

UMaine Task Force  
Public Private Partnerships to Renovate Historic Buildings

Background

Holmes Hall and Coburn Hall are historic buildings currently not being utilized. Both buildings require extensive renovation in order to bring them back into service. Starting in the spring of 2017, a group of administrators led by Provost Hecker held several meetings to explore possible avenues for bringing these buildings back on line. In November 2018, the group recommended to President Ferrini-Mundy that UMaine explore the formation of a partnership with a private entity to renovate and operate one or more of these historic buildings (see November 26, 2018 memo below). In January 2018, the UMS Board of Trustees' Finance/Facilities/Technology Committee was informed of UMaine's intention to pursue a public-private-partnership (P3) to renovate and develop Holmes and Coburn Halls. The request for proposals to hire a consultant to develop plans for possible P3s to renovate these buildings was approved.

Charge

A core team will review proposals for consultation services to assist in the development of strategies for renovating Coburn Hall and Holmes Hall through P3 arrangement(s). The core team comprises:

Jeffrey Hecker, Senior Advisor to the President (Chair)  
Robert Dana, Vice President for Student Life and Dean of Students  
Jake Ward, Vice President for Innovation and Economic Development  
Kimberly Whitehead, Chief of Staff to the President  
Claire Strickland, Chief Business Officer  
Carolyn McDonough, Director of Capital Planning and Project Management  
Robin Delcourt, Special Assistant to the Provost

The team will make recommendations to President Ferrini-Mundy about next steps by December 15, 2019.

Office of the Executive Vice President  
for Academic Affairs & Provost



5703 Alumni Hall, Suite 201  
Orono, Maine 04469-5703  
Tel: 207.581.1547  
Fax: 207.581.1633  
umaine.edu

To: Joan Ferrini-Mundy  
President

From: Jeffrey Hecker   
Provost

Date: November 26, 2018

Re: Public Private Partnerships to Renovate Historic Buildings

Over the past several months I have organized several meetings to explore the possibility of creating a partnership with a private entity to renovate and operate one or more of UMaine's historic buildings. The focus of attention has been on Coburn Hall and Holmes Hall, neither of which are in use at this time. In addition to myself, participants in these discussions have included:

- Jake Ward, Innovation and Economic Development
- Robert Dana, Student Life
- Ryan Low, UMS Administration & Finance
- Carolyn McDonough, Facilities Management
- Claire Strickland, Business Office
- Jim Thelen or Sara Mlynarchek, General Counsel's Office
- Rudy Gabrielson, Purchasing
- Robin Delcourt, Provost's Office

We discussed potential uses for the buildings, parameters of potential partnerships and actions steps. Between meetings we gathered information about public-private-partnerships (P3s). I attended a meeting of higher education leaders (P3-EDU) hosted by George Mason University. Carolyn McDonough attended a national meeting of higher education facilities professionals focused on P3s. In addition, we conducted internet searches for examples of universities that have carried out successful P3 projects for historic buildings. We also reviewed a best-practices brief regarding P3s prepared by EAB. At our most recent meeting we agreed to recommend moving forward with an RFP for consultation to assist in the development of strategies for renovating Coburn Hall and Holmes Hall through public-private partnership.

### **Risk/Benefit Analysis**

Risks: The only risk associated with moving forward with the RFP for consultation is financial. The estimated cost of the consultation is \$50,000 to \$70,000.

Benefits: Successful consultation will provide the following information.

- Potential P3 projects for Coburn Hall and Holmes Hall for the university's consideration
- Value to the university for each potential partnership project
- Legal/financial models for P3
- Positive and negative outcomes for potential partnership projects and models
- Recommendations based upon consultant's expertise and experience
- Recommendations around project governance
- Risk mitigation strategies
- Strategies for marketing private sector investment opportunities

### Recommendation

I recommend that we initiate the RFP process to obtain consultation for possible public private partnerships to renovate Coburn and Holmes Halls.

### Next Steps

If you approve this recommendation, I will initiate the following steps:

1. Inform Claire Strickland of potential cost for consultation.
2. Initiate process to provide information briefing to BOT-FFT committee.
3. Form core team to finalize RFP and review proposals.