MEMORANDUM

TO: Randolph G. Moore  
   Chairperson, Board of Regents

VIA: David Lassner  
     President

VIA: Robert Bley-Vroman  
     Chancellor

VIA: Kathy Cutshaw  
     Vice Chancellor for Administration, Finance and Operations

FROM: Stephen Interim  
      Assistant Vice Chancellor

SUBJECT: APPROVAL OF A DESIGN-BUILD PROJECT TO REPLACE SNYDER HALL

SPECIFIC ACTION REQUESTED:

It is requested that the Board of Regents ("Board") approve a design-build project and associated contracts for the replacement of Snyder Hall for approximately $50 million.

RECOMMENDED EFFECTIVE DATE:
Upon Board of Regents approval

ADDITIONAL COST:
$50,000,000.00

BACKGROUND:

Built in 1962, Snyder Hall has not undergone any significant rehabilitation or upgrade in the past 53 years. This has resulted in an important science research, classroom, and office facility that is in a severe state of disrepair and in dire need of modernization. Recognizing its declining condition, the renovation of Snyder Hall has been one of the
University of Hawai‘i at Mānoa’s (“UHM”) top priority major Capital Improvement Project (“CIP”) for the past 9 years.

In FY 2014, the legislature funded the renovation of Snyder Hall with $10 million in General Obligation (“GO”) bonds, and authorized the University of Hawai‘i (“University”) to issue $20 million in Revenue bonds for the balance of the project. Due to cost escalations and the need for technological upgrades, the total project cost increased to $50 million and the University sought an additional $20 million in GO bonds during the past legislative session. As explained in an update to the Board Planning and Facilities Committee Meeting on May 6, 2015, the University did not receive this additional appropriation.

Recently, Snyder Hall has experienced a rapid deterioration of its condition, which has negatively impacted research and the student experience. A quick walk-through of Snyder Hall reveals dark, dingy corridors and rooms, stained walls and floors, damaged furniture, worn sinks and equipment, inoperable laboratory refrigeration and freezer equipment, and broken window air conditioning units. Just considering the past 2 years, at least 26 window air conditioning units have been purchased and installed. Furthermore, even if Snyder Hall was decently maintained, the basic structure is not consistent with contemporary standards for a modern-day research facility. For example, door and window construction is not air-tight, there are no systems to control air quality as existing air exchange systems do not protect against bio-contaminants either entering or leaving the facility, there is no efficient, reliable interior temperature control system like a central HVAC, and there are no modern fire suppression or chemical contaminant suppression systems.

Currently, Snyder Hall, which has a floor space of 61,000 gross square feet (“gsf”), is home to the Department of Microbiology. The Department of Microbiology has been part of the University of Hawai‘i at Mānoa for over 50 years. Microbiology students enter careers in nursing, pharmacology, dentistry, and other health fields. These students pursue research careers in health, biotechnology, and environmental sciences or obtain advanced degrees and become physicians or professors.

DISCUSSION:

UHM seeks to complete a design-build project and associated contracts for the replacement of Snyder Hall for approximately $50 million. This project will be funded through the repurposing of $30 million of FY14/15 Health, Safety, and Code Requirement (“HSCR”) funds and the allocation of $20 million of FY16 Lump Sum CIP funds.

The purpose of this project is to provide critical science research and surge space, in a “plug-and-play” building to meet the priority needs of the campus. At this time, a Snyder replacement facility is anticipated to support 60,000 gsf of fixed and surge research
laboratories and faculty offices. It will be an energy efficient, mixed use space in a 4-6
story building. The proposed location is an open parcel at the NE corner of the Biomedical
Science building. This location is consistent with the 2007 Long Range Development
Plan for UHM, which envisioned research buildings at this location to complement the
Biomedical building. The project will use a design/build project delivery approach. The
construction duration is 18 months with expected completion in June 2018.

This Snyder replacement building is on the critical path to unlocking a UHM
development plan that effectively and strategically addresses modernizing facilities and
substantially reduces the mounting deferred maintenance ("DM") backlog on the
campus. Upon the completion of a Snyder replacement facility, the next major priority
project will be the renovation and rehabilitation of the 61,000 gsf existing Snyder Hall.
This project will repurpose the existing Snyder Hall for general classroom use that
focuses on enhancing the undergraduate educational experience in a facility located at
the heart of the campus on McCarthy Mall. In addition, relocating energy intensive
research laboratory functions into a modern, properly designed Snyder replacement and
renovating existing Snyder into enhanced, learning classrooms, allows each of these
facilities to operate more efficiently, which further supports and advances both the
teaching and research missions of the campus.

Construction of the Snyder replacement as a research laboratory and faculty offices
together with the repurposing of the existing Snyder Hall to concentrate on meeting
UHM’s core-teaching mission (1) enables the aggregation of several academic
departments that are inefficiently dispersed at random locations throughout the campus,
and (2) allows for the next level of development moves from Kuykendall Hall to occur.
The anticipated occupants of the repurposed Snyder Hall will be the English
Department faculty from the Kuykendall office tower. Repurposed Snyder Hall will also
lead to the consolidation of other compatible programs such as Language, Literature
and Linguistics ("LLL") and Hawaiian English Language Program ("HELP") from their
various locations into one facility that will support their teaching needs through providing
the appropriate number of associated classrooms and meeting areas.

With the relocation of English faculty offices and classroom functions from Kuykendall to
repurposed Snyder, the next, long awaited redevelopment of Kuykendall Hall and office
tower can commence.¹ Since the repurposed Snyder will help support campus
classroom needs, the renovated Kuykendall will have less dedicated classroom space.
This allows the renovated Kuykendall Hall to accommodate the Center for Instructional
support, computational labs and an increased number of office and meeting spaces.
The reprogramming of Kuykendall will also assist in providing needed office and
potentially laboratory space for the upcoming Holmes Hall renovation. The ability to

¹ For as long as the renovation of Snyder Hall has served as UHM’s top CIP priority, the renovation of Kuykendall
Hall has served as UHM’s second-top CIP priority. From a program standpoint, this equally supports the research
and science programs along with the teaching and academic programs.
provide offices and laboratory space to house current occupants of Holmes Hall is a tremendous benefit as it reduces the need for expensive, disruptive, and challenging construction that was conceptualized for the expansion of Holmes Hall to support the College of Engineering’s needs.

As the above-referenced relocation and repurposing of building utilization is proceeding, the following structures are anticipated to be demolished:

<table>
<thead>
<tr>
<th>Structure</th>
<th>Floor Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>I149A- Population Genetics</td>
<td>(1,741)</td>
</tr>
<tr>
<td>I149B- Campus Security Portable</td>
<td>(1,741)</td>
</tr>
<tr>
<td>I149C- Fire Safety Office</td>
<td>(1,757)</td>
</tr>
<tr>
<td>I125- Kuykendall Annex</td>
<td>(1,773)</td>
</tr>
<tr>
<td>1046U- Krauss Annex #7</td>
<td>(1,741)</td>
</tr>
<tr>
<td>I129- Henke Hall</td>
<td>(24,686)</td>
</tr>
<tr>
<td>I179A- Lincoln Annex #1</td>
<td>(1,765)</td>
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<tr>
<td>I179B- Lincoln Annex #2</td>
<td>(2,448)</td>
</tr>
<tr>
<td>1077A- Building 77A</td>
<td>(5,278)</td>
</tr>
<tr>
<td>1077B- Building 77B</td>
<td>(6,744)</td>
</tr>
<tr>
<td>I108R- Makai Campus 13</td>
<td>(1,891)</td>
</tr>
<tr>
<td>I108S- Makai Campus 14</td>
<td>(1,900)</td>
</tr>
<tr>
<td>I108U- Makai Campus 16</td>
<td>(1,954)</td>
</tr>
<tr>
<td>1071- High School 1</td>
<td>(11,184)</td>
</tr>
<tr>
<td>1094- High School 2</td>
<td>(9,560)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>(76,163)</strong></td>
</tr>
</tbody>
</table>

While the Snyder replacement building will initially add square footage to the campus, the impact will be mitigated by the sequence of events identified above that ultimately results in the demolition of facilities and an overall net-reduction of 16,163 gsf.
**Project Summary**

<table>
<thead>
<tr>
<th>Project Summary</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Snyder Replacement</td>
<td>Snyder Hall</td>
<td>Kuykendall Hall</td>
<td>Demolition</td>
<td></td>
</tr>
<tr>
<td>Total Decrease in CRDM</td>
<td>($416,000)</td>
<td>($17,842,000)</td>
<td>($14,128,000)</td>
<td>($6,001,000)</td>
<td>($38,387,000)</td>
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<tr>
<td>Added Square Feet</td>
<td>60,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>60,000</td>
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<tr>
<td>Reduced Square Feet</td>
<td>(5,239)</td>
<td>0</td>
<td>(3,514)</td>
<td>(67,410)</td>
<td>(76,163)</td>
</tr>
<tr>
<td>Net Square Feet</td>
<td>54,761</td>
<td>0</td>
<td>(3,514)</td>
<td>(67,410)</td>
<td>(16,163)</td>
</tr>
</tbody>
</table>

**OTHER CONSIDERATIONS:**

UHM has over $500 million of deferred maintenance (DM) throughout its more than 5 million square feet of occupied buildings. Much of this DM backlog is most effectively addressed in whole building renovations. This approach requires the functional relocation of large numbers of occupants and alternate laboratory and classroom accommodations. With current space constraints on the campus, most of these moves are executed in part, or through several temporary relocations before the occupants are able to settle into permanent locations. This constraint drives costs higher for moving and facility conversions and results in longer times for final project delivery. Therefore, the most efficient and cost effective approach is to construct a replacement building to house the occupants of Snyder Hall and serve as surge space for a sequence of several major building renovations that will follow. This also allows for the consolidation of various departments, increasing operating efficiency, and for the co-location of complementary departments that will foster greater collaboration and synergies within the UHM community.

**ALTERNATIVES:**

An alternative to the development of a Snyder replacement facility will be to approach the capital renewal, deferred maintenance, and health and safety projects in the same fashion as prior years. While there are many such projects that, on an individual basis, have immediate, small-scale impact, we believe the development of a Snyder replacement facility will have a broader, transformational impact that also serves as a catalyst for other priority capital improvement projects.

In this specific case, the alternative proposal of renovating Snyder in-place would require a floor-by-floor construction schedule since finding adequate research
laboratory, teaching, and office space to vacate the building would not be possible. This phased approach would result in added costs due to construction challenges and additional moves, a lengthened construction schedule, and major disruption to the Department of Microbiology. A segmented renovation would create an unacceptable research, working, and learning environment and would negatively impact our students, faculty, and staff. A replacement facility for Snyder is the best approach from a cost, efficiency, and environmental quality standpoint to address the need for major renovations to Snyder.

It should be noted that UHM has evaluated and reviewed the alternatives, and the Manoa Chancellor has determined that the approach recommended herein is priority.

BUILDING MORATORIUM:

At its November 2013 meeting, the Board adopted a building moratorium policy that established a general moratorium against new building, with certain exceptions. The renovation of the existing Snyder Hall was identified as a project that was exempt from the building moratorium. This immediate proposal, to replace the Snyder facility on a new site, may or may not fall within this existing moratorium. As such, it is requested that the Board specifically exempt the replacement Snyder project referenced in this memo from the building moratorium.

ACTION RECOMMENDED:

It is requested that the Board of Regents ("Board") approve a design-build project for the replacement of Snyder Hall for approximately $50 million, and delegate to the President the authority to execute all contracts and documents necessary to support such project.

c: Executive Administrator and Secretary to the Board Quinn