



**Strategic Business Plan
For
Brunswick Landing and Topsham Commerce Park
(Former NAS Brunswick)**



2016

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INTRODUCTION

Background and Overview

Naval Air Station Brunswick closed in May of 2011 as part of the 2005 BRAC process. The Midcoast Regional Redevelopment Authority (MRRA) was established by the Maine Legislature to implement the Master Reuse Plans for the former NAS Brunswick and the Topsham Annex and manage the transition of the properties from military to productive civilian uses. Thus, MRRA's overall objective is to facilitate the rapid redevelopment of the former base properties in accordance with the adopted reuse master plans. MRRA is a public municipal corporation and an independent agency of the State of Maine.

The two former NAS Brunswick properties, now called **Brunswick Landing** and the **Topsham Commerce Park** comprise approximately 2,100 acres of the former base: 1,000 acres being comprised of the airport property derived through a Public Benefit Conveyance (PBC); and the remaining 1,100 acres derived by an Economic Development Conveyance (EDC), with 74 acres of it being the Topsham Commerce Park. The remaining 1,100 acres of the 3,200 acre former base have been or are in the process of being conveyed, through the PBC process, to the Town of Brunswick, Bowdoin College, Southern Maine Community College and Family Focus.

While the PBC property conveyances come from the U.S. Government at no cost, the EDC conveyances do bear financial consideration that was negotiated with the Navy, as follows:

- A \$3 million note with the Navy, payable over ten years, beginning in 2014 (note paid off in June, 2014); and
- A revenue sharing agreement with the Navy for 23 years, beginning once gross lease and sale proceeds exceed \$ 7 million.

Purpose of the Business Plan

The purpose of this business plan is to articulate the operational business aspects of the MRRA's business activities into one concise document. This plan will be re-evaluated on an annual basis. Since 2008, MRRA has operated successfully in the implementation of multiple planning and business documents to support the redevelopment effort. Accordingly, this plan consolidates and summarizes a number of specific operational plans associated with the base redevelopment process, such as:

- Master Reuse Plans for NAS Brunswick and the Topsham Annex
- Airport Master Plan – Brunswick Executive Airport
- Infrastructure Master Plan – Brunswick Landing
- Five-year Financial Forecast and Capital Improvement Program

- Business Attraction Plan
- Natural Resource Management Plan
- Renewable Energy Center Plan
- Strategic Communications Plan

Guiding Principles

Implementation of this plan and the general operations of MRRA are guided by the following principles:

- MRRA will manage the redevelopment effort consistent with its statutory mandate and the Reuse Master Plans
- MRRA will actively engage innovation as a key element of the redevelopment effort
- MRRA will support and foster the growth of innovative businesses and activities at Brunswick Landing and Topsham Commerce Park
- MRRA will actively engage with the private sector in the redevelopment effort
- MRRA will conduct its business in a professional and financially responsible manner
- MRRA will foster and maintain strong partnerships with State and local stakeholders
- MRRA will be good stewards of the land and environment
- MRRA will strive to provide superior service to its customers and stakeholders

Redevelopment Goals

In working towards the objective of redeveloping the former base properties, there are several short, intermediate and long-term milestones or goals that MRRA will strive to achieve, as follows:

➤ **Short-term Goal (achieved):**

Recover active base civilian employment (create approximately 700 jobs). Estimate 3-5 years from base closure.

➤ **Intermediate Goal:**

Recover economic impact of active base operations (create approximately \$140 million in annual payroll, 2,500 jobs). Estimate 10-15 years from base closure.

➤ **Long-term Goal:**

Realize maximum build-out of base properties (create approximately 14,000 jobs). Estimate 25-30 years from base closure.

Customer Service Focus

MARRA believes putting the customer first in everything we do. To that end, we live by the following customer service principles.

- MARRA will provide excellent customer service to all contacts, including tenants, business partners, prospects, government representatives, members of the public, and colleagues.
- MARRA representatives will be good listeners who engage both our external and internal customers in a friendly, professional, helpful, respectful, and courteous manner at all times.
- Phone calls and emails will be responded to promptly -- within 24 hours.
- MARRA staff will be reliable and won't make promises they can't keep.

To measure MARRA's service ratings, a survey is available for customer feedback and data. Survey participants may not be anonymous so that MARRA will have the ability to contact them to resolve any issues they raised.

Redevelopment Activity Update

Since the closing of NAS Brunswick in 2011, there has been significant progress made in the redevelopment process, which already is resulting in very positive economic effects on the local and regional economies. As a result, the reuse effort at NAS Brunswick has been recognized as one of the most successful redevelopment projects in the country by the Department of Defense and the Association of Defense Communities. Following are several noteworthy results of the redevelopment effort:

- MRRRA has worked closely with the Navy and the environmental regulators to negotiate the conveyances and acquire over 1,700 acres of land, comprising over 200 buildings for redevelopment, which represents approximately 80% of what is due to be conveyed in the approved Public Benefit Conveyance and Economic Development Conveyance.
- MRRRA opened and operates the Brunswick Executive Airport (KBXM), which is undergoing a \$25 million upgrade courtesy of the Federal Aviation Administration (FAA) as part of its Military Airports Program. KBXM currently has 28 based aircraft and is already experiencing over 14,000 air operations (takeoffs and landings) annually.
- Southern Maine Community College opened its Midcoast campus on the former base and formed the Maine Advanced Technology Engineering Center (MATEC) in conjunction with the University of Maine. The current enrollment exceeds 900 students.
- There are now more than 80 entities doing business at Brunswick Landing and the Topsham Commerce Park, which have collectively created more than 800 jobs (exceeding the short-term economic goal). Many of these entities are in the targeted business sectors and a large number are new to Maine.
- MRRRA has awarded over \$50 million dollars in contracts for property improvements, building construction/reconstruction and airport and utility infrastructure.
- MRRRA opened TechPlace, Brunswick Landing's Technology Accelerator in January of 2015. It currently has 23 entities doing business at the former Navy AIMD building at 74 Orion Street.
- 18 different owners now own property at Brunswick Landing and Topsham Commerce Park.
- Brunswick Landing and Topsham Commerce Park have realized over \$175 million in new private sector investment with another \$50 million in the planning stages.
- Over \$75 million in new tax base has been added to the tax rolls in the towns of Brunswick and Topsham, with new property tax revenues exceeding \$2.5 million from the former base properties.

MARRA ORGANIZATION

Authority

The Midcoast Regional Redevelopment Authority is a municipal corporation established as a body corporate and politic and a public instrumentality of the State created by 5 MRSAs§13083-G.

Business Functions

Under its statute, MARRA has broad authorizations and very diverse responsibilities in order to successfully transition the former Naval Air Station into the fabric of the Midcoast community. Responsibilities include: marketing aviation, commercial and industrial properties; selling and leasing real estate, managing landlord responsibilities and building maintenance and repairs, managing public infrastructure, including roads, sidewalks, street lights and public open space; managing utility infrastructure, including electrical and potable water distribution and sewer and storm water collection and the operation of Brunswick Executive Airport. These diverse responsibilities are organized into the following business functions:

- **Administration & Financial Management**
 - Staff Management and Development
 - Financial Management
 - Human Services
 - Communications

- **Real Estate & Property Management**
 - Business Attraction
 - Real Estate Leases and Sales
 - Property Management
 - Natural Resource Management

- **Brunswick Executive Airport Management**
 - Airport Operations and Property Management

- **Utilities & Infrastructure Systems Management**
 - Water Distribution
 - Sewer Distribution
 - Electricity Distribution & Management
 - Transportation

- **Special Initiatives**
 - Renewable Energy Center
 - TechPlace – Small Business Technology Accelerator

Redevelopment Team

MARRA's redevelopment team includes: an 11-member Board of Trustees appointed by the Governor; a small professional staff consisting of 12 full-time people to manage the business functions described above (see figure 1 for organizational diagram); and a group of part-time employees and outside contractors providing legal, accounting, engineering, and various trade services to address the mission of redeveloping the former base.

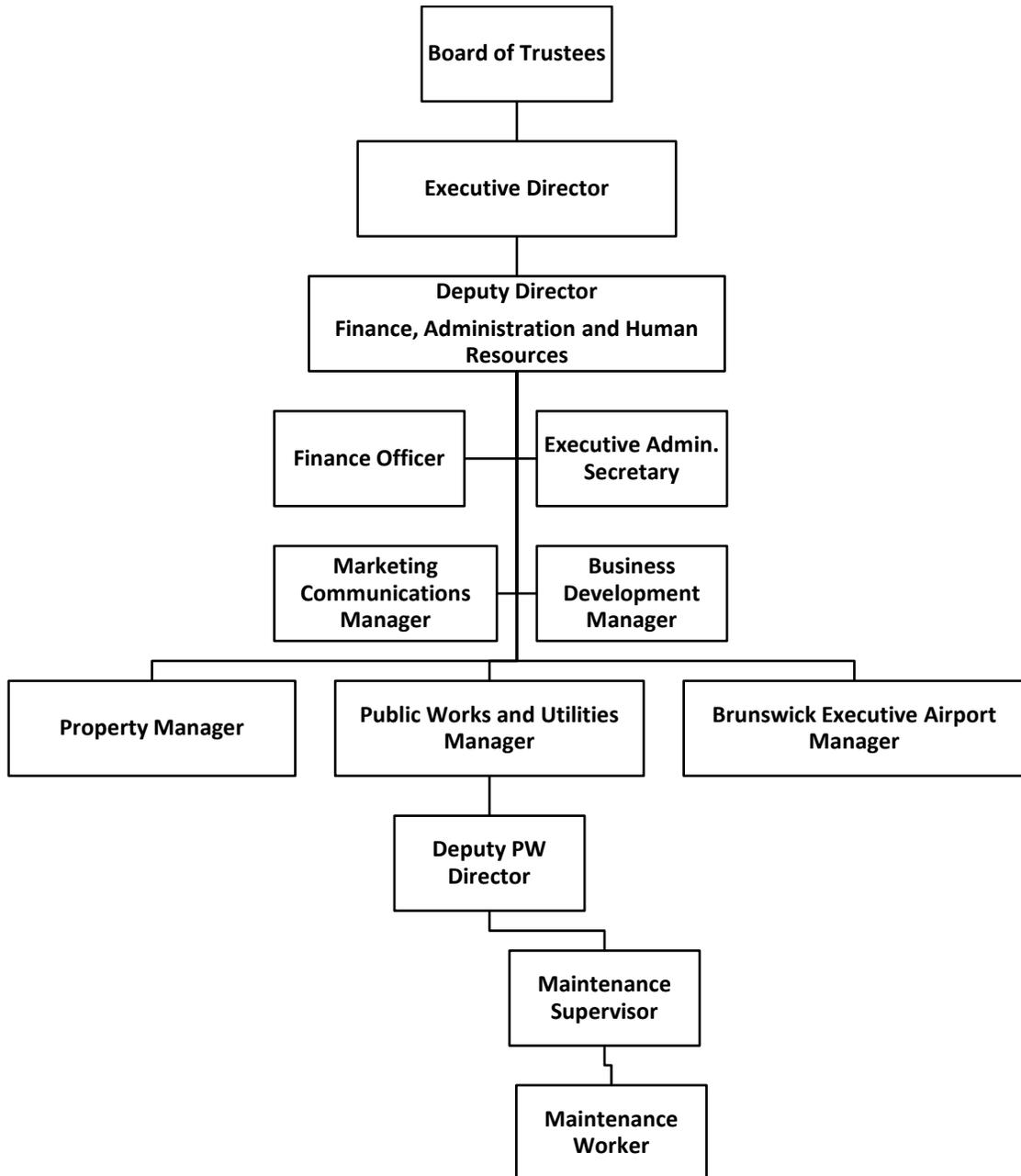
The MARRA Board of Trustees is comprised of seasoned professionals with expertise in the fields of finance, economic development, law, energy, workforce development and real estate. They serve in staggered terms at the pleasure of the Governor (see Appendix A for Trustee listing).

MARRA staff is comprised of proven professionals who are extremely knowledgeable in their diverse areas of expertise, including, but not limited to: economic development, finance, accounting, real estate, marketing, public works, facility management, airport operations, energy, and operations maintenance (see Appendix B for short staff biographies). MARRA also employs seasonal laborers, as needed.

The number and structure of MARRA staff is directly related to the needs of the organization in order to deliver superior service in managing the business functions described above and will be adjusted as needed in order to meet the operational needs and ensure the long-term financial sustainability of the organization. It is the expectation of management that staff will be well trained, become foremost experts in their particular areas of discipline and provide superior service to our customers.

Individual contractors are selected based upon the strategic needs of the organization and the services that they can provide related to specific business functions and requirements. Currently, MARRA has contractual engagements with attorneys, engineers, architects, surveyors, electricians, snow removal contractors, heating and cooling contractors, plumbers, roofing companies and general contractors.

Figure 1
MRRA Organizational Chart



REDEVELOPMENT PROGRAM

Competitive Analysis

Success in the redevelopment effort at the former base is dependent on a number of factors, including, but certainly not limited to the following:

- the condition of the national and state economy;
- the business climate of the State of Maine and local communities;
- the availability of sufficient financial resources to improve infrastructure and prepare properties for commercial reuse;
- the effectiveness of MRRA's marketing and business attraction program; and
- the availability of competitive business incentive, financing and workforce programs.

In attracting new business investment to the former base and redeveloping this major asset, MRRA is in a global competition. Because MRRA's major business attraction effort is focused out-of-state and country, we are competing with other former bases, communities, states and even countries for these new investments. Many of these entities are extremely competitive related to the resources they can literally "throw at" businesses to secure their investments.

While we cannot compete with some of these other entities on a dollar for dollar basis, there are some competitive business advantages that we can certainly promote, including our strategic northeast location, strong workforce development programs, and the significant assets of the former base property. Accordingly, we believe that one of the keys to successful reuse of the former base properties is a business development strategy that maximizes the assets of the property and targets business investments that are best supported by these assets. The significant assets at Brunswick Landing and the Topsham Commerce Park include, but are not limited to:

- abundant land and buildings (some less than 10 years old);
- significant existing infrastructure: telecommunications, water, sewer, electricity, natural gas, and roads;
- world class aviation complex with large runways and modern hangar spaces;
- business focused education campus on site; and
- proximity to transportations systems (road, rail and air).

Target Business Sectors

As identified in the economic analyses that were conducted as part of the reuse planning process and years subsequent, there are a number of business sectors that are viable business opportunities for base redevelopment. In light of the facility and infrastructure assets on the property and the economic and labor characteristics of the Midcoast and southern Maine region, the most promising of these business sectors continue to include the following:

- **Aviation and Aerospace**
 - General and corporate aviation
 - Aircraft manufacturing
 - Aircraft maintenance, repair and overhaul (MRO)
 - Aerospace research and development
 - Government agency operations (e.g., Homeland Security)

- **Composites and Advanced Materials**
 - Composites/Advanced materials manufacturing
 - Composite/Advanced materials research and development

- **Information Technology**
 - Data centers
 - Secured server farms/emergency back-up facilities
 - Contact centers
 - Cyber security facilities

- **Education**
 - College campuses
 - Applied workforce training
 - Distance learning centers
 - Alternative education facilities

- **Alternative Energy**
 - Renewable energy generation/distribution/management
 - Renewable energy research and development
 - Energy product manufacturing

- **Biotechnology**
 - Biotechnology manufacturing

- Bio-medical research and development
- Bio-medical products and services

Marketing and Business Development Approaches

MARRA's strategies for business development are largely dictated by the amount of funds available and staff resources dedicated to marketing efforts. In the economic development industry, typical approaches to business development and marketing include, but are not limited to: advertising campaigns; direct marketing; strategic trade show attendance; and site location familiarization (FAM) tours.

MARRA's main thrust of business attraction is focused out of state. Given the resources in hand, MARRA believes that the most cost effective market approach for business development is the following three pronged approach, with a focus out of state:

1. Strategic outreach to targeted industries, establishing personal relationships with key decision-makers and other entities that influence site location decisions;
2. Strategic alliances with key channel partner resources that market Brunswick Landing and the State of Maine in general; and
3. MARRA's internal resources capitalizing on and marketing the assets and attributes at its disposal to the targeted industrial sectors.

MARRA's approach to marketing its job/tax base generating assets is to utilize a two pronged strategy that maximizes the limited business attraction dollars at its disposal. These approaches are direct and indirect through collaborative partnerships. The direct approach capitalizes on the collective expertise and resources of MARRA staff; the later on public and private partnerships.

➤ Direct Marketing:

- Attend strategic trade shows and conferences of targeted markets with pre-arranged meetings.
- Direct selling to Realtors/developers and brokers having direct access to clients within the targeted industry segments, and selecting the most robust firms for customized tours and presentations.
- Direct marketing to businesses that are customers of MARRA's customers (tenants).
- Aggressive use of refined collateral materials for targeted distribution both directly and indirectly through MARRA's web and social media (Facebook and

- Twitter) and various national publications and media outlets in the form of articles and news releases vs. advertisements.
- Direct contacts with lead generation and site location consultants.
 - Contracts with commercial real estate firms that have national and international reach.

➤ Indirect Marketing:

- Continue and expand MRRA's strategic alliances with the following key organizations, which are potential lead generators:
 - Governor's Office
 - Department of Economic and Community Development
 - Maine International Trade Center
 - Maine and Company
 - Towns of Brunswick and Topsham
 - Maine Manufacturers Association
 - Maine Real Estate and Development Association
 - Maine Composites Alliance
 - Other state and national trade associations related to target sectors

FINANCIAL MANAGEMENT

Overview

MRRA is committed to diligent daily financial management and ensuring sustainability through long-term financial planning. This strategy will enhance the ability of MRRA to respond to financial uncertainty created by unexpected events in a manner that minimizes the impact to the quality and range of services provided to our tenants, other property owners at Brunswick Landing and the Topsham Commerce Center and our utility customers.

MRRA manages the following key financial policies to govern its financial operations:

- ❑ Bylaws of MRRA (which established the role of the Treasurer and Finance Committee)
- ❑ Roles of the Treasurer of the Finance Committee Policy
- ❑ Accounting Policy and Procedures Manual
- ❑ Purchasing Policy
- ❑ Personnel Policy
- ❑ Investment Policy
- ❑ Annual Work Plans and Operating Budget
- ❑ Annual Audit of Financial Statements and Single Audit Act Report
- ❑ Five Year Financial Forecast and Capital Improvement Program

MRRA's two high strategic financial goals are:

1. Continue to receive un-modified opinions (clean opinion) from independent auditors on MRRA's Annual Financial Statements; and
2. Grow MRRA's unobligated fund balance over time to fifteen percent of MRRA's annual operating budget.

In 2012 MRRA supplemented these operating policies with proactive planning for the sustainable funding for the maintenance and repair of buildings and infrastructure to ensure that resources and programs are aligned to MRRA-wide strategic priorities and values. MRRA established the following additional budgeting and financial strategies:

- ❑ Budgets shall include a ten percent set aside of all sales and lease revenue into a Capital Reserve Infrastructure Fund for the respective EDC and PBC properties.
- ❑ MRRA will annuitize income from the sale of buildings for an intended period of at least five years.

- ❑ MRRRA shall prepare and annually update a five-year financial forecast and Capital Improvement Program for presentation to the Board of Trustees.

Revenue Picture

MRRRA's funding sources are diverse. The following is a listing of the current revenue sources supporting the redevelopment effort:

- ❑ Grants
 - ❖ Department of Defense - Office of Economic Adjustment (will conclude a four-year phase out starting in fiscal year 2018)
 - ❖ Federal Aviation Administration – Airport Improvement/Military Airports Program
 - ❖ Economic Development Administration (3 current grants)
 - ❖ Maine Technology Institute – cluster grant (*TechPlace*)
- ❑ Property Leases and Property Sales Annuity
- ❑ Airport Revenues
 - ❖ Special events
 - ❖ Fuel sales
 - ❖ Aircraft parking
 - ❖ Hangar rentals
- ❑ State of Maine
 - ❖ Jobs Tax Increment Financing Fund Brunswick Naval Air Station
 - ❖ Airport Operations Line of Credit from the Maine Department of Transportation
- ❑ Town of Brunswick
 - ❖ Tax Increment Financing

MRRRA's financial management program is organized in the following budgets:

- ❑ Midcoast Regional Redevelopment Authority Operating Fund
- ❑ Brunswick Executive Airport
- ❑ Electricity Utility
- ❑ Water Utility
- ❑ Sewer and Storm Water Utility
- ❑ Office of Economic Adjustment Grant
- ❑ Reserves
- ❑ Grant Fund Budget
- ❑ Capital Improvement Plan

Financial Sustainability Objective

Given the nature of property and its ownership by the federal government, MRRRA only has limited historical cost information on individual properties and utility systems. This has made budgeting and financial forecasting difficult at best. MRRRA's commitment to a balanced budget and financial sustainability means early action is critical to maintaining core services with minimum impact to end users. Through their commitment to fiscal prudence, the Finance Committee and the Board of Trustees have enabled MRRRA to adapt to a continually changing environment. The Board will continue to be apprised of fiscal status on an ongoing basis via the annual and monthly budget reporting process and other methods as appropriate.

It is paramount that prudent financial and asset management is undertaken by MRRRA to ensure that it can continue to provide the desired levels of services to customers now and into the future, within the confines of our financial capacity.

In order to meet this objective, MRRRA will strive to maintain its financial sustainability over the long-term.

Strategies

Ensuring that adequate levels of own source revenues are raised over the long-term is a key determinant in the long-term financial sustainability of an organization and to support the properties it controls. To measure this long term sustainability, MRRRA will use an Operating Surplus Ratio for the Brunswick Executive Airport (expressed as a percentage) as a key indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. The formula is:

Operating Surplus Ratio for the Brunswick Executive Airport =	$\frac{\text{Unobligated Operating Surplus (excluding capital items i.e. grants)}}{\text{Total Operating Revenue (excluding capital grants)}}$
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The long term target is to have an unobligated operating surplus within the Brunswick Executive Airport of ten percent (10%) of total annual operating revenue from own sources. Annual operating surpluses can assist in funding past or future operating deficits or to fund proposed capital expenditure and/or debt repayments, and is less likely to compromise the levels of service expected by our customers.

Additionally, MRRA is committed to carrying out vital financial management services and assurance of responsible management to include:

- ❑ MRRA will continue to develop and maintain a five-year financial forecast and capital improvement program
- ❑ Financial impacts continue to be evaluated and communicated on a timely basis;
- ❑ MRRA will continue to apply discipline to financial management;
- ❑ A balance focused on core priorities will continue to be a priority;
- ❑ MRRA will continue to seek creative alternatives and partnerships.

PROPERTY AND FACILITIES MANAGEMENT

The redevelopment of the former NASB properties presents unique opportunities and challenges relative to existing property and facilities. Successful redevelopment will require balancing the continued use and maintenance of existing properties and facilities with the development of planned facility improvements to serve the needs of the proposed site uses and support overall redevelopment goals.

MARRA's vision is to be the provider of timely, high quality, and cost-effective property and facilities management services at Brunswick Landing, enabling the success of our existing tenants and other supported organizations, and vital to on-going business attraction efforts.

OBJECTIVES

- **Readiness:** Provide timely, quality, and cost-effective property and facilities management services that meet the needs of our tenants and other supported organizations enabling their success
- **Performance and Sustainability:** Optimize total cost of ownership by reducing maintenance and operations costs. Plan, design and construct, sustain, recapitalize and dispose/divest of property and facilities optimizing total ownership cost.

Strategies

- Continue to build and develop our technical expertise to ensure we identify best opportunities, provide lifecycle management, establish aligned plans, and deliver effective and efficient facility management services.
- Develop a system for proactive facility inspection and deficiency identification
- Utilize the results of the property condition assessment of all MARRA-owned and operated buildings at Brunswick Landing to develop a major maintenance and capital improvement plan.
- Develop funding sources through federal, state, local and private sector agencies to finance major maintenance and capital improvement projects supporting redevelopment.
- Continue to invest in projects that reduce facility maintenance and sustainment costs and reduce the backlog of major maintenance and capital deficiencies, particularly those projects that increase productivity of employees and those that improve energy efficiency.
- Continue to demolish facilities determined to be not suitable for redevelopment or too costly to repurpose for civilian re-use.

UTILITIES & INFRASTRUCTURE MANAGEMENT

The redevelopment of the former NASB properties presents unique opportunities and challenges relative to existing utility systems and infrastructure. Successful redevelopment will require balancing the continued use and maintenance of existing utility systems and public works infrastructure with the development of planned improvements to serve the needs of the proposed site uses and support overall redevelopment goals.

MARRA's vision is to be the provider of high quality and cost-effective utility service delivery and infrastructure maintenance management services at Brunswick Landing, enabling the success of our existing tenants and other supported organizations and vital to on-going business attraction efforts.

History

In September 2005, NASB was designated for closure as part of the Federal Base Realignment and Closure (BRAC). The Navy ceased operation in May 2011 and the base closed in September 2011. The electrical, water, wastewater, and stormwater utility infrastructure and transportation infrastructure were transferred from the Navy to the Midcoast Regional Redevelopment Authority in September 2011 via Economic Development Conveyance (EDC). As a result of this EDC, MARRA currently owns and operates the electrical, water, wastewater, and stormwater utility systems and the transportation infrastructure at Brunswick Landing.

Objectives and Strategies

1. Electrical System - Effectively manage and operate the Brunswick Landing electrical transmission and distribution system.

Strategies

- Continue to improve the administrative and financial structure to provide electrical services to property owners and tenants at Brunswick Landing.
- Continue to execute the maintenance and capital improvement plan to improve reliability and performance of the electrical grid.
- Implement the recommendations of the White Paper on the disposition of the electrical distribution system to identify and engage strategic partners for the long-term operation of the electrical distribution system and the development and management of a smart microgrid.
- Continue the installation of smart electrical metering for all served facilities at Brunswick Landing.
- Identify funding sources and apply for federal and state funding as needed.

2. Wastewater – Effectively manage and operate the Brunswick Landing wastewater collection system until transfer to the Brunswick Sewer District.

Strategies

- Continue to improve the administrative and financial structure to provide wastewater collection services to property owners and tenants at Brunswick Landing.
- Utilize the sewer system inflow and infiltration (I & I) study for Brunswick Landing to continue to prepare and execute a plan for funding and implementation.
- Implement follow-on phases of the capital improvement program for construction/repairs identified in the Inflow and Infiltration Report.
- Continue to assess the wastewater collection system at Brunswick Landing to identify deficiencies and deferred maintenance impacting efficiency and compliance.
- Continue to execute a prioritized and phased upgrade/improvement program to existing system.
- Transfer the wastewater distribution system to the Brunswick Sewer District.

3. Water – Effectively manage and operate the Brunswick Landing water distribution system until transfer to the Brunswick Topsham Water District.

Strategies

- Continue to improve the administrative and financial structure to provide potable water services to property owners and tenants at Brunswick Landing and Topsham Commerce Park.
- Continue installation of smart water metering for all served facilities at Brunswick Landing
- Complete an assessment of the water distribution system at Brunswick Landing. Identify deficiencies and deferred maintenance impacting efficiency and compliance.
- Develop and implement prioritized and phased upgrade/improvement program to existing system to allow take-over by the Brunswick Topsham Water District.

4. Stormwater – Effectively manage and operate the Brunswick Landing stormwater collection system.

Strategies

- Develop and institute the administrative and financial structure to provide stormwater collection services to property owners and tenants at Brunswick Landing and Topsham Commerce Park.
- Develop a comprehensive Stormwater Management Plan (SWMP) for Brunswick Landing consistent with the pending changes to the Town of Brunswick Zoning Ordinance.
- Complete assessment of the stormwater collection system at Brunswick Landing. Identify deficiencies and deferred maintenance impacting efficiency and compliance.
- Continue to invest in projects that improve overall stormwater management at Brunswick Landing.

5. Transportation – Effectively manage and maintain the Brunswick Landing transportation infrastructure system.

Strategies

- Manage the maintenance, repair and operation of streets, roads, and sidewalks at Brunswick Landing.
- Develop a mechanism to finance the summer and winter maintenance of streets and sidewalks at Brunswick Landing.
- Complete assessment of the streets, roads, and sidewalks at Brunswick Landing. Identify deficiencies and deferred maintenance.
- Continue to invest in projects that improve the transportation infrastructure.
- Work with the Town of Brunswick to develop and implement a phased improvement program to allow acceptance by the Town.

BRUNSWICK EXECUTIVE AIRPORT

MRRA, through the direction of the Board of Trustees, will provide a safe, cost-effective general aviation airport that creates and enriches economic, educational, cultural and recreational opportunities for the greater Midcoast Maine area. MRRA's vision is to establish Brunswick Executive Airport as the general aviation airport of serving as an important part of Maine's transportation system.

MRRA owns and operates Brunswick Executive Airport (BXM), which opened as a general aviation (GA) airport on April 2, 2011, three months before the official base closing. MRRA submitted a Public Benefit Conveyance (PBC) in December 2009 requesting 835.7 acres of land and associated aviation facilities from the Navy. The airport PBC was eventually expanded to encompass approximately 1,000 acres of land and facilities that will serve as Brunswick Executive Airport.

OBJECTIVES AND STRATEGIES

Objective - Effectively manage and utilize BXM's resources – land, facilities, finances, and staff – for maximum effectiveness, growth and profitability in order to make the airport self-sustaining within three years.

Strategies

- Identify funding sources and apply for federal and state funding each year.
- Attract new aviation business through participation in multiple trade show events and other marketing mechanisms.
- Maximize non-aviation revenues in permitted areas and facilities to support airport operations.
- Utilize federal funding through the FAA's Military Airport Program (MAP) to improve existing aviation facilities, provided match funding can be identified.
- Invest in projects through MAP and other funding sources that reduce airport maintenance and sustainment costs, particularly those projects that increase productivity of employees (snow removal equipment and facilities) and those that improve energy efficiency (airport LED lighting, hangar structural and utility improvements).
- Develop additional revenue streams by hosting special events on the airport, such as the Great State of Maine Air Show, Fly-Ins, and other outdoor events that can be accommodated on the apron space, but not affect airport operations.

Objective – Enhance airport safety

Strategies

- Require annual airport safety training for all airport employees, emergency responders, tenants, and tenant employees.
- Invest in projects that improve flight safety (approach lighting systems, taxiway removal, etc.) through MAP and other FAA grants.
- Increase airport security by completing airport gate and fence projects, and conducting awareness training for airport users.
- Request FAA Runway Safety Team assistance visits as required.

Objective – Maintain community support for the airport

Strategies

- Maintain log of all complaints from public, return calls on all noise complaints within 24 hours.
- Conduct public events on the airport that enhance quality of life for local residents. These events should be open to the general public.
- Establish and support an airport advisory group made up of airport users and related businesses to advise the airport manager on issues related to airport operations.
- Participate in the Maine Aviation Business Association, which will help to utilize airport facilities to support local businesses and enhance economic growth.
- Participate in annual MRRRA public forums to advise local communities on status of the airport.
- Support local educational opportunities such as ACE Camp and school field trips.

Objective – Ensure that the airport is a good steward of the environment

Strategies

- Develop and maintain, and ensure that airport tenants maintain, effective spill management plans and storm water pollution prevention plans.
- Follow the airport wildlife management plan.
- Ensure that all airport projects are coordinated with local planning agencies and regulatory agencies to ensure that natural and archeological resources are preserved to the maximum extent possible.
- Invest in projects that reduce energy consumption and reduce overall carbon emissions.

RENEWABLE ENERGY CENTER

MARRA's Reuse Master Plan calls for the development of a renewable energy center at Brunswick Landing with a focus on clean tech industries that have potential to put Brunswick Landing at the epicenter of the emerging clean energy market. The Renewable Energy Center (BREC) at Brunswick Landing will be a:

- National Center of Excellence for clean technology research, development and demonstration;
- World-renowned living laboratory for integrated R&D, manufacturing, testing, and operation of "next generation" clean technologies;
- Place where new technologies can "plug and play" on our grid

and will:

- Attract clean technology businesses;
- Create new and sustainable clean tech job opportunities;
- Establish and grow a new clean technology cluster around renewable energy;
- Develop and deploy lower cost, "green" energy sources for the property (competitive advantage) on our own "smart" microgrid

Objectives and Strategies

1. **Objective** - Implement Renewable Energy Center Feasibility Study

Strategies

- Identify Technology Partners. Continue to build relationships and contacts in the clean technology sector that will support development of the Renewable Energy Center.
- Identify Operational Management Needs and Next Steps. Continue to develop Regulatory/Permitting Roadmap that will provide MARRA and candidate clean technology businesses looking to operate as part of the Renewable Energy Center at Brunswick Landing a "road map" of regulatory and permitting issues to follow to facilitate business/project development.

2. **Objective** - Provide low-cost, green energy for tenants and other organizations located at Brunswick Landing to support development

Strategies

- Continue to develop and deploy lower cost, alternatively-fueled "green" energy sources for the property (competitive advantage) on our own "smart" microgrid.
- Procure the balance of delivered electricity not generated on-site from renewable sources to the maximum, cost-effective extent possible.

- To support the development of a smart electrical micro grid at Brunswick Landing, utilize the findings of the comprehensive analysis of the electrical distribution system and the White Paper on the disposition of the Brunswick Landing electrical distribution system to form the basis of a plan for directed development of the grid to support Renewable Energy Center operations.
- Identify and engage in a partnership for the management and eventual ownership of the system.

3. Objective - Make Brunswick a national center for clean technology

Strategies

- Attract clean technology businesses
- Create new and sustainable clean tech job opportunities

TECHPLACE -- Small Business Technology Accelerator

MRRA's vision is to provide a venue that supports innovative entrepreneurs in their quest to develop a business and create jobs that positively impact the economic environment of the region. To support this vision, MRRA has developed TechPlace as an incubator/accelerator for start-up and early stage companies in the fields of aviation/aerospace, advanced materials/composites, biotechnology, renewable energy, and information technology. TechPlace offers entrepreneurs affordable lease rates for space where they can research and develop ideas, build prototypes, test products, have access to in-house business resources and networking opportunities, and have the opportunity to develop mentor relationships.

In January of 2015, 20,000 SF of office space was completed and consists of 14 private offices, a business suite of 9 desk work stations, two conference rooms, a classroom, a main office, and a break/lunch room. On April 6' 2015, TechPlace received a certificate of occupancy for 50,000 SF of industrial space which allows entrepreneurs individual areas to build, assemble, and test new products and ideas. A shared bioscience lab and a shared machine shop are being developed and built utilizing funds from an MTI Cluster Grant and MRRA funds. These two shared spaces are scheduled to be completed early this year.

The next area of focus, which is planned for the second half of the year, will be the renovation of an additional 25,000 SF of industrial space that needs to be brought up to code. This space will provide between 1,000 and 5,000 SF of individual manufacturing space for expanding, early stage companies. At the time of development of this business plan, TechPlace hosts 23 business entities.

OBJECTIVES AND STRATEGIES

Objective - To provide shared bioscience lab and shared machine shop for use by TechPlace members.

Strategies

- Complete build out of spaces.
- Continue to obtain quality used and new equipment, and donated equipment.
- Work with Maine Manufacturing Extension Partnership, SMCC, and InSphero to create standard operating procedures for the use of the shared work spaces.
- Develop protocols and financial models for lab and equipment use
- Establish training for equipment use

Objective – Develop additional 25,000 SF of industrial space to be available by start-up and early stage companies.

Strategies

- Work with the Town of Brunswick to identify improvements needed to meet building code and space utilization needs and estimate the related costs.
- Secure funding through EDA to complete necessary improvements to meet code.

Objective – Market TechPlace to entrepreneurs in the fields of aviation/aerospace, biotechnology, advanced materials, renewable energy, and information technology.

Strategies

- Keep partner organizations such as Maine Manufacturing Extension Partnership, Coastal Counties Workforce, Inc., Department of Economic and Community Development, Maine Technology Institute, Maine Small Business Development Center, Small Business Administration, and Maine & Co. informed of the opportunities that TechPlace has to offer start-up and early stage companies.
- Continue relationships with trade organizations such as Manufacturer’s Association of Maine, Maine Composites Alliance, Bioscience Association of Maine, E2Tech, Maine Wind Initiative, Maine Aviation Business Association, and other entrepreneurial organizations in order to reach out to early stage companies in our target industries.
- Attend trade shows that target innovative entrepreneurs in target industry sectors.
- Follow crowdfunding sites to identify start-up companies in our target industries that would be good fits for TechPlace.

Objective – Provide in-house business resources and networking opportunities as well as the chance to meet with mentors.

Strategies

- Work with partners to identify the needs of early stage businesses.
- Arrange with business resource partners to provide in-house workshops and seminars on subjects such as business planning, funding, marketing, supply chain optimization, international trade, government contracting, IP protection, patents, tax law, and workforce training and development.

- Develop a network of successful Maine business owners that are willing to provide mentoring to early stage companies.

LAND USE AND ENVIRONMENTAL STEWARDSHIP

From the initial guiding principles of the Reuse Master Plan, the stewardship of the land and ecosystems on the properties of NAS Brunswick has been a priority. To that end, MRRRA is committed to the implementation of its Natural Resource Management Plan (NRMP) to organize and inform its efforts to achieve the resource preservation vision of MRRRA-owned properties at Brunswick Landing.

The NRMP is part of a solution that requires continued collaboration amongst MRRRA and other adjacent property owners, civic groups, neighboring towns, and both state and federal agencies. More than 1,000 acres have been designated as Natural Areas at the former NASB. This land and its existing natural areas will be preserved, maintained and enhanced for the long-term benefit of area residents and the natural environment.

Natural areas undergo constant biological change, at times with man-made influence, and require active management to maintain both function and make-up. This is the case within Brunswick Landing, which went from decades of active industrial use as Naval Air Station Brunswick with equally active environmental programs to closure in 2011. Change and re-invigorating use of the properties through redevelopment, places stress on natural areas. Among those impacts are stormwater runoff, invasive plants, wildlife conflicts and other land use activities on the property.

The MRRRA NRMP for a large eco-system is a newly implemented concept, traditionally accomplished by the Navy as part of the single parcel military installation. Our goal is to set a high standard for resource protection that requires long-term commitment and focus.

This MRRRA NRMP creates a partnered approach with a focus on responsible environmental stewardship alongside green energy initiatives and sustainable economic development. An annual implementation plan will be prepared to define the scope of work for each year. Some of the NRMP recommendations may be accomplished with existing fiscal and personnel resources, while others will require additional support. Volunteers and partnerships will play a critical role in carrying out many of the management recommendations. MRRRA is working closely with the Town of Brunswick, Maine Department of Inland Fisheries and Wildlife and the Department of Environmental Protection on an ongoing basis to study wildlife and habitat areas of concern and enhance the ecosystem, while encouraging sustainable economic development.

The NRMP is an integral component to achieving the mission set forth in the Reuse Master Plan for Brunswick Naval Air Station. It outlines responsibilities associated with being a good steward of the lands and resources that MRRRA manages. It is a dynamic document that looks strategically at the land the MRRRA currently owns and will be updated as necessary when additional properties are added to or removed from MRRRA ownership.

Objectives

The NRMP has four major objectives:

1. Assure compliance with environmental laws/regulations
2. Identify primary issues that relate to habitats and critical natural resources
3. Coordinate multi-agency effort to achieve resource preservation
4. Assist in making land-use recommendations relative to future development

The NRMP integrates the objectives of 13 primary resource areas:

1. Deer management
2. General fish and wildlife management
3. Rare communities/ecosystems
4. Protected species management
5. Bird Air Strike Hazard (BASH)
6. Pest control/nuisance wildlife control
7. Habitat/vegetation management
8. Wetlands management
9. Forest resource management
10. Erosion and sediment control
11. Stormwater management
12. Installation restoration sites
13. Natural resources damage assessment

COMMUNICATIONS

Goals and Objectives

The goal of MRRA’s strategic communications effort is to maximize existing and future resources to continually and effectively communicate with key stakeholders, decision makers, thought leaders, and the general public regarding the redevelopment of the former Naval Air Station Brunswick. The primary objective of this plan is to outline the strategies and approaches that will effectively and efficiently communicate the various aspects of this multi-faceted redevelopment effort to a wide audience spectrum on a pro-active basis.

This communication plan is intended to work in concert with MRRA’s business attraction plan.

Target Audiences

The target audiences for communication include but are not limited to the following groups:

- The public of the mid-coast region and Maine;
- MRRA’s business partners (property tenants and owners);
- Local, State and Federal political leaders;
- Local, state and national business leaders;
- Local, state and national press; and
- Target industry specific organizations/media

Communications Focus

Naturally, there will be disagreements and varying opinions on how best to manage a project of this scope in the Midcoast, a diverse region with many well-established communities of well-educated, active, and concerned citizens. We can’t control what people think or write about MRRA, but we will be proactive and consistent about broadcasting our message.

MRRA’s Executive Director and Board Chair will be the primary spokespersons for the Authority. It is important to speak in an authentic, clear, and unified voice, especially when dealing with the public, the media, and the many stakeholders involved with the redevelopment. Talking points should always include “big picture” goals, the progress we’ve made, and current implementation of the Master Reuse Plans.

Strategic Communication Strategy

MARRA's communication strategy is based on implementation of approaches in several key areas:

- **News and Media**
 - Op-eds: local and state-wide publications (monthly)
 - Press Briefings on topical issues (quarterly)
 - Issue response (as required)
 - Target industry sector articles

- **MARRA website** (*mrra.us*)
 - Weekly and monthly postings on news and events
 - Multimedia content: Video and photos

- **Redevelopment Email Newsletter**
 - Quarterly send to subscribers, interested parties and stakeholders

- **Social Media** (Facebook, Twitter, LinkedIn)
 - Twice weekly postings to MARRA networks

- **Interaction with MARRA Business Partners** (tenants/owners)
 - Newsletter (bi-monthly)
 - Tenant/owner Meetings (quarterly)

- **Public Presentations/Briefings**
 - General Public
 - Open houses/briefings (annually)
 - Local, State and Federal political leaders
 - Open houses/briefings
 - Targeted presentations (as needed)
 - Local, statewide and national organizations
 - Local clubs and organizations (monthly)
 - Statewide organizations (bi-annually)
 - National organizations (annually)
 - MARRA Annual Meeting (November)
 - MARRA Annual Bar-b-que (annually)

- **Regional Community Briefings**
 - Presentations to the region's town councils/boards of selectmen (as needed)
 - Presentations to Brunswick Town Council (as needed)

KEY PERFORMANCE INDICATORS

MARRA has incorporated benchmarks for measuring redevelopment success in all of its key functional areas. MARRA will report on its success rate on an annual basis via the following performance metrics, which have been established to analyze each of its business operations.

Financial Management

- Receive annual clean audit opinions
- Achieve a General Fund Balance of dedicated reserves of 15.0% of total general fund revenues

Real Estate Sales and Leases

- MARRA's targeted industry sectors will comprise at least 75% of available leased space
- The annual absorption lease rate (square footage) at Brunswick Landing will equal or exceed the annual absorption rate within in the Town of Brunswick
- Property sales will equal 10% of available/developable property annually

Utilities and Infrastructure

- Reduce Inflow and Infiltration to 40% of total wastewater discharge in five years
- Reduce unaccounted-for water consumption by 25% (increased metering and elimination of "lost water") in three years
- Reduce unaccounted-for electrical consumption by 50% (increased metering and elimination of "vampires") in two years

Property Management

- Increase percentage of facilities with completed condition assessments to 100% in three years
- Reduce backlog of major maintenance by 10% in 5 years

Brunswick Executive Airport

- Increase (non-air show) aviation fuel sales by 5% per year
- Increase number of based aircraft at or above state-wide growth rate

Renewable Energy Center

- Increase percentage of total Brunswick Landing electricity requirement generated on on-site to 60% in five years

TechPlace

- Realize 10 new business tenants in facility per year.

Customer Satisfaction

- 90% of respondents would be satisfied with their interaction with MARRA employees.
- 100% of respondents would believe the MARRA representative understood their needs.
- 100% of respondents would be satisfied with MARRA customer service and support.

Appendix A: Board Directory & Qualifications

MARRA Board of Trustees

Rita Armstrong, *Treasurer* (Freeport), Real Estate Professional, Heritage/Remax

John Bouchard, (Brunswick) Real Estate Professional, Caldwell Banker

Carl Flora, President, Loring Development Authority

George C. Gervais, Commissioner, Dept. of Economic & Community Development

John Kilbourne, (Brunswick) Retired businessman, pilot

John Moncure, (Harpwell) Attorney/Partner, Moncure & Barnicle

John Peters, *Chair* (Harpwell), Retired, former President, Downeast Energy

Lois Napier Skillings, *Secretary* (Brunswick) CEO Mid Coast Health Services

Steve Weems (Brunswick), Founder and Managing Director, Polaris Associates

Appendix B: Staff Directory & Qualifications

ADMINISTRATIVE



Steve Levesque, Executive Director: Steve's responsibility is to manage the implementation of the Reuse Master Plans for Naval Air Station Brunswick (NASB) and the Topsham Annex and manage the redevelopment of NASB. He was previously the Executive Director of the Brunswick Local Redevelopment Authority (MRRRA's predecessor), where he was charged with overseeing the successful completion of the reuse master plan for NASB.

Education: BA in Political Science; MS in Environmental Studies, California State University, Fullerton. Military Service: U.S. Marine Corps.



Jeffrey Jordan, Deputy Director. Jeffrey's essential duties are to plan, develop, organize, implement, direct and evaluate MRRRA's fiscal function and performance. He advises and participates in the development of MRRRA's plans and programs. He is responsible for providing timely and accurate preparation and analysis of budgets, financial reports, and preparation of the annual financial statement for auditing purposes and analysis of financial trends, and overseeing human resources.

Education: BA in Political Science, University of Southern Maine; MA in Public Administration, the Maxwell School of Citizenship of Public Affairs at Syracuse University.



Kathy Paradis, Executive Admin. Asst: Kathy is the Executive Administrative Assistant for MRRRA's Executive Director. She is also MRRRA's Tenant Liaison and Lease Coordinator. Some of Kathy's duties include producing board packets and taking minutes, drafting leases, scheduling and coordinating meetings, planning events, and

administrative tasks for a smooth running office.



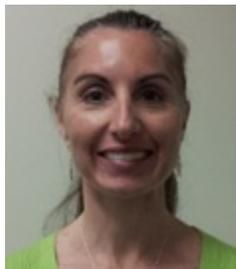
Ben Sturtevant, Marketing and Communications Manager: Ben is responsible for marketing MRRRA's assets, business development outreach, and managing all print and digital communications between MRRRA and its various audiences. He assists with marketing Brunswick Landing properties to business prospects, particularly composites and advanced materials manufacturers.

Education: BA in Political Science, University of Massachusetts.



Michael Russo, Finance Officer: Michael performs a variety of municipal bookkeeping and accounting activities related to the redevelopment of Brunswick Landing.

Education: BA in Political Science; MA in Public Administration, University of Maine.



Kristine Schuman, Business Development Manager: Kristine is responsible for developing and managing TechPlace, a manufacturing business incubator located at the Brunswick Landing. TechPlace will provide office and industrial space for early stage companies, in house business resources, networking opportunities, and mentoring for

companies in the industries of aviation, renewable energy, advanced materials, biotechnology, and information technology. Education: BS in Mathematics with a minor in Management, SUNY Cortland.

BRUNSWICK EXECUTIVE AIRPORT



Marty McMahon, Aviation Services Manager: Marty is responsible for managing the Brunswick Executive Airport (BXM) and overseeing all aviation operations. In addition, he also serves as director of the Great

State of Maine Air Show and supervises the execution of other “special events” at the airport.

Education: BS in Physical Science, U.S. Naval Academy

Military Service: Retired U.S. Navy Aviator with over 3,000 hours of flight time in the P-3C and several other models of naval aircraft.

BUSINESS DEVELOPMENT/REAL ESTATE



Bob Rocheleau, Property Manager: Bob oversees and is responsible for the generation of new prospect leads as well as working with prospective tenants in locating facilities at Brunswick Landing and the Topsham Commerce Park. Bob is the also the primary IT contact for MRRA when dealing with technology prospects and is responsible for the coordination of information needed for all property transfers which includes working with surveyors, real estate appraisers, real estate brokers and developers.

Education: BA in History, University of New Hampshire

FACILITIES

Tom Brubaker, Public Works and Utility Manager/Clean Technology Manager: Tom



administers all public works, facilities management, and environmental management functions at Brunswick Landing, including supervision of staff and contracted services in the operation and maintenance of streets, sewers, water, drainage facilities, an electrical distribution utility, buildings and grounds, equipment and public works functions; procurement of utilities; and management of capital improvement

projects. As the Clean Technology Manager, Tom is responsible for the implementation of the Renewable Energy Center at Brunswick Landing.

Education: BS in Mechanical Engineering, U.S. Naval Academy; MS in Civil Engineering, University of Colorado. He is a Registered Professional Engineer (Virginia) and a Certified Energy Manager. Military Service: U.S. Navy, Civil Engineer Corps (Retired)

Josh Breau, Assistant Public Works and Utility Manager: Josh oversees and is responsible for the operation, maintenance, and repairs associated with the facilities and utility systems



on site at Brunswick Landing. Josh is the primary contact for existing tenants on any issues that arise on Brunswick Landing and also works with new tenants once they have signed a lease to assure their move onto Brunswick Landing is an easy transition.

Education: BS in Marine Engineering, Maine Maritime



Stacy Revels, Assistant Grounds Operations: Stacy's main responsibility is to maintain and repair heavy equipment used at Brunswick Landing and Brunswick Executive airport, including tractors, snow removal equipment, and other vehicles. He also oversees snow removal at the airport and on MRRRA properties.

Military Service: U.S. Navy



Eric Perkins, Ground Operations Supervisor: Our newest employee, Eric's main responsibility is the general upkeep of the Brunswick Landing including building systems and ground maintenance and care in the summer to snow removal in the winter.

Appendix C: MRRRA Statute

Legal Authority

On April 27, 2006, Maine Governor John E. Baldacci signed into law LD 1957 *An Act to Establish the Midcoast Regional Redevelopment Authority* (the “Act”). 5 MRSA 13083-G of the Act established the Midcoast Regional Redevelopment Authority (MRRRA) as a municipal corporation charged with the responsibility to implement the reuse master plans for Naval Air Station Brunswick (NAS Brunswick) and the Topsham Annex, which closed as a result of the 2005 Base Realignment and Closure (BRAC) process. The Authority is entrusted to acquire and manage properties within the geographic boundaries of NAS Brunswick. The Board of Trustees is an eleven member board appointed by the Governor and confirmed by the Maine State Senate.

State law (5 MRSA §13083-I.) granted MRRRA the following powers:

1. Powers. The authority is a public municipal corporation and may:
 - A. Sue and be sued;
 - B. Adopt bylaws or rules consistent with this article for the governance of its affairs;
 - C. Exercise all of the general powers of corporations under Title 13-C, section 302;
 - D. Exercise the power of eminent domain;
 - E. Provide for the public safety by imposing appropriate rules, regulating appropriate use of the base facilities and enforcing laws and rules as they apply to the use of the base facilities;
 - F. Charge and collect fees, charges and rents for the use of the properties and other services and use the proceeds of those fees, charges and rents for the purposes provided in this article, both subject to and in accordance with any agreement with bondholders that may be made as provided in this article;
 - G. Contract with the Federal Government or its instrumentalities or agencies, this State or its agencies, instrumentalities or municipalities, public bodies, private corporations, partnerships, associations and individuals to carry out the purposes of this article;
 - H. Accept the cooperation of the Federal Government or its agencies in the construction, maintenance, reconstruction, operation and financing of the readjustment of the base and take necessary actions to utilize that aid and cooperation;
 - I. Borrow money and apply for and accept advances, loans, grants, contributions and other forms of financial assistance from the Federal Government, the State, a municipality or other public body or from other sources, public or private, for the purposes of this article, give any security that is required and enter into and carry out contracts in connection with that financial assistance;
 - J. Borrow money, make, issue and sell at public or private sale negotiable notes, bonds and other evidences of indebtedness or obligation of the authority for the purposes under this article and secure the payment of that obligation or any part of that obligation by pledge of all or any part of the operating revenues of the authority;
 - K. Enter into loan or security agreements with one or more lending institutions, including, but not limited to, banks, insurance companies and institutions that administer pension funds, or trustees for those institutions for the issuance of bonds and exercise with respect to those loan or security agreements all of the powers delineated in this article for the issuance

of bonds;

- L. Provide from operating revenues for the maintenance, construction or reconstruction of facilities to ensure the public safety for which the authority has not otherwise provided;
- M. Use operating revenues to provide payment of obligations, if any, due to the United States to implement the readjustment or reuse of the base facility;
- N. Adopt rules pursuant to the Maine Administrative Procedure Act; and
- O. Take all other lawful action necessary and incidental to these powers.