

MAJOR MASTER PLAN THEMES

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

Energy, Sustainability, & Resiliency

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

Planning & Urban Design

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

Transportation

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

Workplace

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

Historic Preservation

- Restore and reuse historic buildings





02 /

VISION AND MASTER PLAN FRAMEWORK

2030 Vision

Guiding Principles

Planning And Design Principles

2030 VISION

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



▲ *Maine State House, present day*

GUIDING PRINCIPLES

ATTRACT "NEXT GENERATION" STATE EMPLOYEES

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

REDUCE STATE'S OPERATIONAL CARBON FOOTPRINT

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

INCREASE WORKPLACE FLEXIBILITY (TELEWORKER AND/OR REGIONAL OFFICES)

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

CONTRIBUTE TO ECONOMIC VITALITY OF AUGUSTA

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

REVITALIZE HISTORIC FABRIC OF AUGUSTA AREA STATE FACILITIES

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

PLANNING & DESIGN PRINCIPLES



Stakeholder Experience

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



Energy, Sustainability and Resilience

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



Enhance Public Realm

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



Multi-modal Circulation and Parking

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



Workplace

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



Historic Preservation

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





03 /

RECOMMENDATIONS

Energy, Sustainability, And Resiliency

Historic Preservation

Workplace

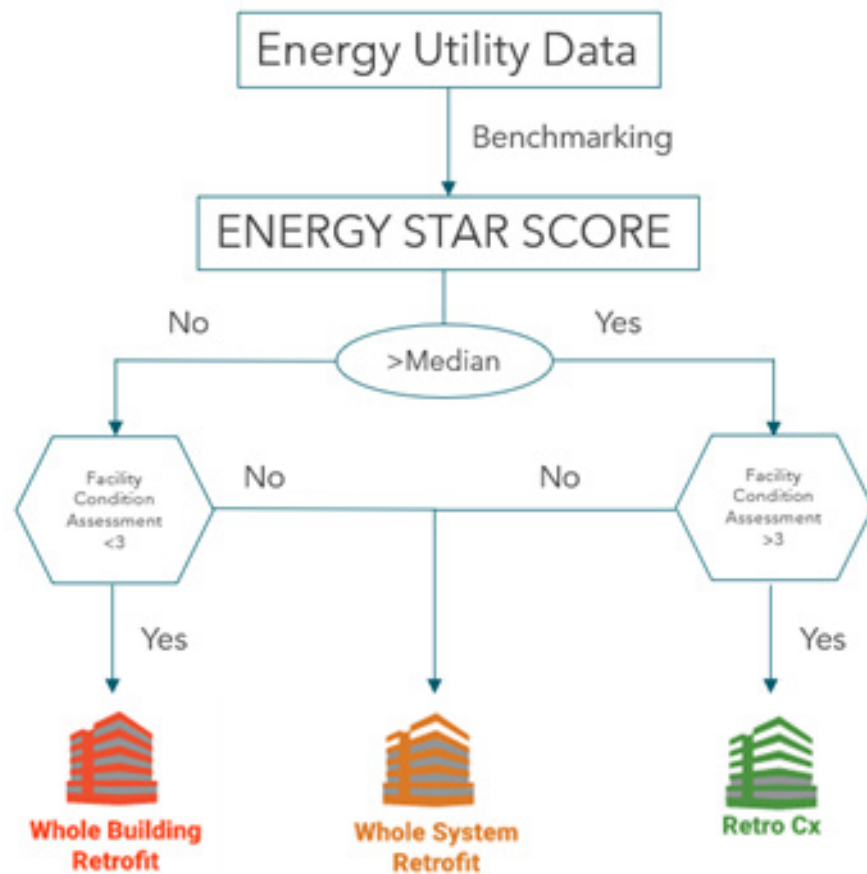
Multi-Modal Circulation And Parking

East And West Campus

Phasing And Implementation Framework

ENERGY, SUSTAINABILITY, AND RESILIENCY

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



▲ Energy Recommendations – Decision Tree

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

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

Three energy conservation scope buckets defined for the facilities:

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

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

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

HISTORIC PRESERVATION

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

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

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



▲ Aerial photo of the historic east campus

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

EAST CAMPUS RECOMMENDATIONS

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

- Laundry
- Greenlaw Building
- Marquardt Building
- Deering Building

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

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

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

Contributing buildings that are candidates for rehabilitation:

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

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

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

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

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

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

WEST CAMPUS RECOMMENDATIONS

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

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

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

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

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



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



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

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

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

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

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

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

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

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

WORKPLACE

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

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

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

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

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

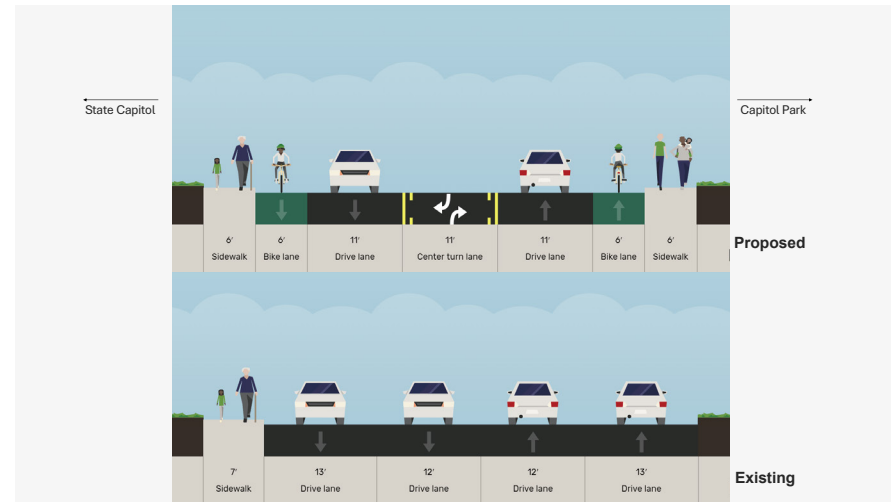
- 45 Commerce Drive Leases – Leases at 45 Commerce Drive are included in their own category because they account for approximately 25% of all leases held by the State in the Augusta area. At this time the master plan team is not recommending immediate termination of these leases, however it has been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

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

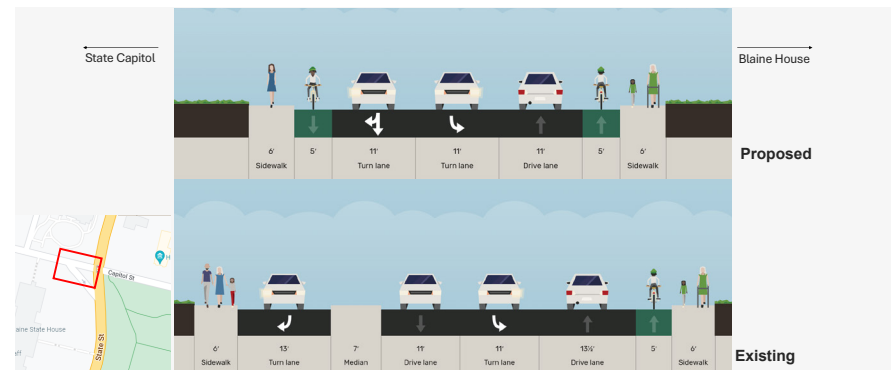
MULTI-MODAL CIRCULATION AND PARKING

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

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



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



▲ Traffic calming recommendations for Capitol Street and State Street intersection

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

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

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



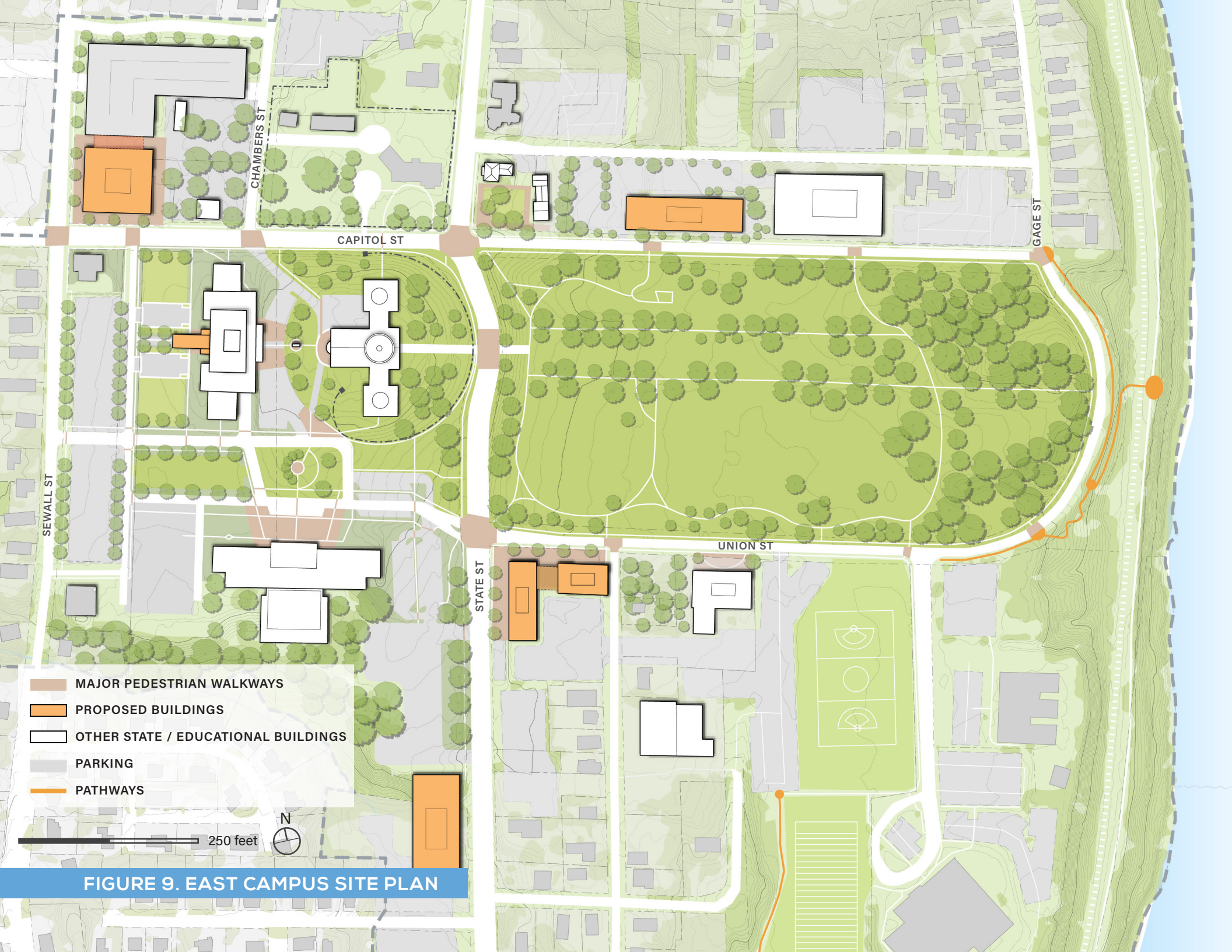


FIGURE 9. EAST CAMPUS SITE PLAN

PROPOSED WEST CAMPUS

Building Projects

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

Campus Improvements

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

Multi-modal Circulation and Parking Improvements

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

EAST AND WEST CAMPUS

West Campus Recommendations

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

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

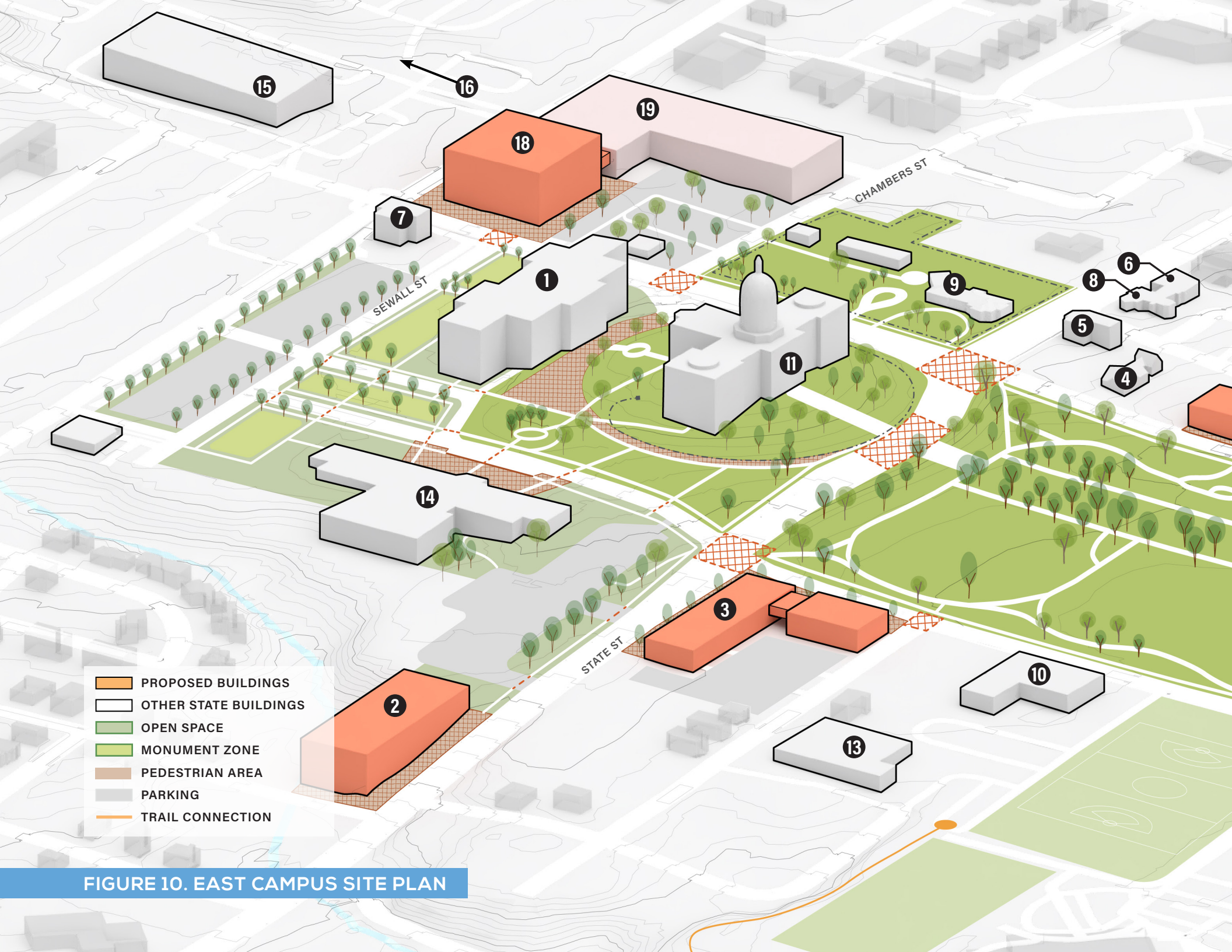
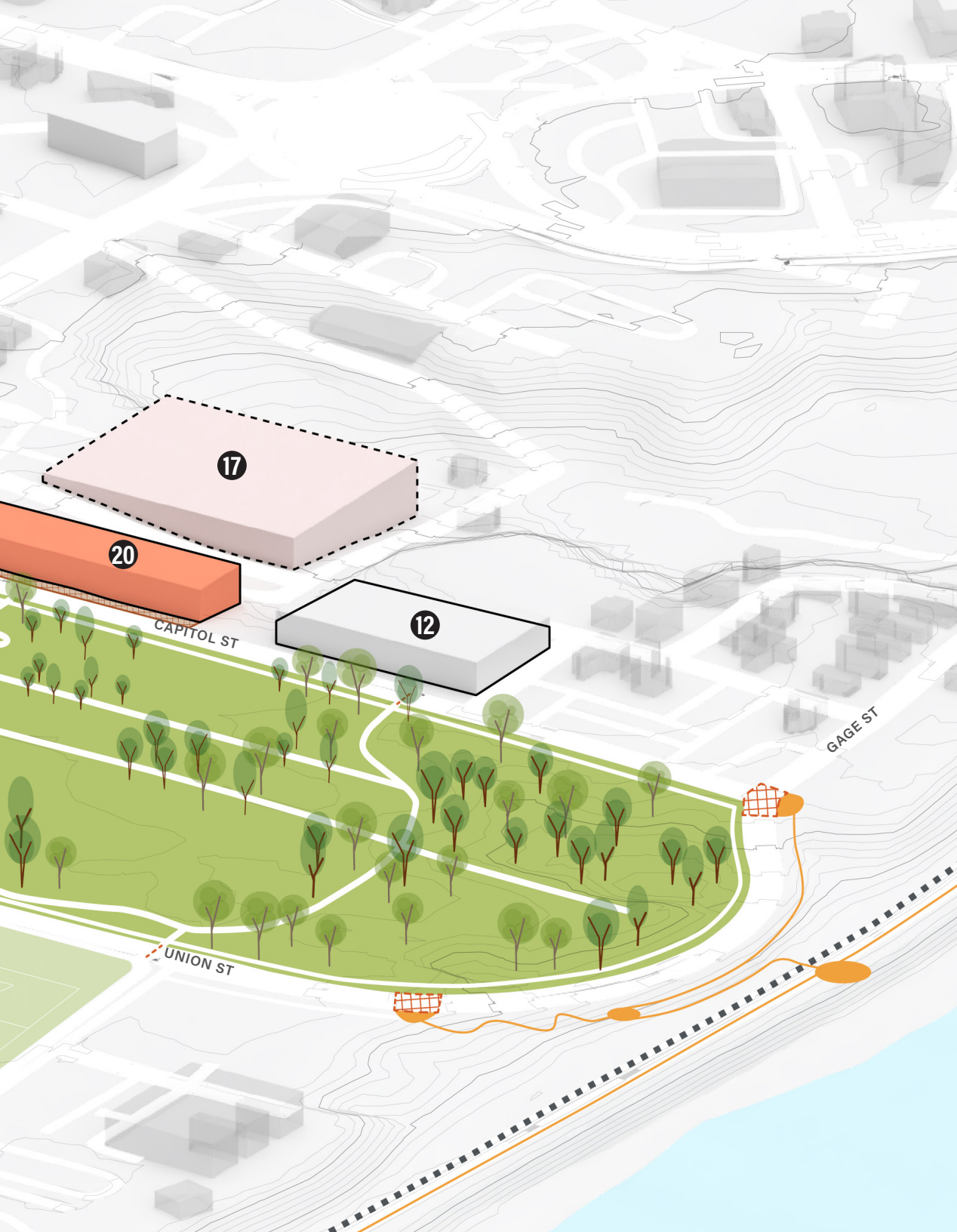


FIGURE 10. EAST CAMPUS SITE PLAN



PROPOSED WEST CAMPUS

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



FIGURE 11. EAST CAMPUS SITE PLAN

PROPOSED EAST CAMPUS

Planning and Infrastructure:

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

Building Projects:

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

Campus Character Enhancements

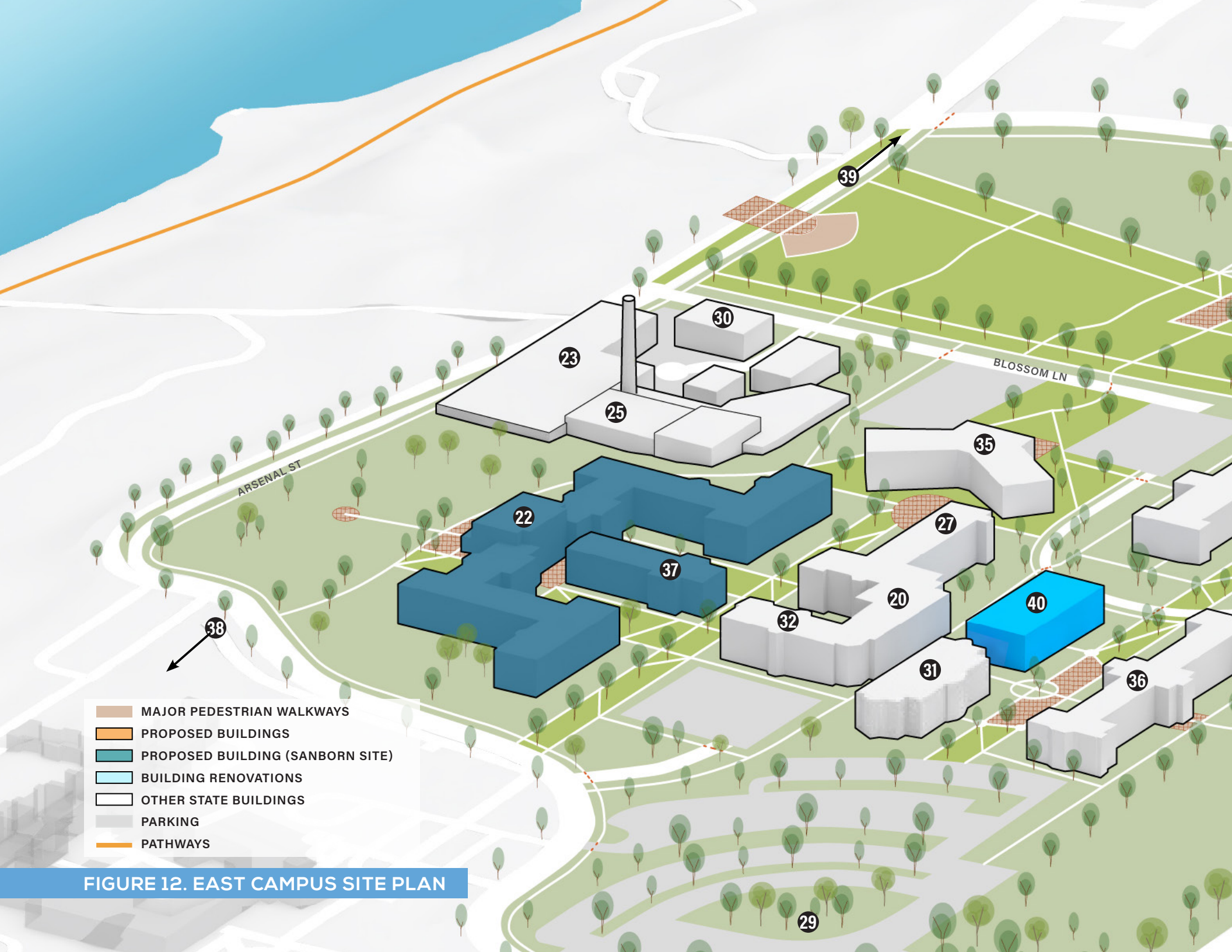
- Introduce pedestrian plazas between existing campus buildings
- Develop new amphitheater with views across the Kennebec River to the Capitol Building
- Improve campus signage and wayfinding

Multi-modal Circulation Enhancements

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

East Campus Recommendations

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



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

FIGURE 12. EAST CAMPUS SITE PLAN



EAST CAMPUS

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



FIGURE 13. MASTER PLAN

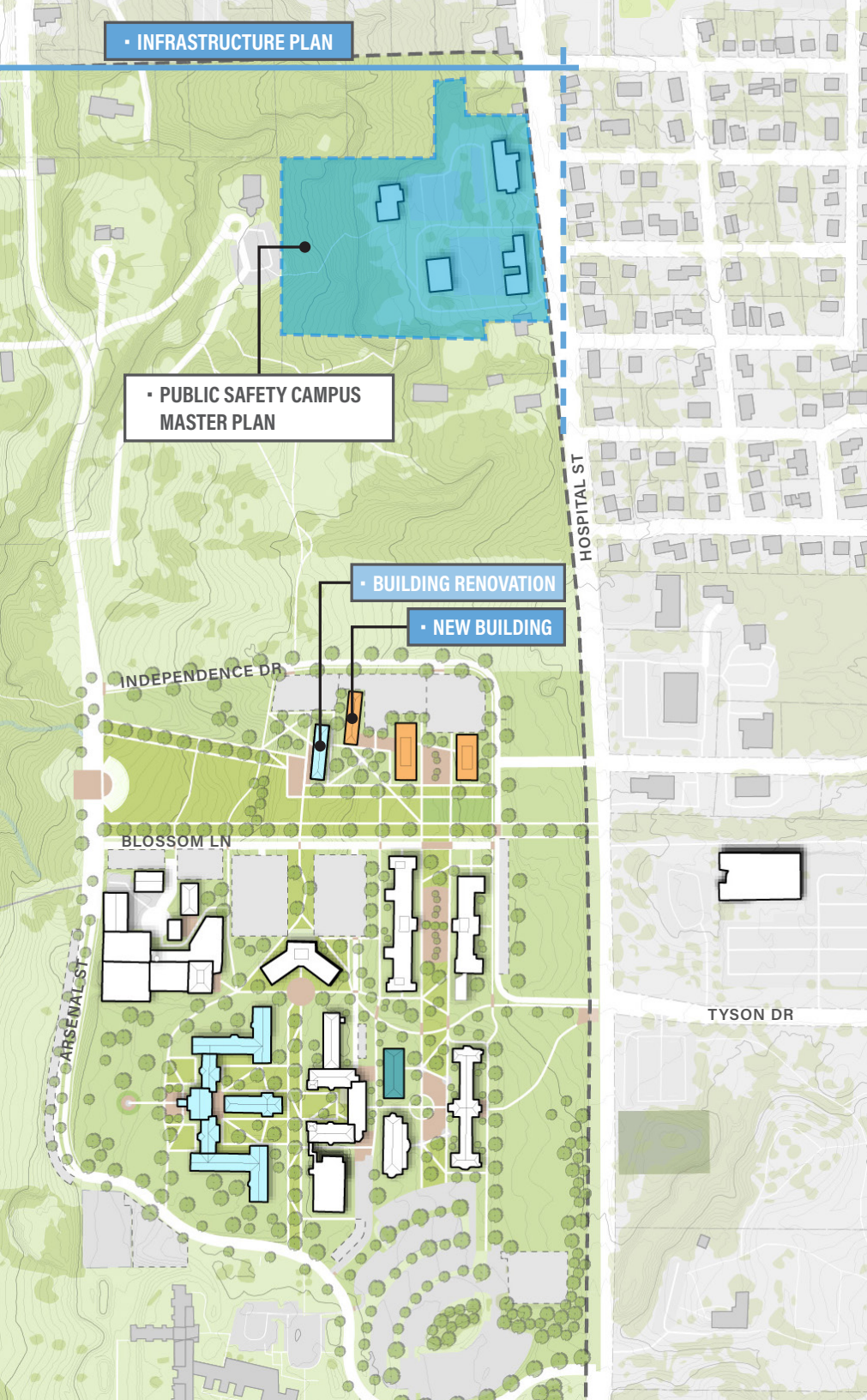


PHASING AND IMPLEMENTATION FRAMEWORK

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



FIGURE 14. PHASE I



Phase I: Near Term (0-5 Years)

Phase IA

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

Phase IB

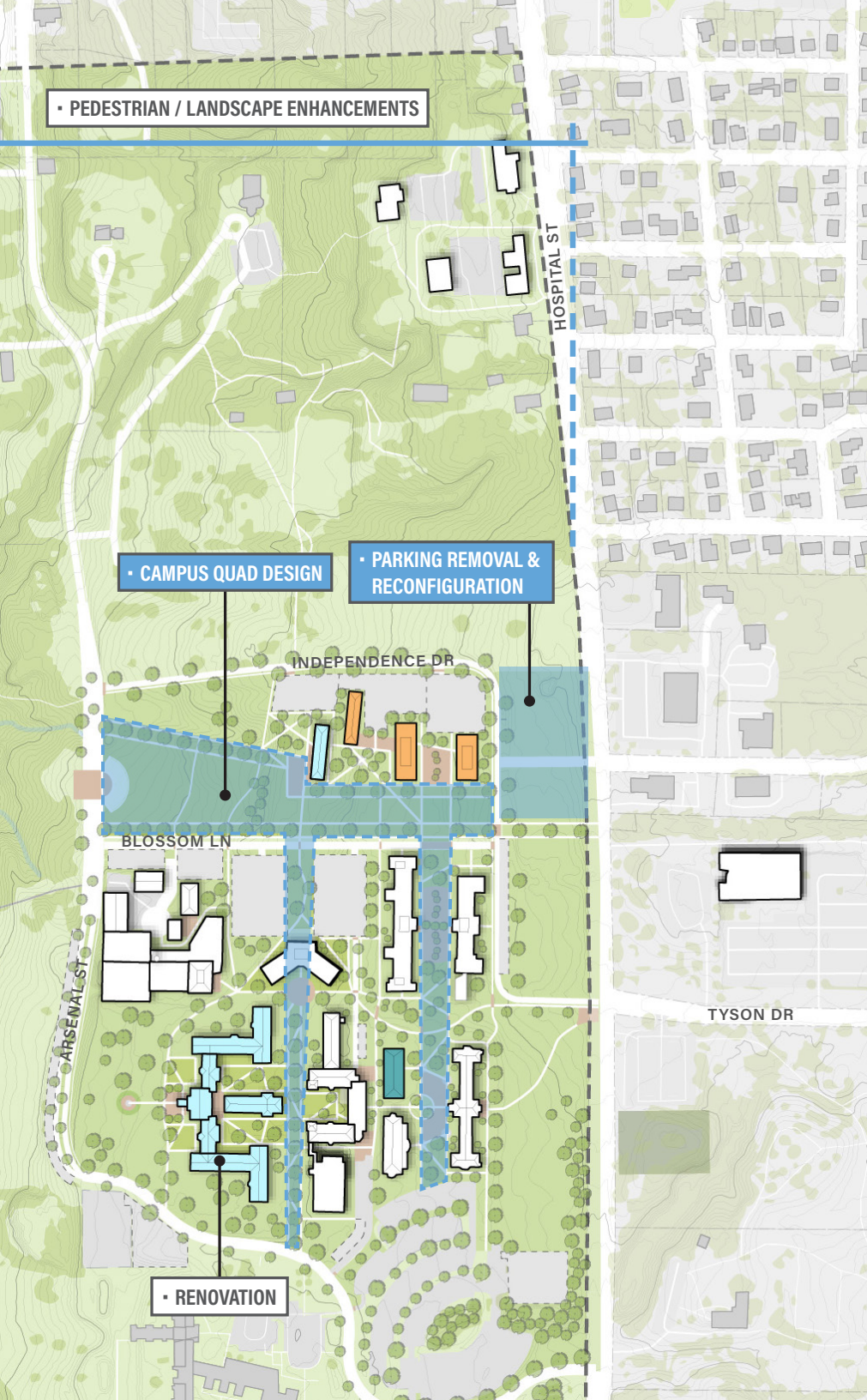
- West Campus multi-modal improvements, traffic calming, pedestrian safety enhancements, security enhancements (Capitol & State Streets)
- Capitol Park to Kennebec River Trail Connection Feasibility
- Stone Building Preparatory projects and concept for reuse

Phase IC

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



FIGURE 15. PHASE II



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

Phase IIA

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

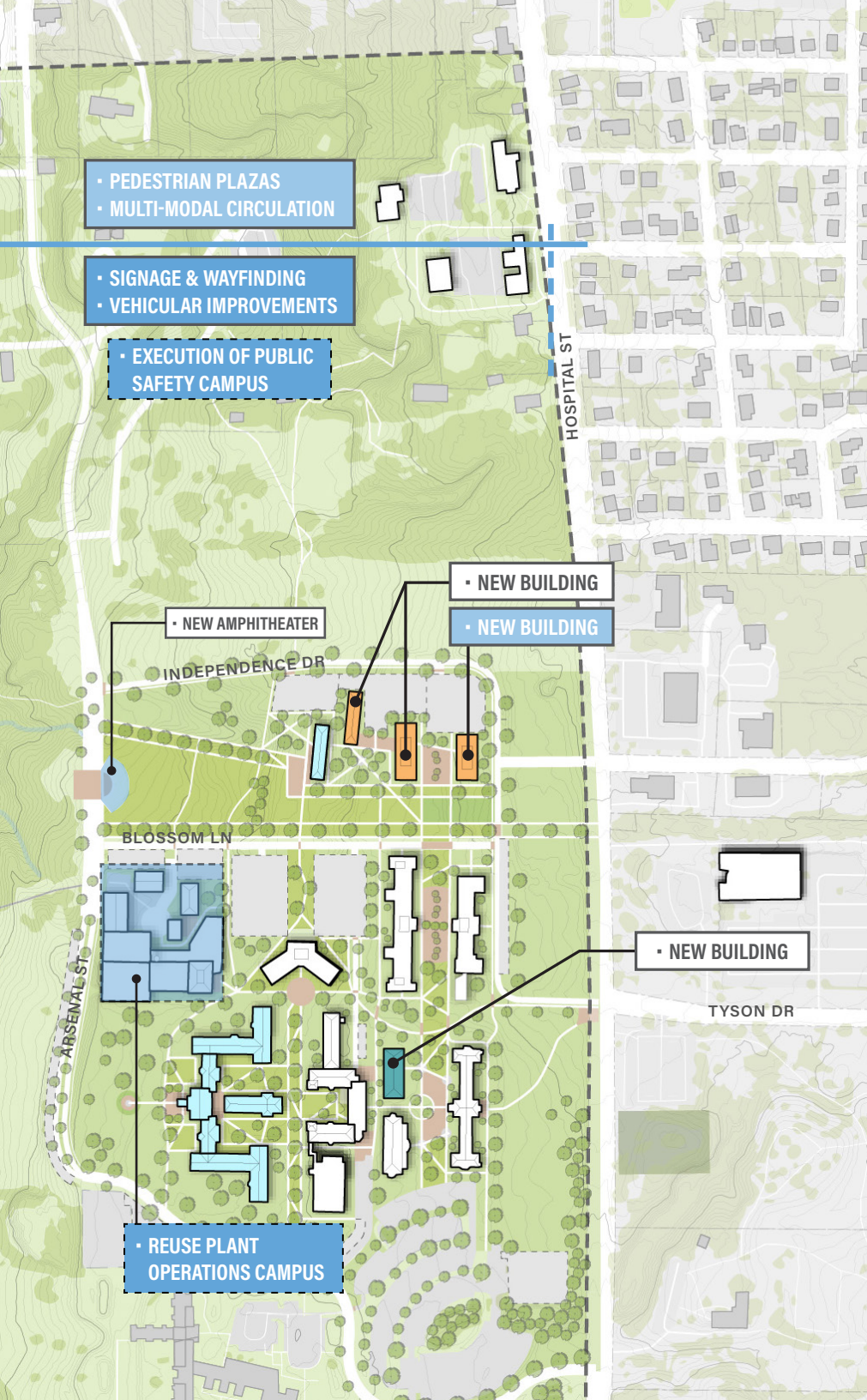
Phase IIB

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

Phase IIC

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





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

Phase IIIA

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

Phase IIIB

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

Phase IIIC

- East Campus signage and wayfinding
- East Campus vehicular improvements

Future Projects: (15+ years)

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

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