Medical Examiner are moving into a brand new building adjacent to 26 Hospital Street; vision of this campus being demo-ed and rebuilt as forensics campus including Long-term evidence storage and a new computer crimes building.
 1. \$4 million bond secured - Working on hiring an architect for this project. Feasibility study done by Oak Point in 2018 on Hospital Street campus.

b. Critical Adjacencies

- i. Currently 7 bureau directors are located in one place which is good.
- ii. Some of these agencies have very specific missions and don't interact with others too much (Gambling Control)
- iii. Keep all of forensics together/ co-located – Plan for forensic campus on Hospital St.

c. Visitors

- i. Departments with public facing functions
 1. Maine State Police Troop barracks all have a front desk component.
 2. Headquarters location (45 Commerce Drive, Suite 1): Applicants come to the building on a regular basis for background checks
 3. Capitol police have a front desk person
- ii. Future of Transactions – mix of in-person and digital
- iii. Number of Visitors (as reported in the survey)
 1. Headquarters get ? visitors/year
 2. Other locations get 100 visitors/year

d. Parking & Commuting

- i. Employees park in lease state parking lot and do not pay for parking

e. Security

- i. Need to badge into spaces; SBI sits at a table in an outer hallway to do finger printing - not ideal. Limited security - dated cameras. Isolated locations.

f. Other Comments

- i. The Maine State Police have been in ongoing discussions around their Troop D, computer crimes and specialty team equipment storage needs since we came into office. The conversation has also involved the Medical Examiner's Office

and the Crime Lab.

ii.

F. Climate Action Plan/Climate Change

- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Change in existing services
 - ii. Fewer space needs
 1. A lot of this group is on the road - Troopers office is their cruiser and their home. They do have remote barracks which could down-size moving forward. Replacing aging buildings could result in co-locating barracks (less space).
 - iii. More specialty equipment
 - iv. Ways of work
 1. Hybrid work moving forward for some of 650 total employees statewide.
 - v. Less travel and commuting
 1. Maine State Police travels 10 million miles a year - electric vehicles are not practical for use in extremely rural areas. Purchase 56+/- vehicles per year have purchased some hybrids and they seem to be working well. Requests for all fuel vehicles were turned down by State, need to balance requirement for hybrids with increased initial costs.
 - vi. Criminal Justice Academy owns building - have looked at doing a solar farm there.
 - vii. Lots of aging buildings currently that are maintained poorly and using too much energy.

G. Growth

- a. General Growth Notes
 - i. Computer Crimes unit is expanding; don't have a lot of support for adding positions to other agencies due to current political climate / anti-law enforcement sentiment
 - ii. Maine EMS is expanding from 7 to 11 due to grants regarding substance abuse
- b. Recruitment & Retention
 - i. Maine State Police have large academy classes coming through; due to budget crisis in the 90s no new troopers were hired for 5 years and then over-compensated for by hiring many people at the same time, this group will all be soon retiring at the same time
 - ii. Anti-law enforcement sentiment makes recruiting a challenge

- c. Predicted growth/reduction benchmarking chart:
- i. Growth based on standard 1.1% growth predicted over a 10 year period for State Government as according to the department of labor unless noted otherwise. Feel free to correct.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Administration / Commissioner's Office	13	13	?	?	
Bureau of Capitol Police	21	21	?	?	
Consolidated Emergency Communications	?	?	?	?	
Maine Emergency Medical Services	13	?	?	?	Growth as noted above
Fire Marshal's Office	15	?	?	?	Need additional investigators
Gambling Control Unit	8	8	?	?	In Augusta others at casinos
Bureau of Highway Safety	9	9	10	10	
Maine Drug Enforcement Agency (MDEA)	9	9	?	?	In Augusta
Maine State Police (only need Augusta Employees)	121	?	?	?	Need to verify
Maine State Police Crime Lab (Only need Augusta Employees)	24	24	25	25	Need to verify
Total					

H. Space Needs

- a. Current Office Space
 - i. Currently have a mix of cubicles and private offices
 - ii. Our current headquarters building also has a dispatch center and secure server capability.
 - iii. New Building in the works on Hospital St.
 - iv. 45 Commerce has enough meeting space for larger groups.
- b. Current Environmental Deficiencies
 - i. 45 Commerce is a "cube farm" - very traditional layout and very tight; Maine EMS is expanding from 7 to 13 people and need additional space. Shared spaces with telework are a possibility
 - ii. HQ (45 Commerce Drive, Suite 1) moved from building considered condemned, other MSP units moved into temporary space at 36 Hospital Street and are still there 14 years later due to budget cuts
 - iii. Troop D got moved into the building considered condemned at 36 Hospital Street; this space now also houses Major Crimes and Troop K
 - iv. Troop K (commercial vehicle enforcement) - needs a big parking lot for vehicles that have to be ready to deploy at a moment's notice - current location is not

appropriate as they need to navigate through downtown Augusta to get to the highway

- v. Explosives are housed in a building that is not safe - needs to be in an armory
- vi. Current Crime Lab has ADA issues
- vii. Pride is tough when you are in these old poorly maintained facilities; no tradition or personality in the spaces
- viii. 45 Commerce is a sterile atmosphere.
- ix. Ongoing study of the Criminal Justice Academy; big trainings happen there, and the building is in disrepair which can create issues during trainings
- x. Hazardous materials, heat that can't be controlled, and don't have a proper way of storing

c. Future Needs

i. Anticipated Future Space Type Needs (as reported in survey)

- 1. Reception/lobby/waiting area
- 2. Private offices
- 3. Shared workspaces
- 4. Large and small conference rooms
- 5. Break room
- 6. Parking is always a concern.
- 7. Our current headquarters building also has a dispatch center and secure server capability.

ii. Future Space Characteristics to Attract/Retain Workers (as reported in survey)

- 1. Conferencing space
- 2. Office environment
 - a. Being mindful of mental health & wellbeing: High stress jobs; traumatic content (evidence review, etc.); putting people in a cement room alone all day looking at traumatic content not good for mental health or employee retention; create a nicer work environment for people for people at crime lab
- 3. Assigned workspace
- 4. Outdoor work / meeting space
- 5. Parking is always important.

I. Other Issues

- a. State Amenities
- b. Other Concerns & Ideas
 - i. The Troop D barracks location on Hospital Street in Augusta should be a major focal point for the DPS conversation.

Secretary of State (SOS)

A. Mission

B. Organization & Duties

a. The Secretary of State office is comprised of the following bureaus:

- i. Bureau of Corporations, Elections and Commissions – responsible for elections, corporations, and a variety of central filing activities. The Bureau has significant contact with the public in many ways including – Conducting elections, corporation filings, Uniform Commercial Code Filings, Oversight of the Administrative Procedure Act, Recording of appointments to state offices, boards and commissions, Commissioning of Notaries Public.
- ii. Maine State Archives – maintains approximately 8 miles of official state records considered to be permanently valuable such as the original state constitution, reported election results, legislative bills, etc. there are two main divisions:
 1. Archives Services Division – preserves and provides access to many archival records
 2. Records Management Division – establishes and administers efficient and effective records management programs within the state and local governments to ensure proper record keeping.
- iii. Bureau of Motor Vehicles – qualifies and licenses drivers and maintains records of driver history, vehicle ownership and vehicle registration. Collection of licensing and registration fees associated with these services provides revenue to build and maintain state highways.

C. Relevant Legislation

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Bureau of Corporations, Elections, and Commissions	Cross State Office Building	46	7,125		Overflow storage in basement 100sf +/-
	Nash School	8	5,113		
Audit Team	Nash School	?	500		There is a proposal with the legislature including 5 employees.
Maine State Archives	Cultural Building	23	13,511		Office (currently under renovation)
	Cultural Building	-	18,098		Storage (currently under renovation)
	Wellness Center (6 Elkins Ln)	-	11,725		Archive Space; temporarily while Cultural Bldg renovated
	Williams Pavilion (17 Elkins Ln)	-	8,658		Office; temporarily while Cultural Bldg renovated
	10 Water St	9	15,947		How much of this is archive vs office?
	4 Ellis Ave (Leased)	-	11,700		Warehouse; temporarily while Cultural Bldg renovated
Bureau of Motor Vehicles	101 Hospital St.	231	78,900	Yes	There are 231 employees and contractors located at 101 Hospital Street. It is becoming more difficult to find space for contractors.
	19 Anthony Ave (Leased)	14	6,354	Yes	Augusta Branch office for public
Bureau of Motor Vehicles	76 Community Drive (Leased)	Up to 6	90,000s/f	Yes	Civic Center parking lot leased for CDL Testing
Total					

*We will note your temporary presence in Wellness Center and Williams Pavilion but as that space is a temporary location for your please note your total employees and SF in the cultural building that you plan to move back to. We don't want duplication of our numbers by showing space/employees in both the cultural building and other spaces if that is not a true depiction of how your agency will operate in the coming years

E. Adjacencies & Location Needs

a. Location Needs

b. Critical Adjacencies

i. Inter-agency collaboration is limited, mostly working toward separate missions:

1. Weekly deputy meeting to discuss HR, budgeting, resource utilization, overarching objectives

ii. Bureau of Corporations, Elections, and Commissions and Central office needs to be close to legislature on the west campus

- iii. Beneficial for archives to be close to the museum and Library. Together they support school tours – An education space for this would be nice.
 - c. Visitors
 - i. Departments with public facing functions
 - 1. Limited interface using the reception window to share documents at Cross building floor lobby
 - ii. Future of Transactions
 - iii. Number of Visitors
 - d. Parking & Commuting
 - i. Parking is tough during legislative sessions
 - ii. No public parking available for Cultural Building and tourist/visitors/school groups that visit the area.
 - e. Security
 - f. Other Comments

- F. Climate Action Plan/Climate Change
 - a. How does Maine’s Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Bureau of Corporations, Elections, and Commissions – heavily paper based and not set up for telework; started a shift rotation during the pandemic.

- G. Growth
 - a. General Growth Notes
 - i. Archive
 - 1. Expect storage/space growth in the next 20 years (double current space); A lot of historical data can't be digitized and subject to retention requirements; expect additional space for digitizing.
 - 2. Estimate 8-10 more staff in the next 10-20 years
 - ii. Bureau of Corporations, Elections, and Commissions
 - 1. Additional staff would to support additional federal laws / grants should any come up
 - 2. Additional 5-6 person election audits commission proposed, not currently funded)
 - 3. If work continues to trend from individual municipalities to centralized processing, additional staffing will be needed over the next 10-20 years
 - b. Recruitment & Retention
 - c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor. Except for Archives who estimated they could grow up to 10 staff in the next 20 years.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?

Bureau of Corporations, Elections, and Commissions	54	55	56	57	
Audit Team	?	?	?	?	There is a proposal with the legislature including 5 employees.
Maine State Archives	32	35	37	42	
Bureau of Motor Vehicles	231	233	236	238	Count includes 101 Hospital Street only, not employees at the 13 branch offices.
Total					

A. Space Needs

a. Current Office Space

- i. Currently have dedicated conference room in Cross building

b. Current Environmental Deficiencies

i. Bureau of Corporations, Elections, and Commissions:

1. Need accessible storage for supplies and voting equipment
2. Need secure storage for ballots - currently using conference room
3. State doesn't have adequate space for vote counting + auditing
 - a. Large conference room with attached secure storage

c. Future Needs

i. Anticipated Future Space Type Needs

1. Archive:

- a. Educational space / classrooms (shared with archives, museum + library)
- b. Additional storage and space for digitizing

2. Bureau of Corporations, Elections, and Commissions:

- a. More space for storage and collaboration space

3. Bureau of Motor vehicles: Potentially more space for growth and all associated effects e.g. more inventory of forms if still used and equipment due to population growth. Legislative changes may require additional staff.

ii. Future Space Characteristics to Attract/Retain Workers

1. Cafeteria + food options
2. Wellness Center
3. Shower facility

B. Other Issues

a. State Amenities

- i. Don't currently have good space to get food/eat in close proximity

b. Other Concerns & Ideas

i. Teleworking Policy –

1. Archives - A lot of management could telework (although hard to manage people when not in the office)

- a. Paper based, so there does need to be staff on premise to perform tasks
2. Bureau of Corporations Elections, and Commissions - Intermittent, managers can be remote at times
 - a. A lot of collaboration required in-person dialogue
3. Central Office - a lot of people are currently remote, although there is need to have people in office to perform immediate tasks
 - a. Getting files/documents to agencies or departments immediate

4) Bureau of Motor Vehicles - Some BMV employees are working remotely. Many are unable to work from home as BMV processes require printing and mailing documents and handling money or payments.

4.

Secretary of State (SOS)

A. Mission

B. Organization & Duties

a. The Secretary of State office is comprised of the following bureaus:

- i. Bureau of Corporations, Elections and Commissions – responsible for elections, corporations, and a variety of central filing activities. The Bureau has significant contact with the public in many ways including – Conducting elections, corporation filings, Uniform Commercial Code Filings, Oversight of the Administrative Procedure Act, Recording of appointments to state offices, boards and commissions, Commissioning of Notaries Public.
- ii. Maine State Archives – maintains approximately 8 miles of official state records considered to be permanently valuable such as the original state constitution, reported election results, legislative bills, etc. there are two main divisions:
 1. Archives Services Division – preserves and provides access to many archival records
 2. Records Management Division – establishes and administers efficient and effective records management programs within the state and local governments to ensure proper record keeping.
- iii. Bureau of Motor Vehicles – qualifies and licenses drivers and maintains records of driver history, vehicle ownership and vehicle registration. Collection of licensing and registration fees associated with these services provides revenue to build and maintain state highways.

C. Relevant Legislation

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Bureau of Corporations, Elections, and Commissions	Cross State Office Building	46	7,125		Overflow storage in basement 100sf +/-
	Nash School	8	5,113		
Audit Team	Nash School	?	500		How many employees in this space?
Maine State Archives	Cultural Building	14	13,511		Office (currently under renovation)
	Cultural Building	-	18,098		Storage (currently under renovation)
	Wellness Center (6 Elkins Ln)	-	41,725		Archive Space; temporarily while Cultural Bldg renovated
	Williams Pavilion (17 Elkins Ln)	-	8,658		Office; temporarily while Cultural Bldg renovated
	10 Water St	5	15,947		How much of this is archive vs office? 450 sf is office roughly
	4 Ellis Ave (Leased)	-	11,700		Warehouse; temporarily while Cultural Bldg renovated
Bureau of Motor Vehicles	101 Hospital St.	380	78,900		
	19 Anthony Ave (Leased)	?	6,354		Augusta Branch office for public
Bureau of Motor Vehicles	76 Community Drive (Leased)	-	-		Civic Center parking lot leased for storage
Total					

*We will note your temporary presence in Wellness Center and Williams Pavilion but as that space is a temporary location for your please note your total employees and SF in the cultural building that you plan to move back to. We don't want duplication of our numbers by showing space/employees in both the cultural building and other spaces if that is not a true depiction of how your agency will operate in the coming years

E. Adjacencies & Location Needs

a. Location Needs

- i. Archives should be located within Augusta to be closest to state agencies and accessible to the public

b. Critical Adjacencies

- i. Inter-agency collaboration is limited, mostly working toward separate missions:
 - 1. Weekly deputy meeting to discuss HR, budgeting, resource utilization, overarching objectives
- ii. Bureau of Corporations, Elections, and Commissions and Central office needs to be close to legislature on the west campus
- iii. Beneficial for archives to be close to the museum and Library. Together they support school tours – An education space for this would be nice. Visiting

researchers also often visit both the Archives and the State Library, so adjacency is public-friendly.

- c. Visitors
 - i. Departments with public facing functions
 - 1. Limited interface using the reception window to share documents at Cross building floor lobby
 - 2. Archives serves the public with a Research Room, providing space for research and examination of original documents.
 - ii. Future of Transactions
 - 1. For the Archives, many of our transactions will become more digital. We expect school visits to increase as well as access to original documents in person, but the largest growth will be in public access to digital records online.
 - iii. Number of Visitors
 - 1. Archives: currently serves average of 3,000 per year, in-person (many more online) We expect that number to increase to 5-10,000 annually in the next 10 years.
 - d. Parking & Commuting
 - i. Parking is tough during legislative sessions
 - ii. No public parking available for Cultural Building and tourist/visitors/school groups that visit the area.
 - iii. No designated parking area for buses
 - e. Security
 - i. As one of the publicly-accessed buildings on the capital campus, security is often a need. It would be useful to have a capital police officer stationed in the building.
 - f. Other Comments
- F. Climate Action Plan/Climate Change
- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Bureau of Corporations, Elections, and Commissions – heavily paper based and not set up for telework; started a shift rotation during the pandemic.
 - ii. Archives work will shift to more digitally-born records, as state agencies shift to create records digitally rather than on paper.
- G. Growth
- a. General Growth Notes
 - i. Archive
 - 1. Expect storage/space growth in the next 20 years (double current space, at least); A lot of historical data can't be digitized and subject to retention requirements; expect additional space for digitizing.
 - 2. Estimate 8-10 more staff in the next 10-20 years

ii. Bureau of Corporations, Elections, and Commissions

1. Additional staff would to support additional federal laws / grants should any come up
2. Additional 5-6 person election audits commission proposed, not currently funded)
3. If work continues to trend from individual municipalities to centralized processing, additional staffing will be needed over the next 10-20 years

b. Recruitment & Retention

c. Predicted growth/reduction benchmarking chart:

- i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor. Except for Archives who estimated they could grow up to 10 staff in the next 20 years.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Bureau of Corporations, Elections, and Commissions	54	55	56	57	
Audit Team	?	?	?	?	
Maine State Archives	19	23	26	29	
Bureau of Motor Vehicles	380	383	385	389	
Total					

A. Space Needs

a. Current Office Space

- i. Currently have dedicated conference room in Cross building

b. Current Environmental Deficiencies

i. Bureau of Corporations, Elections, and Commissions:

1. Need accessible storage for supplies and voting equipment
2. Need secure storage for ballots - currently using conference room
3. State doesn't have adequate space for vote counting + auditing
 - a. Large conference room with attached secure storage

ii. Archives:

1. Currently, the 2nd floor cannot support a high density shelving system, which we need to hold all archival material (this is a proposal within the current renovation project, but is not yet decided)
2. Need a breakroom with a sink

c. Future Needs

i. Anticipated Future Space Type Needs

1. Archive:
 - a. Educational space / classrooms (shared with archives, museum + library)
 - b. Additional storage and space for digitizing
2. Bureau of Corporations, Elections, and Commissions:
 - a. More space for storage and collaboration space

ii. Future Space Characteristics to Attract/Retain Workers

1. Cafeteria + food options
2. Wellness Center
3. Shower facility
4. Privacy room (for nursing or prayers)

B. Other Issues

- a. State Amenities
 - i. Don't currently have good space to get food/eat in close proximity
- b. Other Concerns & Ideas
 - i. Teleworking Policy –
 1. Archives - A lot of management could telework (although hard to manage people when not in the office)
 - a. Paper based, so there does need to be staff on premise to perform tasks
 2. Bureau of Corporations Elections, and Commissions - Intermittent, managers can be remote at times
 - a. A lot of collaboration required in-person dialogue
 3. Central Office - a lot of people are currently remote, although there is need to have people in office to perform immediate tasks
 - a. Getting files/documents to agencies or departments immediate

Department of the Secretary of State (SOS)

A. Mission

B. Organization & Duties

a. The Secretary of State office is comprised of the following bureaus:

- i. Bureau of Corporations, Elections and Commissions – responsible for elections, corporations, and a variety of central filing activities. The Bureau has significant contact with the public in many ways including – Conducting elections, corporation filings, Uniform Commercial Code Filings, Oversight of the Administrative Procedure Act, Recording of appointments to state offices, boards and commissions, Commissioning of Notaries Public.
- ii. Maine State Archives – maintains approximately 8 miles of official state records considered to be permanently valuable such as the original state constitution, reported election results, legislative documents, etc. there are two main divisions:
 1. Archives Services Division – preserves and provides access to many archival records
 2. Records Management Division – establishes and administers efficient and effective records management programs within the state and local governments to ensure proper record keeping.
- iii. Bureau of Motor Vehicles – qualifies and licenses drivers and maintains records of driver history, vehicle ownership and vehicle registration. Collection of licensing and registration fees associated with these services provides revenue to build and maintain state highways.

C. Relevant Legislation

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Bureau of Corporations, Elections, and Commissions	Cross State Office Building	46-28	7,125		Overflow storage in basement 100sf +/-
Central Office of the Secretary of State	Nash School	? 10	500		How many employees in this space?
Maine State Archives	Cultural Building	23	13,511		Office (currently under renovation)
	Cultural Building	-	18,098		Storage (currently under renovation)
	Wellness Center (6 Elkins Ln)	-	11,725		Archive Space; temporarily while Cultural Bldg renovated
	Williams Pavilion (17 Elkins Ln)	-	8,658		Office; temporarily while Cultural Bldg renovated
	10 Water St	9	15,947		How much of this is archive vs office?
	4 Ellis Ave (Leased)	-	11,700		Warehouse; temporarily while Cultural Bldg renovated
Bureau of Motor Vehicles	101 Hospital St.	380	78,900		
	19 Anthony Ave (Leased)	?	6,354		Augusta Branch office for public
Bureau of Motor Vehicles	76 Community Drive (Leased)	-	-		Civic Center parking lot leased for storage
Total					

*We will note your temporary presence in Wellness Center and Williams Pavilion but as that space is a temporary location for your please note your total employees and SF in the cultural building that you plan to move back to. We don't want duplication of our numbers by showing space/employees in both the cultural building and other spaces if that is not a true depiction of how your agency will operate in the coming years

E. Adjacencies & Location Needs

- a. Location Needs
- b. Critical Adjacencies
 - i. Inter-agency collaboration is limited, mostly working toward separate missions:
 1. Weekly deputy meeting to discuss HR, budgeting, resource utilization, overarching objectives
 - ii. Bureau of Corporations, Elections, and Commissions and Central office needs to be close to legislature as well as the Office of the Attorney General on the west campus
 - iii. Beneficial for archives to be close to the museum and Library. Together they support school tours – An education space for this would be nice.
- c. Visitors
 - i. Departments with public facing functions

1. Limited interface using the reception window to share documents at Cross building floor lobby
 2. Accessibility issues: At Nash School, an elevator is needed for accessibility to the second floor, and the outside ramp is not usable at all, especially by someone having to use a wheel chair
 3.
 - ii. Future of Transactions
 - iii. Number of Visitors
 - d. Parking & Commuting
 - i. Parking is tough during legislative sessions
 - ii. No public parking available for Cultural Building and tourist/visitors/school groups that visit the area when the Legislature is in session (pre-pandemic).
 - e. Security
 - f. Other Comments
- F. Climate Action Plan/Climate Change
- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Bureau of Corporations, Elections, and Commissions – heavily paper based and it is possible to work remotely for many processes started a shift rotation during the pandemic.
- G. Growth
- a. General Growth Notes
 - i. Archive
 1. Expect storage/space growth in the next 20 years (double current space); A lot of historical data can't be digitized and subject to retention requirements; expect additional space for digitizing.
 2. Estimate 8-10 more staff in the next 10-20 years
 - ii. Bureau of Corporations, Elections, and Commissions
 1. Additional staff would support additional federal laws / grants should any come up
 2. Additional 5-6 person election team proposed, not currently funded)
 3. If work continues to trend from individual municipalities to centralized processing, additional staffing will be needed over the next 10-20 years
 - b. Recruitment & Retention
 - c. Predicted growth/reduction benchmarking chart:
 - i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor. Except for Archives who estimated they could grow up to 10 staff in the next 20 years.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
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Bureau of Corporations, Elections, and Commissions	28	32	35	38	Increased centralization of services and additional federal requirements for the Elections Division will require more staff, although automation of filing programs may decrease the need for staff in the Corporations Division may offset this somewhat
Audit Team	?	?	?	?	
Maine State Archives	32	35	37	42	
Bureau of Motor Vehicles	380	383	385	389	
Total					

A. Space Needs

a. Current Office Space

- i. Currently have dedicated conference room in Cross building

b. Current Environmental Deficiencies

i. Bureau of Corporations, Elections, and Commissions:

- 1. Need accessible storage for supplies and voting equipment
- 2. Need secure storage for ballots - currently using conference room
- 3. State doesn't have adequate space for -recounts
 - a. Large secure conference room is needed with attached secure storage

c. Future Needs

i. Anticipated Future Space Type Needs

- 1. Archive:
 - a. Educational space / classrooms (shared with archives, museum + library)
 - b. Additional storage and space for digitizing
- 2. Bureau of Corporations, Elections, and Commissions:
 - a. More space for storage and collaboration space
 - b. Space for audit staff in proximity to the rest of the Elections staff rather than in a separate space or off-site

ii. Future Space Characteristics to Attract/Retain Workers

- 1. Cafeteria + food options
- 2. Wellness Center
- 3. Shower facility

B. Other Issues

a. State Amenities

- i. Don't currently have good space to get food/eat in close proximity

b. Other Concerns & Ideas

- i. Teleworking Policy –

1. Archives - A lot of management could telework (although hard to manage people when managers are not in the office)
 - a. Many Paper based processes, staff must be on premise to perform tasks
2. Bureau of Corporations Elections, and Commissions -At the beginning of the Pandemic some employees worked a rotating Intermittent schedule, managers are able to be remote at times
 - a. A lot of collaboration required in-person dialogue
3. Central Office Some employees are currently working remotely, although there is need to have people in person to perform immediate tasks, especially with members of the Legislature and the Governor's office
 - a. Getting files, communications or documents to other offices at the State House or agencies or other departments immediately is critical

Office of the State Auditor

A. Mission

- a. Office of the State Auditor provides independent assurance that Maine government is accountable to the people.

B. Organization & Duties

- a. They examine whether funds are spent legally and properly, and that data systems are secure.

C. Relevant Legislation

- a. Nothing on docket currently to affect this agency. If in the future legislation required auditing of municipalities could increase department significantly

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N ?	
Central Office	19 Union St.	37	8,863 (this seems to include shared spaces but BGS would have the most accurate information on the total)	N	While the square footage is adequate, we are currently split between 2 floors with 5 workstations on one and the remaining ~32 on another. This split is very challenging for collaboration and cohesiveness.
Total					

E. Adjacencies & Location Needs

- a. Location Needs
 - i. Current location work well in terms of proximity to needs.
- b. Critical Adjacencies
 - i. None – need to work independently and cannot share space with other agencies.
- c. Visitors – No visitors to this department
- d. Parking & Commuting – No issues
- e. Security – No issues
- f. Other Comments

F. Climate Action Plan/Climate Change

- a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?

- i. No direct impact on this agency from climate action plan or climate change.
Governed by Legislature under the Executive Branch

G. Growth

a. General Growth Notes

- i. Expected to grow very slowly, if at all

b. Recruitment & Retention

- i. Flexibility in work schedule would help with retention
- ii. Teleworking - currently support working from home 2 days a week. Long term nationwide state auditor agencies will not be in a situation to work from home full time.
- iii. At times staff is needed in office full time to meet deadlines; During "off" times, can reduce in office time

c. Predicted growth/reduction benchmarking chart:

- i. Growth currently shown based on a 1.1% projected increase over 10 years for state government as projected by the department of labor.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Central Office	37	37	38	38	
Total					

A. Space Needs

a. Current Office Space

- i. Mostly open workstations
- ii. Have storage needs – are trying to use less paper to have fewer physical files
- iii. Access to (3) meeting rooms shared with building.
- iv. Have a conference room on 3rd floor where they can do full staff office meetings, conference space is adequate for what they need.

b. Current Environmental Deficiencies

- i. Open office space is not ideal. Not enough private office space for confidential conversations and focused work.
- ii. Not enough office spaces for Senior Leadership Team and Managers. We have already had to change a small conference room into an office to accommodate our needs, which furthers the lack of space for confidential conversations noted above.
- iii. Currently Split between floors which doesn't work well for the team (upper floor has no windows)
- iv. Thermal comfort is an issue throughout space

- c. Future Needs
 - i. Anticipated Future Space Type Needs
 - 1. Focus rooms
 - 2. Small huddle rooms

- B. Other Issues
 - a. State Amenities
 - b. Other Concerns & Ideas

Workers' Compensation Board

A. Mission

- a. The mission of the Maine Workers' Compensation Board is to serve the employees and employers of the State fairly and expeditiously by ensuring compliance with the workers' compensation laws, ensuring the prompt delivery of benefits legally due, promoting the prevention of disputes, utilizing dispute resolution to reduce litigation, and facilitating labor-management cooperation.

B. Organization & Duties

- a. To achieve their mission the Workers' compensation board runs many divisions, programs, and services including:
 - i. Abuse Investigation Unit
 - ii. Advocate Program [separate offices]
 - iii. Appellate Division
 - iv. Business Services
 - v. Claims Management and Resolution
 - vi. Information Management
 - vii. Insurance Coverage
 - viii. Legal Division
 - ix. Medical/Rehab Services
 - x. Monitor/Audit/Enforcement Division

C. Relevant Legislation

- a. Workers comp closed state gov't down for two weeks in the 90s; as a result it functions on its own and there are mechanisms in place to keep that working – it is not dependent on legislature.

D. Current Locations

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				Y/N?	
Central Administration	442 Civic Center Drive (Leased)	85-41	20,737 67% of 20,737 includes public meeting rooms & storage	Y	No direct access to public restrooms. Could use a larger public meeting room with updated AV/remote technology
Augusta Dispute Resolution	442 Civic Center Drive (Leased)	26	21% of above + meeting rooms?		Existing public meeting rooms could use updated AV/remote technology
Advocate Program	442 Civic Center Drive	28	12% +		

	(Leased)		meeting room?		
Dedicated storage space	442 Civic Center Drive (Leased)	?0	Included in 67% above?		(add line items if needed for any other storage facilities)
Other Specialized Spaces	442 Civic Center Drive (Leased)	0	none?		Hearing rooms etc.
Total					

E. Adjacencies & Location Needs

a. Location Needs

- i. Beneficial to be within the Greater Augusta area but no need to be close to the state house
- ii. 10-15 minutes to State House works well - more important for them to be close to the highway for easy access to their office for clients

b. Critical Adjacencies

- i. Two major divisions internally - central admin staff (investigations & penalties) & dispute resolution staff (5 offices spread throughout the state with divisions that hold administrative hearings and represent injured workers)
- ii. Augusta has 3 divisions - central, regional, and advocate office that acts like a separate law firm. Currently they have one physical space with the 3 divisions in separate pods. convenient to be in one building to share resources.
 1. Legally needs to be a "wall" (literal and figurative) between regional office and advocate program

c. Visitors

- i. Departments with public facing functions
 1. Bangor, 396 Griffin Road
 2. Caribou, 43 Hatch Drive
 3. Lewiston, 36 Mollison Way
 4. Portland, 1037 Forest Ave
 5. Augusta, 442 Civic Center Dr, Ste 100, 225, 250. – Leased space
 6. All locations conduct public meetings (administrative hearings or other public meetings). Adequate parking, secure meeting space and simple public access are high priorities.
- ii. Future of Transactions – mix of in-person and digital
 1. Currently everything is virtual - offices currently closed to the public. Foot traffic will come back for hearings based on attorney preference - but more option for video/hybrid. Attorneys do like to see witnesses to gauge reactions, but generally people do like the reduction in travel
- iii. Number of Visitors (as reported in survey)
 1. Headquarters receive 100 visitors/year and 100 customers/year
 2. Other locations receive 350 visitors/year and 300 customers/year. I don't recall the difference between visitors and customers. I estimate 3,500 - 5,000 members of the public visit each regional office annually pre-COVID, to attend/participate in proceedings. Vendors would also visit; mail, package delivery, etc.

d. Parking & Commuting

- i. Employees park in designated leased spaces, do not pay for parking
 - ii. Parking isn't working well. Building built for DHHS. 200 yard walk to building from parking. Not enough visitor parking when all tenants in building have clients coming in
 - e. Security
 - i. Mostly working well – have staff only emergency egress in case of incident
 - ii. Duress alarms do not work. Duress alarms do work; we do not have internal notification when a duress alarm is activated in another area of the office space.
 - f. Other Comments

- F. Climate Action Plan/Climate Change
 - a. How does Maine's Climate Action plan, and climate change in general, affect the mission of your department and agencies?
 - i. Fewer space needs – see below
 - ii. Ways of work
 - iii. Less travel and commuting
 - 1. Staff has been able to transition to virtual work well. Dispute resolution is being held virtually/remotely. Certain people need to be in office because they are required to process some amount of paper.
 - 2. Can foresee unassigned workstations and use of less space given that they have functioned so well remotely. Applicable to central and regional offices less so for advocate offices. Could cut 30% of space – including meetings room space if things continue to be virtual.
 - 3. 95% could work from home sometimes - hybrid 2-3 days per week home. Could use shared space managing days per week that people are in the office. Have more drop in conference spaces to provide flexibility when people do need to be in at the same time for coordination/collaboration

- G. Growth
 - a. General Growth Notes
 - i. No anticipated change in full-time employees in the next 20 years
 - ii. In current political climate no foreseen change to size of agency; continue to function in same configuration/divisions.
 - b. Recruitment & Retention
 - i. Retention and retirements are a concern. Salaries are not competitive with law firms. Entry level support staff are hard to find and keep - Like legal secretaries.
 - ii. Having a hard time hiring attorneys due to private sector competition - especially in Augusta when there are other higher paying state positions available.
 - iii. Teleworking could be an asset in retention
 - c. Predicted growth/reduction benchmarking chart:
 - i. Agency has indicated in the interview that no change in staffing levels are anticipated.

Division	Current # of Employees	5 years	10 years	20 years	Reason for growth or reduction?
Central Administration	41	41	41	41	none
Augusta Dispute Resolution	6?	6	6	6	
Advocate Program	8?	8	8	8	
Total	55	55	55	55	

H. Space Needs

a. Current Office Space

- i. Currently have a lot of space for file storage and specialized rooms for administrative proceedings (hearings, mediation & conference)
- ii. Office currently has private offices, cubicles, open office, and bullpens/collaboration space.
- iii. HQ houses the original claim files for every active workers' compensation claim in the state.
- iv. 60,000 sf building; (3) divisions are in separate suites in this same building
- v. Auditor suite is totally empty – this function could remain totally remote. Currently all private offices in their space
- vi. Senior managers are largely from Portland and also have local drop in spaces - meaning that they have duplication of space
- vii. Rent a large chunk of space for files - Hold files for all claims in the state of Maine approx. 60,000 paper files housed cradle to grave

b. Current Environmental Deficiencies

- i. No public access to bathroom from hearing room.
- ii. Technology needs not met in current space. AV to support virtual hearings - hybrid meetings
- iii. Acoustics
- iv. Landlord custodial services are not as reliable as those on State campus
- v. Issues with HVAC and controls – COVID concern
- vi. Lack of flexibility - Lots of confidential work requires offices which inhibits flexibility
- vii. Larger public space for hearings/board meetings in Augusta would be ideal

c. Future Needs

- i. Anticipated Future Space Type Needs (as noted in survey)
 1. Overall think their office space can remain the same but would like to see increase in private offices.
 2. Storage
 3. Reception/lobby/waiting area
 4. Private offices
 5. Shared workspaces
 6. Large and small conference rooms

- 7. Break room
 - ii. Future Space Characteristics to Attract/Retain Workers (as noted in survey)
 - 1. Conferencing space
 - 2. Huddle rooms
 - 3. Impromptu gathering space
 - 4. Office environment
 - 5. Assigned workspace
 - 6. Fitness center
 - 7. Outdoor walking space is well used currently
- I. Other Issues
- a. State Amenities
 - i. Wellness amenities would be welcome
 - b. Other Concerns & Ideas
 - i. No funding to digitize files – would help reduce SF for storage needs