

# Appendix B

## Department Workplace Indexes

State of Maine

### Augusta Area State Facilities Master Plan

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SMRT



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 **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
<b>Total</b>					

## 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	
<b>Total</b>					

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 statutes 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 5<sup>th</sup>, 6<sup>th</sup>, and 7<sup>th</sup> 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 6<sup>th</sup> level, but consumer protection moved to the 5<sup>th</sup> 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.

<b>Division</b>	<b>Current # of Employee s</b>	<b>5 year s</b>	<b>10 year s</b>	<b>20 year s</b>	<b>Reason for growth or reduction ?</b>
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 6<sup>th</sup> floor, but consumer protection is on the 5<sup>th</sup> 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 <sup>rd</sup> floor (25 Tyson Drive)	15	11,628		
Central Office and Correctional Programming and Services	Elkins Building – 3 <sup>rd</sup> floor (19 Elkins Lane)	15?	11,924		
Central Office and Correctional Programming and Services	Williams Pavilion – 3 <sup>rd</sup> 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:
- Mostly private offices, minimal amount of open workstation/cubicle space
    - Commissioners have private offices and spend approx. 70% of their time in the office and remainder in the field.
  - Break rooms and meeting rooms meet current needs
- b. Current Environmental Deficiencies
- i. Central Office:
- Air quality, mold, and water issues.
  - Roof leaks.
  - Bats.
- c. Future Needs (as noted in survey)
- In the central office would like to see an increase in private offices and an introduction of bullpen/collaboration space.
  - Conferencing spaces
  - Huddle rooms
  - Impromptu gathering space
  - Assigned workspace
  - Outdoor work / meeting space
  - In interview noted that could work with less space in the future due to teleworking.

#### I. Other Issues

- a. State Amenities
- 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.
  - 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.
<b>Total</b>					

- 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.
<b>Total</b>					

- 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 5<sup>th</sup> 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
- Current office space consists of some private offices (Commissioner & Deputy) and majority cubicles. They also have some bullpen/collaboration space.
  - 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+.
  - Able to use Maine Tech Institute (Brunswick) and Trade Center (Portland) for convenient meeting locations for those that live in the Portland area.
  - Have storage space in the basement of the Cross, mainly for tourism who has pamphlets and product material as well as banners for conferences.
  - Community development also has storage needs for files
- b. Current Environmental Deficiencies
- Their leased space is unpleasant and not designed well for our needs. In addition, it is not helpful to recruit and retain employees.
  - Circulation not ideal (tight) for emergency situations when the building was at full capacity.
- c. Future Needs
- Anticipated Future Space Type Needs (as reported in survey)
    - 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.
    - Storage
    - Reception/lobby/waiting areas
    - Private offices
    - Private workspaces
    - Shared workspaces
    - Large and small conference rooms
    - Break room
  - 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 Heath 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 salesbig 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 but Maine Title 12, Chapter 603 to conserve and develop marine and estuarine resources, conduct and sponsor scientific research, promote and develop the Maine costal 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 costal 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. 3<sup>rd</sup> 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 <sup>rd</sup> floor	9	1,953		
Office of Policy, Innovation, and the Future (GOPIF)	Cross State Office Building, 3 <sup>rd</sup> 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

Division	Current Location	Current Employees	Current Square Footage	Is current space / location adequate?	Notes
				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?
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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)	-	41,700		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 2<sup>nd</sup> 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.
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  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 3<sup>rd</sup> 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)	20	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