

BUILDING **INDUSTRY HAWAII**

MAY 2017/\$4.95

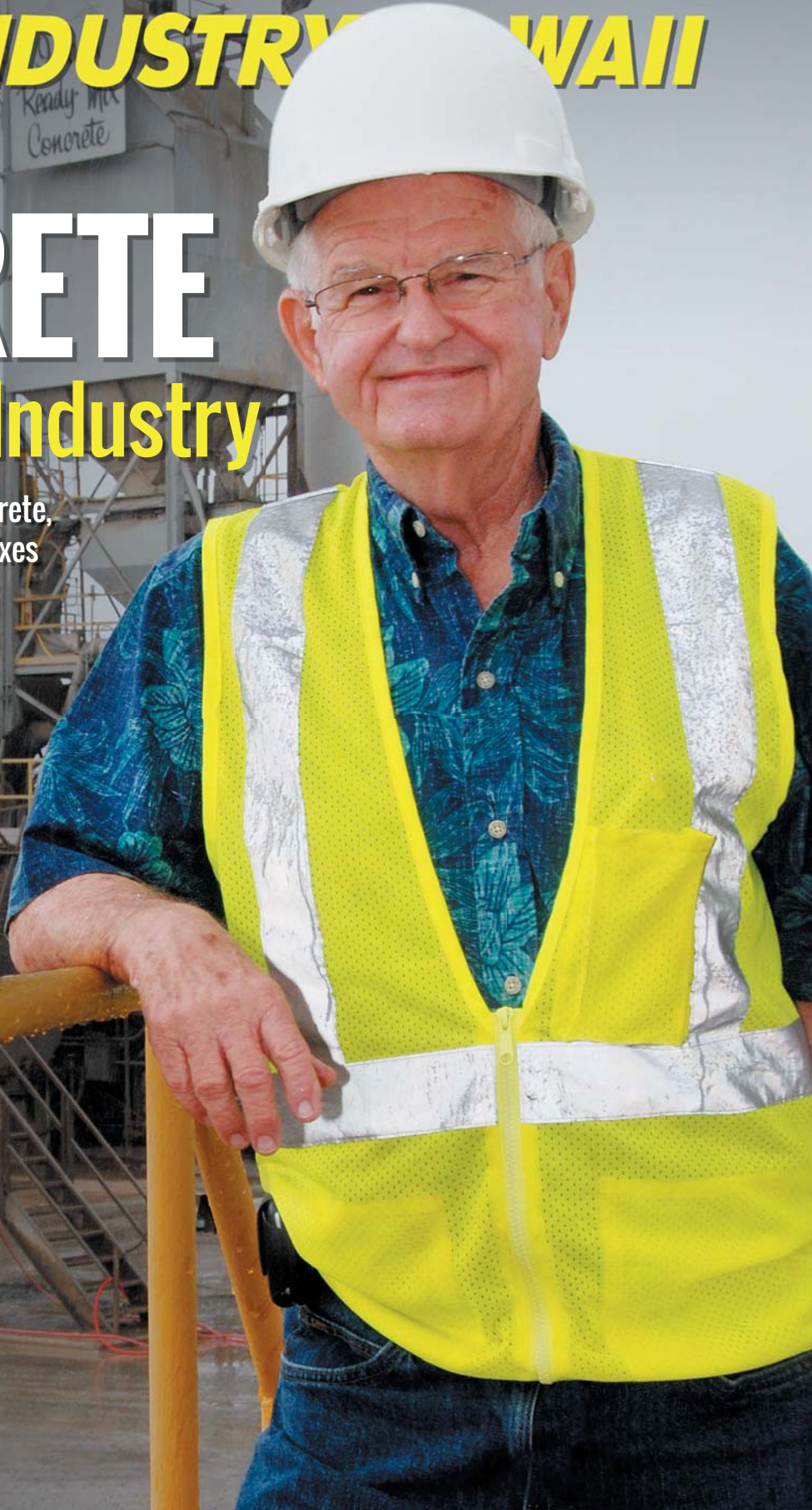
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COFFEE BREAK

The military's contribution to the construction industry includes major projects this year, from a command center at Fort Shafter to the Navy's planned energy facility on Kauai. Our report in this issue takes a look at these projects and what else is in the pipeline.

Hawaii's concrete and cement industry remains robust, with many recent construction projects, including ongoing residential developments. In an exclusive interview with *Building Industry Hawaii*, Shorty Kuhn, the longtime head of Island Ready-Mix Concrete, provides keen insight gained from decades of experience in the concrete and cement sector. Our report includes forecasts from other industry leaders.

Storage space for building materials is scarce in the Islands, and that means better planning and scheduling not only by builders, but also for trucking companies. Add a shortage of drivers to the mix and it's clear that Hawaii businesses that haul for a living really have to stay at the top of their game to make deliveries promptly and safely. In this issue we take a look at major issues facing Hawaii's trucking and hauling industry.

Painting, they say, is a mode of expression. Ever consider that as you look at the lines down the middle of a paved road? Columnist Don Chapman interviewed master striping Gordon Lewis, who has been striping roads and parking lots on Oahu for more than three decades.

Two of the top aerial photographers in Hawaii discuss how helpful the use of drones can be to the construction industry, offering views of the worksite from high above to doing 3D topography mapping.

On June 1 the hurricane season will officially begin. Contractors talk to *Building Industry Hawaii* about their experiences in protecting jobsites during storms and the lessons they learned. 🏠

A hui hou,

david@tradepublishing.com



BUILDING INDUSTRY HAWAII

The Construction Magazine of Hawaii

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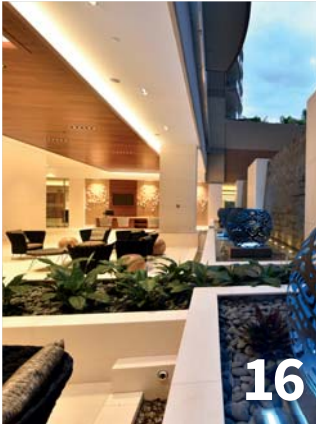
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INDUSTRY HAWAII

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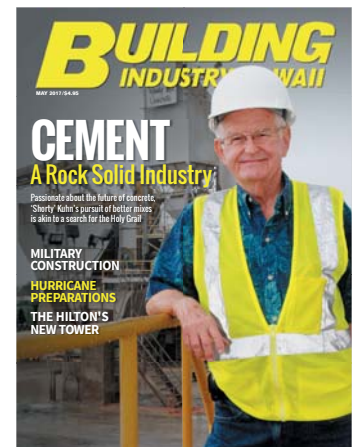
60 Faces: BIA

On the cover

Shorty Kuhn of Island Ready-Mix

Photo by Anjj Lee

Design by Davin Iyamatsu



COMING IN JUNE

Building Industry Hawaii will spotlight **Hawaii's Top Roofers**, according to the results of our annual survey. There also will be a look **Inside the AIA, Honolulu chapter**. And don't miss the special section on the **Hawaii Lumber Products Association**.

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MAY 1

Inspiring the Next Gen of Female Leaders

The American Institute of Architects Honolulu Chapter (AIA Honolulu) and Cathy Simon, principal at Perkins + Wills, San Francisco, present a career forum addressing issues raised by the AIA's Equity by Design project. A panel of noted Hawaii female designers will analyze industry issues affecting women and minorities and explore solutions in a Q&A. Heavy pupus and hosted drinks.

5-7:30 p.m. AIA Honolulu Center for Architecture, Program Area, 828 Fort Street Mall, Suite 100. RSVP at aiahonolulu.org. For more info, contact Julie Lam at julielam@proworkpacific.com.

MAY 1-4

OSHA 2045 Machinery and Machine Guarding Standards

This Building Industry Association of Hawaii (BIA-Hawaii) and UC-San Diego OSHA Training Institute four-day training by Harold Gribow covers common machinery types and related OSHA regulations and procedures. Topics include machinery processes, mechanical motions, points of operation, common OSHA machine guarding violations and more. A mock plant inspection provides hands-on experience. Various credits and OSHA safety certification available. All materials provided on the first day of class.

8 a.m.-4:30 p.m. (daily). CTC-Pacific, 94-487 Akoki St., Waipahu. Register at osha.ucsd.edu. For more information, go to biahawaii.org, call (800) 358-9206 or visit oshatraining@ucsd.edu. Fee: \$750. No refunds after April 17.

MAY 2, JUNE 1

Get the Job – Sessions 1 & 2

AIA Honolulu's introductory workshops in Howard J. Wolff's four-part series presents tools and strategies for getting more and better clients. Wolff, formerly WATG senior vice president and worldwide marketing director,

shows how to craft an effective message, how to write a marketing plan and more. Various credits available.

Noon-1:30 p.m. AIA Honolulu Center for Architecture, 828 Fort Street Mall, Suite 100. For May 2 session, register online by May 1 at aiahonolulu.org. For June 1 session, register online by May 31. For more info, contact Abby Mundell at abigail@aiahonolulu.org or 628-7244. Fee (4-part series): AIA members \$279; nonmembers \$337. (Per session): AIA members \$79; nonmembers \$97.

MAY 4; JUNE 15

ARE Prep Session: Programming & Analysis

The AIA Honolulu Chapter presents ARE Prep Sessions to assist those on the path to licensure. Both sessions cover ARE 5.0 Programming and Analysis and the corresponding ARE 4.0 exams, including Site Planning and Design/Programming, Planning and Practice. The ARE 4.0 PPP vignette will be covered in the May 4 session. Various credits available.

5:30-7 p.m. (both dates). AIA Honolulu Center for Architecture, 828 Fort Street Mall, Suite 100. Advanced online registration and payment is required. Register at aiahonolulu.org until May 4 and June 15. For more information, contact Jason DeMarco at jddemarch@gmail.com. Fee: AIA/AIAS members \$10 per person; nonmembers \$20. Substitutions available.

MAY 6

Seminar: Building Your Home for Life

Residential design and construction firm Graham Builders guides homeowners on home additions and renovations from start to finish: where to begin, how to select a builder, potential problems as well as requirements for residential design, setting a budget, estimating, financing and scheduling, going green and more. Seminar is free and open to the public.

9-11 a.m. Honolulu Country Club, 1690 Puumalu St. Registration required. Limited seating. Call

593-2808 or go to grahambuilders.com.

MAY 6, 13

Oral and Written Communication (STP Unit 2)

The General Contractors Association of Hawaii (GCA Hawaii) presents the Associated General Contractors of America's Supervisory Training Program (STP), designed and field-tested for contractors to help them effectively manage people, time, equipment and materials. Unit 2—Oral and Written Communication (2015 edition)—is the second in STP's six-course program. Instructor Glenn Nohara, Genba Hawaii Inc. president, covers effective communication, meetings, persuasion and written records and more. Includes manual and lunch. Certificate available after completion of course.

8 a.m.-4 p.m. (daily). GCA Conference Room, 1065 Ahua St. Register by April 21. Limited seating; first-come, first-served. To register and for more information, go to info@gcawaii.org or gcawaii.org, or call 833-1681. Fee: GCA of Hawaii members \$295; nonmembers \$395. No refund after April 21. Substitutions available.

MAY 10

Hawaii OSHA Workshop

The federal Occupational Safety and Health Administration (OSHA), the State of Hawaii OSHA branch (HIOSH) and the American Society of Safety Engineers (ASSE) Hawaii Chapter present a comprehensive review of 2017 jobsite safety rules and regulations, including HIOSH, Federal OSHA update, OSHA Silica Rule, walking-working surfaces and more. Register by April 13 for Early Bird Discount. Includes parking, buffet breakfast and lunch. Vendor booths available.

7 a.m. (check-in/breakfast/networking); 7:50 a.m.-3:45 p.m. (program). Dole Cannery, Pomaikai Ballrooms, 735 Iwilei Rd. For online payment and registration, go to cvent.com/events/hawaii-osa-workshop/fees. Fee: Early

Bird \$105; general \$125.

MAY 11

Green Beans & Ice Cream Workshop

Sponsored by the American Society of Safety Engineers (ASSE) Hawaii Chapter and tying in with the ASSE's May 10 OSHA event, this workshop is for all business professionals responsible for company morale—from operations managers to CEOs. Keynote speaker Bill Sims shows you how to assess your company's culture and produce dramatic improvements in workplace wellness and performance. Course preview available at greenbeanleadership.com/2015.

8 a.m.-4 p.m. BIA-Hawaii, 94-487 Akoki St., Waipahu. Register via Cvent at <https://goo.gl/2JKQQ4>. For more information, contact Tristan Aldeguer at 478-3257 or taldeguer@hdcc.com. Fee: \$375.

MAY 11

YAF Workshop: Moving Up Within A Firm

AIA Honolulu's Young Architects Forum (YAF) hosts a panel and workshop exploring savvy career strategies and also features local desserts. YAF Honolulu welcomes professionals who are nearly licensed, newly licensed, and out to 10 years of licensure.

5:30-7 p.m. AIA Honolulu Center for Architecture, 828 Fort Street Mall, Suite 100. Advanced online registration and payment is required at aiahonolulu.org by May 11. For more info, contact Kris Powers via kris@masonarch.com or at 536-0556. Fee: AIA members \$20 per person; non-members \$25.

MAY 12

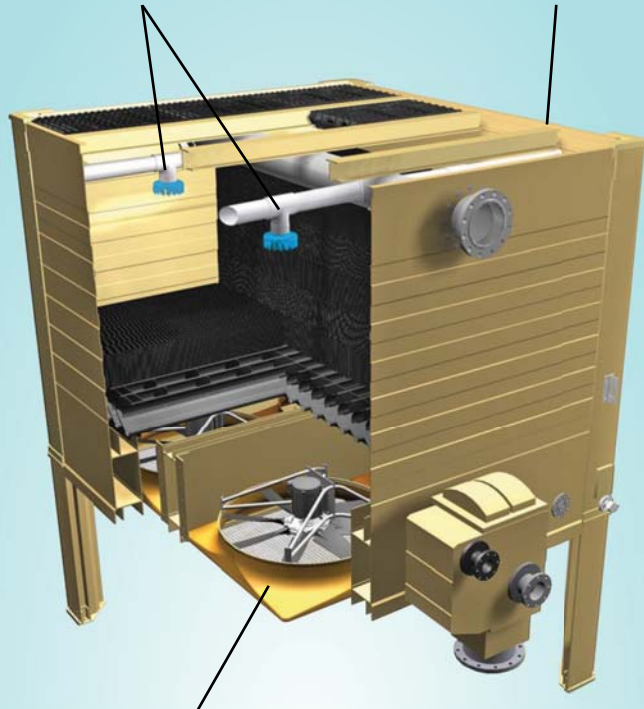
First Aid/CPR Class

GCA of Hawaii presents First Aid/CPR training.

7:30-11:30 a.m. GCA Conference Room, General Contractors Association, 1065 Ahua St. For more information, to download registration form and to remit payment, go to gcahawaii.org. Attendees will be confirmed via email. Fee: GCA of Hawaii members \$70; nonmembers \$100.

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After May 8, \$20 additional fee for no-shows and cancellations.

MAY 13, 27

AIA Architectural Walking Tour

On every second and fourth Saturday of the month, AIA Honolulu walking tours are led by a Hawaii architect or architectural historian who relates the tales and building history of Honolulu's downtown district. Tour groups must be 4-12 people.

9-11:30 a.m. AIA Honolulu Center for Architecture, 828 Fort Street Mall, Suite 100. Register with payment in advance at 628-7243 for May 13 tour. For May 27 tour, register with payment at contact@aiahonolulu.org until May 26. For more info call 628-7243, or go to aiahonolulu.org and contact@aiahonolulu.org. Fee: \$15 per person.

MAY 17

BIA Networking Night

At BIA-Hawaii's Networking Night hosted by Ferguson, you'll enjoy pupus and drinks, get the latest industry buzz and network with peers.

5:30-7:30 p.m. Ferguson Enterprises Inc., 925 Kokea St. For more information and to register online, go to biahawaii.org.

MAY 17

HART Maintenance Site and Railway Tour

The year's first AIA Honolulu/GCA event will survey HART's maintenance site and railway. Event details to be announced.

3:30-5 p.m. For more information, go to aiahonolulu.org or contact David Miyasaki at davidm@arm-strongbuilders.com.

MAY 18

NAWIC General Membership Meeting

The National Association of Women in Construction hosts its monthly dinner and membership meeting. Get to know other women in the industry, build partnerships and increase your knowledge. Speaker to be announced.

5:30 p.m. (networking); 6 p.m. (dinner and meeting). Honolulu Country Club, 1690 Ala Puumalu

St. For more information, email nawic114@yahoo.com or go to Honolulu-nawic.org. Dinner fee \$35.

MAY 19

32nd Annual BIA Renaissance Building & Remodeling Awards-Early Bird Deadline

The Early-Bird special fee and submission deadline for BIA-Hawaii's 32nd annual Renaissance Awards is May 19. The final deadline is 4 p.m., June 16. Project category divisions include Details, Hawaii BuiltGreen, Kitchen & Bath, Historic, Residential, Commercial, Master Plan and more.

The awards gala will be on Oct. 6 at The Modern Honolulu. For more info, entry forms and instructions, go to biahawaii.org or contact Jeong Ku Hwang at 629-7511 or via jkh@biahawaii.org.

MAY 22-26

OSHA 5410-OH&S Standards for the Maritime Industry

Offered through the UC-San Diego OSHA Training Institute Education Center and BIA-Hawaii, this five-day course presents maritime industry standards and is a prerequisite for OSHA 5400-Trainer Course-Maritime Safety. Thomas Stefanik covers federal standards, federal regulatory agency jurisdictional responsibilities, OSHA rules and more. Credits available. All materials provided on the first day of class.

8 a.m.-4 p.m. (daily). CTC Pacific, 94-487 Akoki St., Waipahu. Register at osha.ucsd.edu. For more info, go to biahawaii.org, call (800) 358-9206 or visit oshatraining@ucsd.edu. Fee: \$995. No refunds after May 8.

MAY 24

Identifying Trouble Areas in Residential Buildings & Permitting - May

Offered by BIA-Hawaii. A licensed general contractor conducts a workshop for seasoned and novice realtors covering types of builders, basic building construction, ADUs, permitting basics and more. Counts for four DCCA 2017-2018 biennium continuing education requirements.

9 a.m.-1:30 p.m. BIA-Hawaii, 94-487 Akoki St., Waipahu. Register

online at biahawaii.org or contact Barbara Nishikawa at 629-7505 or BLN@biahawaii.org for information and registration. Fee: BIA members \$100; nonmembers \$150; \$75 through available ETF funding.

JUNE 1

ARE Open Study Session

AIA Honolulu's ARE open study session offers individualized guidance on the path to licensure. Bring your ARE questions, transition from ARE 4.0 to 5.0, and AXP questions.

5:30-6:30 p.m. AIA Honolulu Center for Architecture, 828 Fort Street Mall, Suite 100. Register online at aiahonolulu.org until June 1. For more information, contact Jason DeMarco at jddemarch@gmail.com.

JUNE 3, 10

Improving Productivity and Managing Project Costs (STP Unit 5)

GCA of Hawaii presents the Associated General Contractors of America's Supervisory Training Program (STP), designed and field-tested for contractors to help them effectively manage people, time, equipment and materials. Unit 5—Improving Productivity and Managing Project Costs (2015 Edition)—is the fifth in STP's six-course program. Instructor Glenn Nohara, Genba Hawaii Inc. president, covers construction estimates, managing project and labor costs, working with project partners and more. Includes manual and lunch. Certificate available after completion of course. Courses and units need not be taken in order.

8 a.m.-4 p.m. (daily). GCA Conference Room, 1065 Ahua St. Limited seating; first-come, first-served. RSVP/register by May 19. To register and for more information, email info@gcahawaii.org or go to gcahawaii.org, or call 833-1681. Fee: GCA of Hawaii members \$295; nonmembers \$395. No refunds after May 28. Replacements accepted.

JUNE 5-8

OSHA 511 - Occupational Safety and Health Standards for General Industry

Offered by BIA-Hawaii and UC-San

Diego's OSHA Training Institute. Four-day OSH certificate course covers the 29 CFR 1910 standards, including general industry safety and health principles as they relate to real world situations. Using OSHA standards as a guide, course focuses on areas that are the most hazardous. Topics include OSH Act, Safety and Health Management Systems, Personal Protective Equipment, Hazard Communication and Electrical. Various credits available. All materials provided on the first day of class.

8 a.m.-4 p.m. (daily). CTC Pacific, 94-487 Akoki St., Waipahu. Register at osha.ucsd.edu. For more info, go to biahawaii.org, call (800) 358-9206 or email oshatraining@ucsd.edu. Fee: \$750. No refunds after May 22.

JUNE 7

General Membership Luncheon Meeting

BIA-Hawaii's general membership luncheon features an address by Avalon Development President and CEO Christine Camp. Hear her views on industry conditions, enjoy fine dining and network with your peers.

11 a.m.-1 p.m. BIA-Hawaii, 94-487 Akoki St., Waipahu. To register and for more information, contact Cathleen Main at clm@biahawaii.org.

JUNE 8

YAF Pau Hana

AIA Honolulu's Young Architects Forum (YAF) hosts a pau hana at Bethel Union. Hoist your glass, hear the latest industry buzz and get to know your peers. YAF Honolulu welcomes professionals who are nearly licensed, newly licensed, and out to 10 years of licensure.

5:30-7 p.m. Bethel Union, 1115 Bethel St. Register in advance; online registration at aiahonolulu.org until June 8. For more info, contact Kris Powers via kris@masonarch.com or at 536-0556.

JUNE 10

AIA Architectural Walking Tour

On every second and fourth Saturday of the month, AIA Honolulu walking tours are led by a Hawaii

architect or architectural historian who relates the tales and building history of Honolulu's downtown district. Tour groups must be 4-12 people.

9-11:30 a.m. AIA Honolulu Center for Architecture, 828 Fort Street Mall, Suite 100. Register with payment at contact@aiahonolulu.org until June 9. For more info call 628-7243, or go to aiahonolulu.org and contact@aiahonolulu.org. Fee: \$15 per person.

JUNE 13-15

Construction Quality Management (CQM)

Offered through BIA-Hawaii. This U.S. Army Corps of Engineers three-day class is for credentialed CQ managers and is limited to four attendees per company per course. After attending all classes, attendees will be issued a certificate, which is valid for five years after successful testing.

Noon-4 p.m. (daily). BIA-Hawaii, 94-487 Akoki St., Waipahu. Register at biahawaii.org. Contact Barbara

Nishikawa at 629-7505 or BLN@biahawaii.org for information and registration. Fee: BIA-Hawaii members \$95; nonmembers \$125. \$62.50 through available ETF funding.

JULY 7, 14, 15, 21, 22

40-Hour Construction Safety Hazard Awareness Training for Contractors

Designed specifically for contractors, this GCA of Hawaii 40-hour training course provides the additional certification for a Site Safety & Health Officer (SSHO) as stated in the NAVFAC UFGS 1.6.1.1.1. Instructor Tristan Aldeguer also covers the major revisions to the EM385-1-1. Academic and/or industry prerequisites required. Certification provided after successful testing.

7:30 a.m.-4 p.m. (daily). GCA Conference Room, 1065 Ahua St. RSVP by June 30 at gcahawaii.org. Limited seating; first-come, first-served. Fee: GCA members \$500; nonmembers \$750. No refunds after July 1. Substitutions available. 🏠



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GORDON LEWIS: He's Got Stripes

BY DON CHAPMAN



Simple as a stripe may seem, they come in many styles.

There's the kind **Johnny Cash** sang about on the album recorded at San Quentin prison in 1968: "I got stripes, stripes running 'round my shoulders."

There's the kind represented in **Bill Murray's** classic 1981 Army basic training film "Stripes:" "That's a fact, Jack!"

And there's an entire wing of modern art comprised of just stripes.

Which comes closest to the stripes for which **Gordon Lewis** of Kailua has been known for more than 30 years. He is a master artist of the straight line, and the curved line when necessary. And though he's never signed one of his tableaux, you've no doubt seen his work up close and personal. That's because the canvas Gordon paints upon is asphalt. He is the founder of Parking Lot Painting Specialists.

Ever drive up Tantalus? Gordon painted the winding yellow center line. Likewise for

Wilhemina Rise, the hilly streets of Pearl City and Kalaniana'ole Highway from Hawaii Kai to Waimanalo.

At this writing, he and his three-man crew, including son **Ryan Mertens**, are in the process of repainting "thousands" of parking spaces for trucks and cars alike at the Matson shipping facility on Sand Island.

"He's been working for us for eight, 10 years," says **Carlton Keyes**, a Matson senior supervisor. "We depend on him, and he does excellent work. He does everything, the stall striping, numbers for each one, the stops, directional arrows and various demarcation lines."

"It's an ongoing process," says Gordon.

The Matson yard is so big, in fact, it's rather like the Golden Gate Bridge, where the painting crew finishes with the bridge at one end and almost immediately starts over on the other.

Unlike, say, a Picasso, Gordon and his crew can't paint over mistakes. That's as true for the striping as for the stall number-

parking stall lined straight as a pencil or a curvy, swervy roadway, the trick to getting it right is a simple rope, half-inch.

"We lay it down, stretch it out, make some chalk marks and the machine follows that," he says.

Gordon's three machines are made by Graco. In a

Some local fishermen have "squid eye." Gordon has "stripe eye."

ing, which at Matson's truck stalls for loading and offloading shipping containers are two feet from tail to tall.

"No mistakes allowed," says the king of the 90-degree angle and parallel lines. "It takes experience, and then you have to take your time. Mostly, you need to have a good eye."

Some local fishermen have "squid eye." Gordon has "stripe eye."

Another recent project was striping the parking area at the new 801 South Street condominium in Kakaako.

"Zelinsky gave us a blueprint of the garage and all the measurements," he says.

And whether it's a

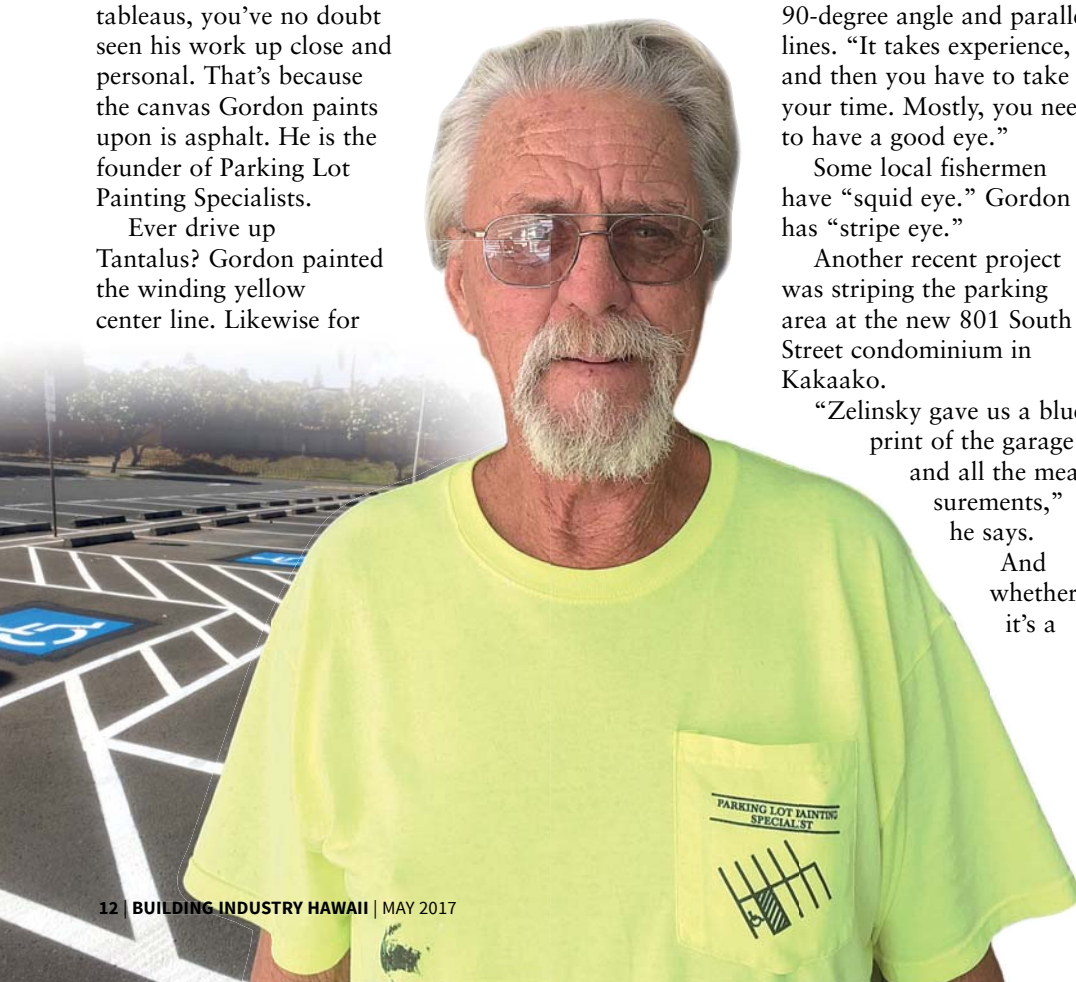
weekend of painting at Matson—which requires Homeland Security clearance—he can go through 20 to 40 gallons of paint, white and yellow.

Gordon, a Roosevelt High alum who has Molokai ties (his grandfather **James** was the Kaunakakai postmaster, his grandmother **Beatrice** a teacher, and Gordon worked many a summer on their cattle ranch), got his start as a striper years ago with the City & County of Honolulu.

"I was a laborer, and in those days we'd spend six months installing street signs and six months striping," he says. When he and his wife **Leona** moved to Hilo, Gordon took a job with the state as a striper and did that for about 15 years.

"But we did plenty of work on the Kona side, so I wasn't home a lot," he says. That led to their return to Honolulu, and for a time he branched out into

...continued on page 56



Gordon Lewis

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First Quarter Awards Jump 22%

Despite a slight dip in government agency awards during March, first quarter totals rose more than 22 percent, up from \$175,037,124 last year to \$213,768,802.

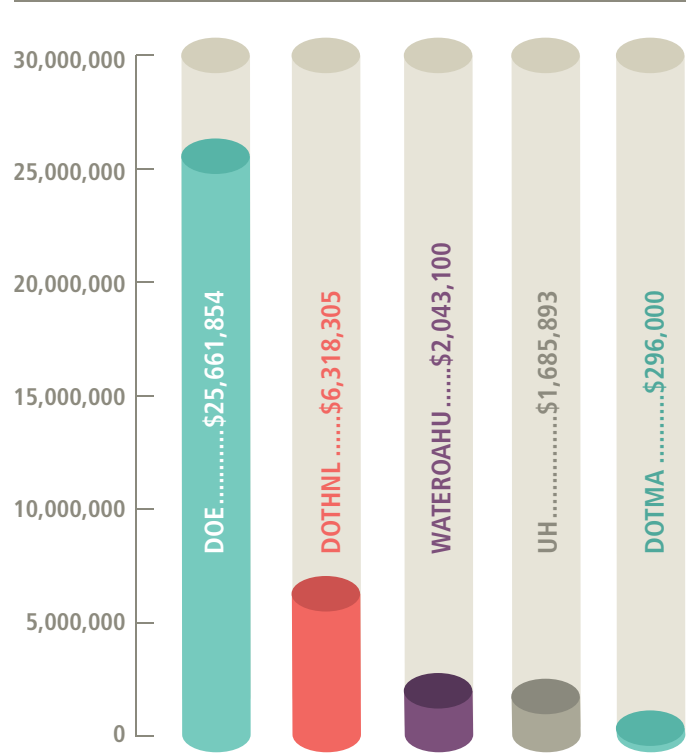
The bulk of March contracts, down five percent from \$37,889,047 in 2016 to \$36,005,152, emanated from Oahu. The Department of Education awarded the lion's share of contracts valued at \$25,661,854, with the Honolulu Department of Transportation approving work valued at \$6,318,305.

Safety Systems & Signs Hawaii Inc. landed the single-largest award of \$5,765,800 to furnish highway traffic control and safety measures at various Oahu sites.

MJ Construction Co. reaped two contracts valued at \$4,974,701, including a \$4,084,701 heat abatement project at Barbers Point Elementary School, Campbell and Kapolei Complexes.

The third-largest award, at \$3,198,000, went to F&H Construction for improvements to the athletic facility at Honokaa High School on the Big Island.

AWARDS BY AGENCY



AWARDS BY AREA

Oahu	\$30,341,853
Hawaii	3,766,900
Maui	1,373,749
Kauai	522,650
TOTAL	\$36,005,152

AWARDS BY AGENCY

DOE	\$25,661,854
DOTHNL	6,318,305
WATEROAHU	2,043,100
UH	1,685,893
DOTMA	296,000
TOTAL	\$36,005,152

MARCH *(Awards are rounded up to the nearest dollar.)*

Oahu

Safety Systems & Signs

Hawaii Inc. \$5,765,800
Furnishing of Highway Traffic Control and Safety Measures at Various Locations

MJ Construction Co. 4,084,701

Barbers Point Elementary School, Campbell and Kapolei Complexes, Heat Abatement, Phase 1B

Arita Poulson General Contracting.. 2,667,140
Radford High School and Aliamanu Elementary School, Aiea and Radford Complexes, Heat Abatement, Phase 1B

Brian's Contracting Inc. 2,043,100
Makakilo 920 and Waipahu 228 No. 2 Reservoir Facility Repairs

CC Engineering & Construction Inc. 1,548,000
Waipahu High School, Phase 1B, Pearl City and Waipahu Complexes, Heat Abatement

57 Engineering Inc. 1,304,122
Moanalua High School, Miscellaneous R&M FY 2013

MEI Corporation..... 1,155,120
Hamilton Library, Phase 2, Replace Curtain Wall

HBM Acquisitions LLC dba Hawaiian Building Maintenance..... 1,048,160
Kamaile Academy, Phase 1B, Campbell and Kapolei Complexes, Heat Abatement

MJ Construction Co. 890,000
Palisades Elementary School, Miscellaneous R&M FY14

Allied Pacific Builders Inc. 828,700
Waipahu High School, Miscellaneous R&M FY14

HBM Acquisitions LLC dba Hawaiian Building Maintenance..... 803,070
Waimalu Elementary School, Aiea and Radford Complexes, Phase 1B, Heat Abatement

HBM Acquisitions LLC dba Hawaiian Building Maintenance..... 761,000
Farrington High School, Kalakaua Middle School and Dole Middle School, Heat Abatement, Phase 1A

57 Engineering Inc. 742,408
Moanalua High School, Miscellaneous R&M FY 2008-2010

Maui Kupuno Builders LLC 679,556
Manoa Elementary School, Parking Lot and Driveway Resurfacing

Amethyst Builders LLC 645,200
Waipahu Intermediate School, Miscellaneous R& FY 2010-2011

HSI Mechanical Inc. 583,000
Aliamanu Middle School, Building M, Replace 3 AC Units

MARCH'S TOP 10 CONTRACTORS

1) Safety Systems & Signs Hawaii Inc. (1)	\$5,765,800
2) MJ Construction Co. (2)	4,974,701
3) F&H Construction (1)	3,198,000
4) Arita Poulson General Contracting (1)	2,667,140
5) HBM Acquisitions LLC dba Hawaiian Building Maintenance (3)	2,612,230
6) MEI Corporation (3)	2,371,369
7) 57 Engineering Inc. (2)	2,046,530
8) Brian's Contracting Inc. (1)	2,043,100
9) CC Engineering & Construction Inc. (1)	1,548,000
10) Amethyst Builders LLC (2)	995,200

Information is summarized from the Contractors Awarded section of *BIDService Weekly*, compiled by Research Editor Alfonso R. Rivera.

Haron Construction Inc.	477,505
Kalaniana'ole Highway Drainage Improvements, Vicinity of Wailupe Place	
International Roofing & Building Construction	431,113
Makalapa Elementary School, Miscellaneous R&M FY14	
All Maintenance & Repair	405,000
Pearl City Highlands Elementary School, Miscellaneous R&M FY14	
Jas. W. Glover Ltd.	400,400
Moanalua High School, Area 02, Resurface Parking, Phase 1	
Ke Nui Construction LLC	361,935
Kamakakuokalani Various Improvements, School of Hawaiian Knowledge, University of Hawaii at Manoa	
StarCom Builders Inc.	351,500
Ilima Intermediate School, Miscellaneous R&M FY13	
Amethyst Builders LLC	350,000
Milliani High School, Miscellaneous R&M FY 2008-2010	
Pacific Isles Equipment Rentals Inc. ...	317,000
Mokulele Elementary School, Waterline Improvements	

Pacific Isles Equipment Rentals Inc. ...	315,000
Sunset Beach Elementary School, Miscellaneous R&M FY14	
Tory's Roofing & Waterproofing Inc.	260,686
Kipapa Elementary, Reroof Buildings I, J, P0352 (P-10), P0347 (P-11), Pt020	
Certified Construction Inc.	236,000
Salt Lake Elementary School, Building B Reroof	
Cushnie Construction Co. Inc.	227,300
Kilauea Elementary School, Building A, Replace Waterline	
Certified Construction Inc.	178,000
August Ahrens Elementary School, Building A & J Reroof	
Ted's Wiring Service Ltd.	168,838
Honolulu Community College, Transformer Station No. 6, Replace and Upgrade Transformer	
MEI Corporation	138,500
Likieka Elementary School, Building E, Replace Grease Trap	
MB Construction	75,000
Repair Concrete Wall at Pier 2, Honolulu Harbor	
Pacific Isles Equipment Rentals Inc.	74,000
Kapolei Middle School, Miscellaneous R&M FY13	

Close Construction Inc.	24,999
Moanalua Elementary School, CT-1 Demolish Custodian Cottage	

Maui

MEI Corporation	1,077,749
Kaunakakai Elementary School, Maunaloa Elementary School and Molokai High School, Miscellaneous R&M FY13, Molokai	
Hako Plumbing Inc. dba Hako Construction Inc.	296,000
Repair Fire Sprinkler System at Pier 1 Shed, Kahului Harbor	

Hawaii

F&H Construction	3,198,000
Honokaa High School, Athletic Facility Improvements	

Isemoto Contracting Co. Ltd.	568,900
Hilo High School, Building S Reroof	

Kauai

Shioi Construction Inc. dba Creative Partition Systems	522,650
Kapaa High School, D Reroof and Replace Soffits	

LOW BIDS

The companies below submitted the low bids in March for the work detailed. Submitting the lowest bid is not a guarantee of being awarded the job. However, it is a strong indication of future work, and subcontractors can plan accordingly.

Oahu

Kiewit Infrastructure West Co.	\$6,595,000
Kamehameha Highway Wastewater Pump Station Upgrade	
Oceanic Companies Inc.	4,470,062
Diamond Head Line Booster, Replacement of Pumping Units	
Kiewit Infrastructure West Co.	3,615,430
Kailua Road Wastewater Pump Station Force Main Improvements	
Nakasato Contracting	2,520,488
Roosevelt High School, Science Facilities Upgrade	
VT Milcom	1,195,000
Audio Visual Replacements for All Attached Education Building (Meb) Classrooms, Auditorium, Simulation Lab and Conference Rooms, John A. Burns School of Medicine, Kakaako Campus, University of Hawaii at Manoa	
Molina Engineering Ltd.	617,461
Various Pump Station Painting, Corrosion Prevention and Waterproofing Force Main Valves	
Hawaiian Dredging Construction Co. Inc	609,000
Substructure Repairs at Pier 34, Honolulu Harbor	
MEI Corporation	519,275
Nimitz Elementary School, Miscellaneous R&M FY14	
Lyz Inc.	504,851
Kuapa Pond Npdes Storm Water Structural BMP Improvements	
C&C Electrical Contractor Inc.	193,796
Kapolei High School Campus, Replace Area Light Poles	
Ted's Wiring Service Ltd.	178,838
Honolulu Community College, Transformer Station No. 6, Replace and Upgrade Transformer	
Pacific Isles Equipment Rentals Inc. ...	147,000
Wilson Elementary School 03, Resurface Driveway and Ground Improvements	
Peterson Bros. Construction Inc.	129,500
Repair Pavement at Pier 40, Honolulu Harbor	
Lyz Inc.	70,600
Repair Gutter System at Piers 10-11 Terminal, Honolulu Harbor	
Pacific Star Roofing	63,598
Ala Wai Elementary School, Bldg. G, Reroof Dining Room	

Coconut Wireless	48,779
Haleiwa Elementary School, Renovate Canoe House	
Pacific Isles Equipment Rentals Inc	42,500
Keolu Elementary School, Bldg. B, Drainage Improvements	
CB Tech Services Inc.	40,990
Kahuku High School, Various Portables, Remove Asbestos Containing Flooring and Install Vinyl Tiles	
Ted's Wiring Service Ltd.	38,139
Kanoelani Elementary School, Replace Parking Pole Lighting	
Castle Creations Inc.	28,779
Dole Middle School, Building H, Shop 1 and Shop 2, Abate Lead Paint and Repaint Interior	
Commercial Roofing & Waterproofing HI Inc.	28,016
Kalihii Elementary School, Bldg. B, Repair Roof	
Yap Electric	6,503
Kapolei Police Station, Alternate Dispatch Center Electrical Upgrades	

Maui

Blazy Construction	20,075,722
South Maui Community Park, Recreation Center, Kihei	
F&H Construction	4,388,162
Maui High School Heat Abatement, Phase 1B	
F&H Construction	2,265,000
Lahaina Intermediate Heat Abatement- Phase 1B	
Arita Poulson General Contracting ...	1,422,516
Kahului Elementary School, Lahainaluna, Maui and Molokai Complexes - Heat Abatement, Phase 1A	
Arita Poulson General Contracting	1,039,014
Waihee Elementary School, Lahainaluna, Maui and Molokai Complexes - Heat Abatement, Phase 1A	
F&H Construction	786,798
Lahainaluna High School, Lahainaluna, Maui and Molokai Complexes, Heat Abatement, Phase 1A	
F&H Construction	629,000
Maui Waena Intermediate School, Lahainaluna, Maui and Molokai Complexes, Heat Abatement, Phase 1A	

Betsill Bros.	91,846
Waihee Elementary School, Miscellaneous R&M FY13	

R&M Painting LLC	24,999
Exterior Painting of Wailuku Wastewater Pump Station Building	

Hawaii

Apply-A-Line	1,330,109
Queen Kaahumanu Highway, Rumble Strips Improvements, Mahaiula to Kawaihau	
Sterling Pacific Construction	752,656
Kealakehe High School, Miscellaneous R&M FY13, Kailua-Kona	
Stan's Contracting Inc.	418,300
Keaukaha Elementary School, Cafeteria Kitchen Equipment Installation, Hilo	
Fisher Hawaii	290,491
Seats For 2nd-Floor Holding Area at Hilo International Airport	
DWE Inc.	46,000
Afook Chinen Civic Auditorium PA System Upgrade, Waiakea	

Kauai

Grace Pacific LLC.	3,480,207
Kuhio Highway Resurfacing, Papaa Road to Aliamanu Road, Kawaihau	
Maui Kupuno Builders LLC	2,140,460
Island-wide Road Resurfacing, Local Roads FY 2016-2017, County of Kauai	
DMK & Associates	324,338
Island-wide Seal Coating and Crack Sealing of Local Roads, FY 2016-2017, County of Kauai	
Cushnie Construction Co. Inc.	298,000
Eleele Elementary School, Miscellaneous R&M FY 2010-2011	
Rons Electric Inc.	172,452
Hanapepe Sewage Pump Station (SPS) No. 2, Emergency Generator Installation, Lihue	
Commercial Shelving Inc.	120,815
Kauai Police Evidence Warehouse, Mezzanine Addition, Lihue	
Hawaii Island Property LLC	94,792
Kapahi Park Comfort Station Roof Replacement, Lihue	

KING OF THE CASTLES

Hilton and Hensel Phelps raise the hospitality bar with The Grand Islander

BY BRETT ALEXANDER-ESTES

In 2015, a cramped Waikiki jobsite was gritty and grey. But for Hilton Grand Vacations Club, the new hospitality project was solid gold.

“The start of sales for The Grand Islander roughly two years ago was the most successful launch of a new timeshare



Mark Wang



The Grand Islander by Hilton
Grand Vacations Club
ALL PHOTOS COURTESY MARK
ANDERSON PHOTOGRAPHY



SPOTLIGHT ON SUCCESS

project in our company's history," says Mark Wang, Hilton Grand Vacations president and CEO.

The 38-story tower, valued at approximately \$420 million, was also a golden opportunity for general contractor Hensel Phelps Inc. to demonstrate its construction expertise.



Aaron Lane

The Hilton Hawaiian Village project site on .44 acres "was one of the major challenges throughout the construction process," says Aaron Lane, Hensel Phelps project manager. Another test, Lane says, was the relocation of existing HHV utilities running through the jobsite, including an improved sewer line that needed to be installed before finishing the tower's foundation.

In the spring of 2014, HP began relocating existing campus utilities and

demonstrate its construction expertise.

The Hilton Hawaiian Village project site on .44 acres "was one of the major challenges throughout the construction process," says



Second floor porte-cochere

collaborating with members of The Grand Islander's design-build team—senior officers from Hilton, Hilton Grand Vacations and Hensel Phelps; Rider Levett Bucknell, construction manager; Group 70, project architect; and Indidesign, the project's interior designer.

"During this phase of the project the team worked side-by-side to

generate unique solutions for issues ranging from constructability to finish details," Lane says. "Critical subcontractors were brought on board early and integrated into the team to provide additional knowledge and improve construction efficiency. The use of 3D modeling was implemented as the team began coordination of the mechanical, electrical, plumbing and



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Interior finishes use native hardwoods

fire systems.”

On June 3, HP broke ground for demolition, earthwork and site utilities, following in September with auger cast piles for the tower’s deep foundations. The unforeseen complexity of underground utilities, Lane notes, consumed all schedule float in

“The team worked side-by-side to generate unique solutions.”

—Aaron Lane

the first three months of construction.

In February 2015, HP began laying 800 cubic yards of concrete for the elevator mat slab foundation and constructing the 350-foot tower’s cast-in-place concrete superstructure.

The construction schedule was restricted to minimize guest impact. So “management of site logistics was a full-time job for our superintendents to ensure manpower and materials could work onsite efficiently,” Lane says. “Through weekly coordination meetings and regularly scheduled job walks, the team could transition our coordination efforts from the office

directly to the field where the work was being put in place.”

Again, technology streamlined issues as HP laser-scanned all

structural concrete slabs and other critical building features. “The laser scanning, or reality capture, allowed Hensel Phelps and the team to confirm

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Penthouse bedroom



placement of critical structural elements, clearances between existing structures and locations of existing project utilities,” says Lane. “Scope-specific coordination meetings were set up with subcontractors, consultants, and the owner (BRE Grand Islander, LLC) to capture all angles of a given

“The Grand Islander provides an elevated vacation experience.”

—Mark Wang

issue or upcoming phase of work.”

In May 2016, with interior build-out complete, the team began the interior punch-list process.

“The high-rise includes 418 timeshare units providing expansive views from mauka to makai,” says Lane. “The first three levels consist of a ground floor bus-loading zone and

Penthouse kitchen



guest-waiting area, the second-floor porte-cochere and main lobby and the third-floor pool, spa and locker rooms.”

By September 2016, the team had completed the tower’s exterior envelope. “Floors four to 33 include

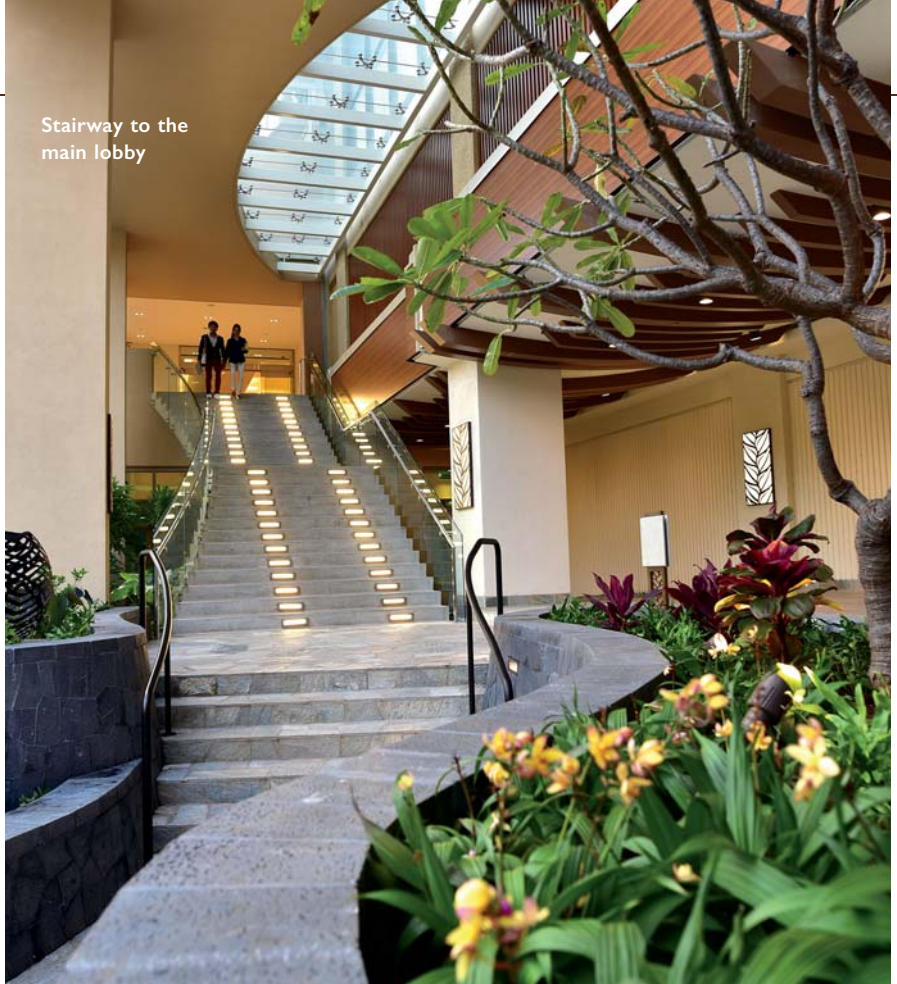
one- and two-bedroom timeshare units ranging from 600 to 1,100 square feet,” Lane says. “Floors 34 to 38 make up the penthouse floors and offer two- and three-bedroom units.”

In March 2017, the team and the client celebrated an on-time,

under-budget, 90 percent-capacity grand opening. “The Grand Islander provides an elevated vacation experience in one of the most sought-after destinations in the world,” said Wang, noting that the project’s commercial success “signifies the current strength of Hawaii’s visitor industry and speaks to the continued demand for the destination from our HGV members.”

Hensel Phelps’ job satisfaction on The Grand Islander also runs high. “Successful completion of a project of this magnitude could not have been achieved without the tremendous effort of all trade partners,” says Lane. “There is an extensive list of very dedicated subcontractors deserving special thanks for their combined efforts on The Grand Islander by Hilton Grand Vacations Club. It has been Hensel Phelps’ honor to be part of the team delivering another landmark building to the Hilton Hawaiian Village experience.” 🏠

Stairway to the main lobby



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Power Rangers



U.S. Armed Forces in Hawaii spearhead major energy initiatives

BY BRETT ALEXANDER-ESTES

An Army command center at Fort Shafter, valued at up to \$500 million. A \$43 million Navy energy facility on Kauai. Both of these new projects are signposts for Hawaii military construction in 2017.

An air-cushioned landing craft approaches the USS Green Bay's well deck off Japan.
PHOTO COURTESY U.S. NAVY/ PETTY OFFICER 2ND CLASS KALEB R. STAPLES



“The military’s most important contribution to Hawaii’s construction currently lies in the continuance of its planned programs and funding initiatives for installations throughout the state and the Pacific region,” says Cedric Ota, president of the General Contractors Association of Hawaii.



Cedric Ota

Ota cites the new Army Command and Control Facility at Fort Shafter, a multiphase, multimillion-dollar commitment by the U.S. Army Corps of Engineers (USACE). “Future initiatives,” Ota says, “include progressively moving toward increased energy self-sufficiency and utilization of new and alternative technologies to upgrade facilities. “An example of this is an upcoming project to improve power source reliability to the Pacific Missile Range



Gov. David Ige (center), Rear Adm. Fuller (far right) and other energy partners at the 2016 JBPHH energy lease signing ceremony. PHOTO COURTESY NPASE HAWAII

Facility on Kauai,” he says, noting that the Naval Facilities Engineering Command (NAVFAC) project will position the PMRF to receive future defense-related missions. Ota also cites a new 50 MW power plant at Schofield Barracks currently under construction, as well as the potential development of new power plants at Joint Base Pearl Harbor Hickam (JBPHH) and at Marine Corps Base Hawaii (MCBH).

And because the military, the state, and local utility companies and think tanks are collaborating on many of these projects, these Department of Defense initiatives are also bringing new energy technology to Hawaii.

In The Works

During Hawaii’s Rim of the Pacific (RIMPAC) exercises last summer, says Rear Adm. John Fuller, Navy Region Hawaii and Naval Surface Middle



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P907 MV-22 Parking Apron and Infrastructure and P908 MV-22 Hangar, Marine Corps Base Hawaii, Kaneohe, HI



Repair of Red Hill Tunnel, Aiea, HI



Mamizu Utilities & Site Improvements, Naval Base, Guam



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Pacific commander, the Navy demonstrated its willingness to “explore new energy frontiers and push old boundaries.”

On June 21, Gov. Ige seized the day and executed a memorandum of understanding between Hawaii and the Navy. Now both parties will



John Fuller

partner on efforts that support their clean energy goals.

First up: A 28 megawatt direct current solar facility at JBPHH’s West Loch Annex. “The state of Hawaii is working toward 100 percent renewables powering the state,” says Ige. “Every additional renewable energy project



Gov. David Ige

helps move us closer to that goal.”

Once approved by the Hawaii Public Utilities Commission, Hawaiian Electric Co. will build, own, operate and maintain the Navy solar facility, which has a reported value of \$67 million and a January 2018 expected start.

Also underway at JBPHH is Burns & McDonnell’s \$1.5 million recent NAVFAC award to design a series of six interconnected microgrids. The award is the first phase of a projected

USACE 2017-2019 Projects

PROJECT	ESTIMATED CONSTRUCTION AWARD	ESTIMATED PROJECT AMOUNT
Mission Control Facility, Phase 3, Fort Shafter (Previous Ph. 3A, 3B, 4A, 4B, Fort Shafter are combined into one project (Project 3): July 2017 Award / \$250-\$500 M)	July 2017	\$250-500 M
Diesel Oil/JPB Storage, Kwajalein	April 2017	\$1-2 M
Health/Dental Clinic Addition Phase 1, Schofield Barracks (Parking Garage project underway; Phase 1 addition contract award July 2017)	July 2017	\$50-125 M
Fuel Storage Tank Replacement, Kwajalein	Aug. 2017	\$75-90 M
Install 325KW PV System, American Samoa	Aug. 2017	\$1-2 M
F22 Fighter Alert Facility, Joint Base Pearl Harbor Hickam	Nov. 2017	\$40-50 M
VMU Operations Support Facility, Wheeler AAF	March 2018	\$5-10 M
Family Housing Replacement Construction, Kwajalein	April 2018	\$25-35 M
Health/Dental Clinic Addition Phase 2, Schofield Barracks	FY 2019	\$75-125 M
8-16 Various Repair & Maintenance Projects, Schofield Barracks/Ft Shafter/PTA	June-Sept. 2017	\$25-50 M
2-7 Various Repair & Maintenance Projects, Kwajalein	June-Sept. 2017	\$500 K-\$15 M
Civil Works & IIS Construction:		
Hawaii Water Management, Oahu	March 2018	\$5-10 M
Kikiaola Harbor Dredging, Kauai	April 2018	\$3-5 M
Nawiliwili Harbor Ph. 2 Maintenance Dredging, Island of Kauai	Aug. 2019	\$1-5 M
Honolulu Harbor Ph. 2 Maintenance Dredging, Oahu	Q4 2017	\$10-15 M
ABMC Courts of the Missing, Stone Replacement Phase 2, Punchbowl	Aug. 2017	\$3-5 M
Amaliua Village Road Repair, American Samoa	Aug. 2017	\$1-5 M
Amaliua/Poloa Landslide Repair, American Samoa	Aug. 2018	\$5-10 M
Kaaawa Punaluu Hauula (KPH) Shoreline Protection, Oahu	Dec. 2017	\$10-\$15 M
Environmental Cleanup:		
Waikoloa FUDS Munitions and Explosives of Concern (MEC) Removal	July-Sept. 2017	\$5-10 M
Other Environmental	April-Sept. 2017	\$1 M



Hensel Phelps completed a 125,000-gallon retention tank for the collection and disposal of Aqueous Film Forming Foam (AFFF) at the Navy Red Hill Fuel Tank Facility.
PHOTO COURTESY ANTHONY KLUTZ/HENSEL PHELPS

five-year project intended to demonstrate the reliability and resiliency of renewable energy. The microgrids are also intended to provide energy during natural and man-made disasters.

Other 2017 NAVFAC Pacific and NAVFAC Hawaii energy projects

“Future initiatives include progressively moving toward increased energy self-sufficiency.”

— Cedric Ota

up for award in 2017 are located in Hawaii and Guam and include:

- UEM Interconnect Station C to Hickam, JBPHH;
- Defense Policy Review Initiative – Power Upgrade, Harmon, Guam;
- Regimental Consolidated Communications/Electrical Facility, MCBH; and
- Pearl Harbor Smart Energy Project.

From White to Green

For the last century or more, says Fuller, the Navy’s Pacific mission included energy development, citing the arrival of President Theodore



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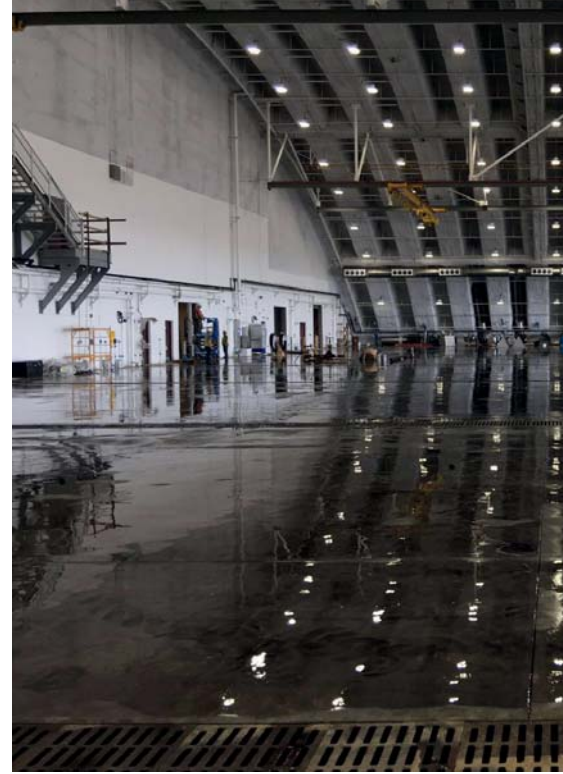
Roosevelt's "Great White Fleet" at Pearl Harbor in 1908.

"The armada of 16 battleships, painted white, came across the ocean—belching thick black smoke, burning coal," Fuller says, noting that the Navy first established Pearl as a coaling station.

"One of President Roosevelt's challenges with operating the Great White Fleet was whether there would be enough sources of fuel to support

the trip," says Fuller. "So even then, the availability of fuel determined our ability to operate forward."

In the decades since, "our waterfront here at Pearl Harbor has been leading in energy savings and security, embracing new technologies and ways of doing business and championing innovation," Fuller says, adding that "Great Green Fleet" is the U.S. Navy's new moniker. "We demonstrated more capabilities with renewable energy



Interior of BAMS Forward Operational and Maintenance Hangar on Guam
PHOTO COURTESY GUAM MACC BUILDERS A JV

during RIMPAC 2016, and we looked to identify and implement innovative ideas—especially from all ranks and from all areas."

One area of concentration is Hawaii's historic energy sites.

In April, Hensel Phelps Inc.'s P-1551 Upgrades to Fire Suppression and Ventilation Systems at Red Hill Fuel Storage Facility, JBPHH, entered its 20th month of construction. The project, headed by contracting teams that include Hensel Phelps, NAVFAC (Pacific and Hawaii) and Insynergy Engineering, is scheduled to be turned over in January 2018.

"This project is largely comprised of the installation of new life safety infrastructure, updates, and the removal of older systems throughout the entire four-mile tunnel complex," says Anthony Klutz, HP project manager.



Tony Klutz

"Currently, the project is 65 percent complete and the complex is gaining several new attributes under this \$43 million contract."

New attributes include new storage tanks for water and used fire-suppression discharged foam, miles

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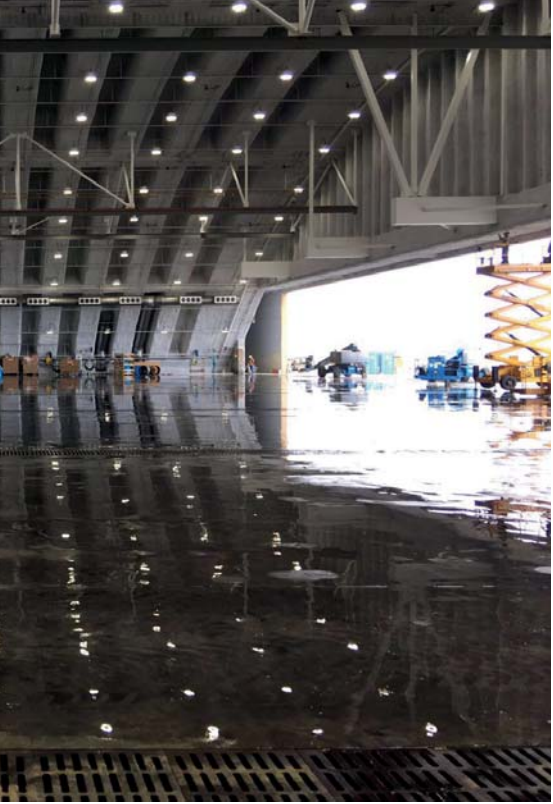
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The BAMS Forward Operational and Maintenance Hangar is aiming for LEED Silver certification.
PHOTO COURTESY GUAM MACC BUILDERS A JV

of extensive piping systems for both the sprinkler and foam suppression systems, newly updated fire detection systems—including over 1,300 devices—and 12 miles of conduit. Also new is a fire pump building which “head-ends” the sprinkler and foam systems when needed immediately.

To date, says Klutz, HP has removed more than 200 cubic yards of tunnel rock to make way for six large new containment sumps, completed installation of four structural/fire-rated compartmentalization walls and has placed and finished over 700 cubic yards of concrete.

Klutz says multiple layers of new fire protection and detection systems are being installed—including dual feed, redundant Class A detection, N+1 mechanical and automation, ultraviolet and infrared flame detection, and systems for emergency evacuation of multiple fluids found within the complex.

One of the project’s milestone design features, says Klutz, is a water supply line from the water tanks located at the top of the complex to the fire pump building approximately 400 feet below. “Not only did this in-depth design provide the most efficient water flow to all the new systems,” he says, “but it even allows for all the prevention systems to still function in the event of complete power and water loss to the complex.”



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After foundation load test, Caddell-Nan JV executes pile driving operations at the new MCBH Medical/Dental Clinic in March.

PHOTO COURTESY CADDELL-NAN JV

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PHOTO COURTESY OF HPM

Power Platforms

Across the Pacific, 2017 NAVFAC and USACE ongoing projects continue apace, and Hawaii contractors are proving their mettle.

In Hawaii and Guam, current military projects by contractors Watts Conrack Inc. (Watts Constructors), Nan Inc., Hensel Phelps, Healy Tibbitts and some offshore newcomers cover a wide range of facilities, many with significant energy components.

At Andersen Air Force Base on Guam for example, the BAMS Forward Operational and Maintenance Hangar, an unmanned aircraft systems facility is currently

underway by Guam MACC Builders A JV. The project, with Watts as JV partner, is designed to earn LEED Silver certification.



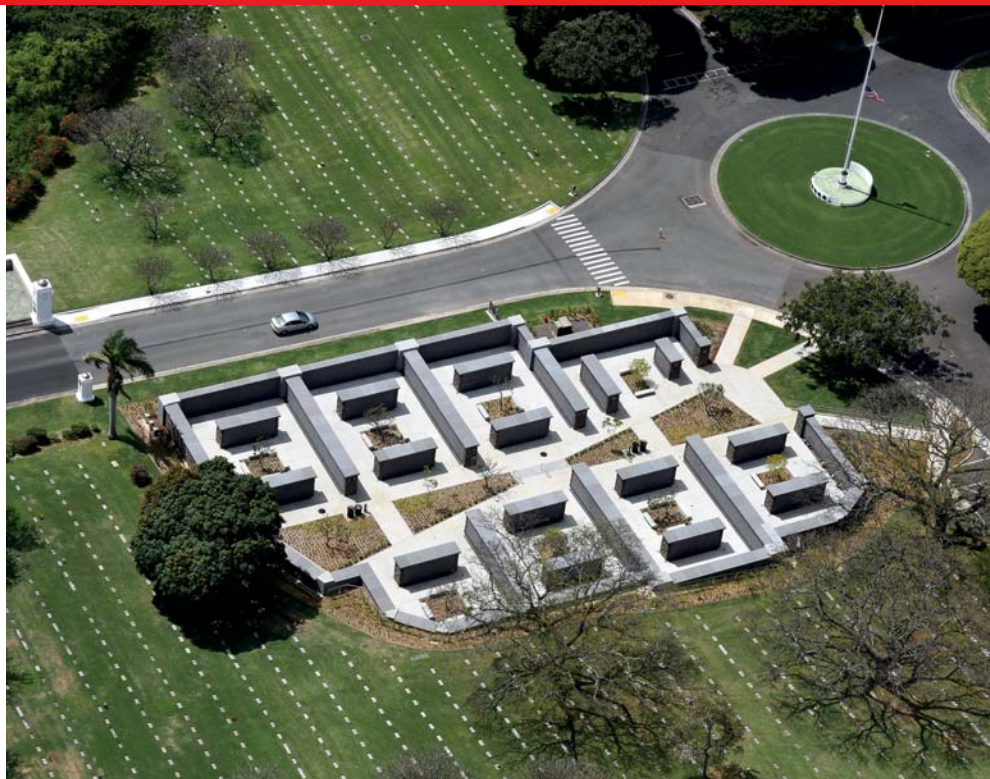
David Carey

Sustainable DOD facilities like these and energy independence have profound strategic implications in 2017.

“The Pacific theater is facing security challenges from China, North



Korea and Russia,” says David Carey, chairman of the Chamber of Commerce Hawaii’s Military Affairs Council. “As such, America’s leadership in the Asia-Pacific becomes all the



Nan Inc. delivered the National Memorial Cemetery of the Pacific’s Memorial Wall in the summer of 2016 followed by the completion of Columbarium Court 13 (above) at the end of 2016, providing the client with 6,860 much-needed niches.

PHOTO COURTESY THE IMAGE GROUP LLC/NAN INC.

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more important as a stabilizing force.”
Energy independence is part of that stability.

“We have begun the long journey to

operate free from fossil fuels,” Fuller says. “We must continue our initiatives to develop renewable sources and incentivize energy conservation.

“New energy sources and a new way of thinking about energy are part of our arsenal, part of our sustainable future and part of our legacy.” 🏠

NAVFAC Construction Project List Forecast 2017

PROJECTS	ESTIMATED AWARD DATE	ESTIMATED CONTRACT AMOUNT	PROBABILITY FACTOR (DEFINITE, PROBABLE OR TENTATIVE)
NAVFAC Pacific Projects			
Sanitary Sewer System Recapitalization, Naval Base Guam	Apr 17 - Jun 17	Over \$25M	Probable
Live-Fire Training Range Complex (NW Field), Andersen Air Force Base, Guam	Apr 17 - Jun 17	Over \$25M	Probable
Test Support Facility, Wake Island Air Force Base	Jul 17 - Sep 17	\$5M - \$10M	Probable
UEM Interconnect Station C to Hickam, Joint Base Pearl Harbor-Hickam	Jul 17 - Sep 17	\$5M - \$10M	Probable
Waterfront Headquarters Building, Naval Base Guam	Jul 17 - Sep 17	\$10M - \$25M	Probable
Air Pacific Resiliency Expand Aircraft Parking Apron, Darwin, Australia	Jul 17 - Sep 17	\$10M - \$25M	Probable
Hardening of Guam POL Infrastructure, Naval Base Guam	Jul 17 - Sep 17	\$10M - \$25M	Probable
Replace Andersen Housing PH I, Anderson Air Force Base, Guam	Jul 17 - Sep 17	Over \$25M	Probable
Anderson South Training Complex - Urban Combat Skills Training Courses, Andersen Air Force Base, Guam	Oct 17 - Dec 17	Over \$25M	Probable
Defense Policy Review Initiative - Power Upgrade, Harmon, Guam	Jul 17 - Sep 17	Over \$25M	Probable
Regimental Consolidated Communications/Electrical Facility, Marine Corps Base Hawaii	Jul 17 - Sep 17	Over \$25M	Probable
NAVFAC Hawaii Projects			
Dry Dock 2 Material Highway, Joint Base Pearl Harbor-Hickam	Apr 17 - Jun 17	\$5M - \$10M	Probable
Maintenance Dredge Upper Middle Loch, Joint Base Pearl Harbor-Hickam	Apr 17 - Jun 17	\$5M - \$10M	Probable
Replace Fire Alarm & Suppression Systems, Bldgs. 3004H & 3006H, Joint Base Pearl Harbor-Hickam	16-Feb-17	\$4,291,868	Awarded
Dry Dock 4 Caisson Overhaul & General Repairs, Joint Base Pearl Harbor-Hickam	Apr 17 - Jun 17	\$10M - \$25M	Probable
NEX Car Care Center, Joint Base Pearl Harbor-Hickam	Jul 17 - Sep 17	\$10M - \$25M	Probable
Window Repair & Paint, Bldg. 68, Joint Base Pearl Harbor-Hickam	Jul 17 - Sep 17	\$5M - \$10M	Probable
Dry Dock 1 - 4 Replace Low Pressure Air & Salt Water Piping Below Gallery, Joint Base Pearl Harbor-Hickam	Aug 17 - Sep 17	\$5M - \$10M	Probable
Repair Building 404B, Joint Base Pearl Harbor-Hickam	Jul 17 - Sep 17	\$5M - \$10M	Probable
Repair Building 406B, Joint Base Pearl Harbor-Hickam	Jul 17 - Sep 17	\$5M - \$10M	Probable
Fire Protection & Electrical Upgrades, Bldg. 1635, Marine Corps Base Hawaii	Apr 18 - Jun 18	\$5M - \$10M	Project deferred to FY18
Fire Protection & Electrical Upgrades, Bldg. 1634, Marine Corps Base Hawaii	Apr 18 - Jun 18	\$5M - \$10M	Project deferred to FY18
Remediation & Roof Repair Foundry, Bldg. 6, Joint Base Pearl Harbor-Hickam	Oct 17 - Dec 17	\$5M - \$10M	
Pearl Harbor Smart Energy Project, Joint Base Pearl Harbor-Hickam	Jul 17 - Sep 17	\$10M - \$25M	Probable
Power Grid Consolidation, Pacific Missile Range Facility, Kauai	Jul 18 - Sep 18	Over \$25M	
Repair HQ PACAF Building 1102, Phase 7, Joint Base Pearl Harbor-Hickam	Apr 17 - Jun 17	\$10M - \$25M	Probable
Replace Circuits C-2 & K-1 Various Pearl Harbor Areas, Joint Base Pearl Harbor-Hickam	Aug 17 - Sep 17	\$10M - \$25M	Probable
NAVFAC Marianas (Guam) Projects			
Air Pacific Resiliency Dispersed Maintenance Spares & SE Storage Facility, Andersen Air Force Base, Guam	Apr 17 - Jun 17	\$10 - \$25M	Probable
Pacific Air Resiliency Command Post (Personnel Protection), Andersen Air Force Base, Guam	Jul 17 - Sep 17	\$10 - \$25M	Probable

*** DISCLAIMER *** Naval Facilities Engineering Command (NAVFAC) is pleased to update our forecast of expected contract opportunities for January to December 2017. This forecast strives to make the best contractual solutions available to meet the full range of the Capital Improvement Business Line and clients needs. This document is for planning and informational purposes only and may not be all-inclusive. See FEDBIZOPPS for actual solicitations.



SHORTY KUHN TALKS CONCRETE

Hawaii's industry has 'evolved immensely' and is 'only going to get better,' says VP of Island Ready-Mix

BY DON CHAPMAN
PHOTOS BY ANJ LEE

Next time you see a green cement truck at a job site or just rumbling down the road, ask yourself: “Hmmm, wonder what kind of mix they’re pouring today?”

“We probably have a thousand different mixes,” says F.H. ‘Shorty’ Kuhn, Island Ready-Mix vice president and general manager.

Think of it as a sort of cocktail recipe book. Which is remarkable for what is basically sand, crushed rock and cement mixed with water.

“Most times the mix is determined by the engineer who designed the project,” says Kuhn. “They’ll say I need this particular mix, or I need this to happen on this particular pour. A

lot of (mixes) don’t vary too much from each other. But I think if I went through the computer, there’s at least a thousand. Of that, there’s probably a hundred that are used on an ongoing basis, the rest are for some particular application.”

And that is why, after 30-plus years in the business, Kuhn is so enthused about the future of concrete.

“It’s evolved immensely in the last 15 years, how concrete has changed for the better,” he says. “All the different admixtures they can put in now to make it more durable, different fibers they put in for reinforcing. They’ve got some new waterproofing, integral water-resistant, both ready-mix concrete and hollow-tile blocks, even the

grout doesn’t have the permeability of water getting into it. Just unbelievable what they’ve been doing.

“Things had moved really slowly for the first 20 years I was in this, but then all of a sudden they’ve just taken off.”

It’s not quite mad scientists in a lab, he says, but close: “It’s a lot of research and science. A lot of this comes out of Japan and Europe. And it’s only going to get better.

“Oh, I would get into it (if he were starting a career today). There are big opportunities for people who want to get into the quality side. If they’re coming out of U.H. or whatever college, and they have a civil (engineering) degree or they’re into

chemistry, it would be much quicker for them. There will be a big demand on the quality side—learning the mixes, developing mixes, qualifying mixes, testing mixes, recommending mixes, adjusting mixes to do a specific job. And it's steady."

The goal is always in pursuit of a holy grail: "They're moving to higher

It took 16 million cubic meters of cement to make the world's largest dam. The Three Gorges dam in China's Hubei Province is the largest concrete pour in a single project—but this was no one-off pour. In the 17 years of construction time, almost one million cubic metres of cement per year were needed.

—EKA Concrete

strengths concrete," Kuhn says. "The higher the strength, the taller the building. We've moved quite a way in strength. Where 6,000 psi was a really big deal when I started, now we're up to 9-10,000 psi. We do 8,000 every day."

And it's not just advances in concrete.

"Trucks have changed—just look at cars today, all the computers, the backup cameras. So if I reflect back on what we started with, what was available in 1981, and what we're doing in 2017 ... automatic transmissions, the horsepower of the trucks is double. And this is moving very rapidly. They're coming up with systems now that will wash the back of the truck so the driver doesn't have to climb up to do it—it eliminates the possibility of slipping and falling off. They have latches on the chutes now so drivers can't cut their fingers off. All these neat things are going on."

Another big change is what



Shorty Kuhn says Island Ready-Mix offers "a thousand different mixes."

amounts to an air traffic control tower. At Island Ready-Mix's Kalaeloa yard, "batcher-dispatcher" Phil Guerrero sits in a small room overlooking operations, checking multiple computer screens. On one, small dots indicate the location of each truck in the Island Ready-Mix fleet arrayed around Oahu. Another screen shows a list of upcoming batches of concrete, each with its own mix and destination.

"Before, it was all up here," Kuhn says, tapping his head.

Taking Care of Business

In the too-often boom-or-bust construction business, Island Ready-Mix has been a bastion of stability.

"We try to stay steady," Kuhn says. "We don't do this (he gestures dramatically up and down). I've never laid anybody off since 1983. But we don't bulk up when it gets real busy. Whatever (work) we can do all the time, that's how many people we have."

He keeps those folks busy. Kuhn says past projects include "North-South Road, all of that, all four sections—that's probably our biggest job." His team also provided concrete for "the bulk of Mililani Mauka for Castle & Cooke, the Costco over here, the water park, widening of the H-1 freeway, and right now we're doing a lot of work at Hoopili."

An Englishman named Joseph Aspdin invented Portland cement by burning finely ground chalk and clay in a kiln until the carbon dioxide was removed. It was named "Portland" cement because it resembled the high-quality building stones found in Portland, England. This method for producing Portland cement was patented in 1824. Reinforced concrete was invented in 1849 by Joseph Monier. In 1889 the first concrete reinforced bridge was built, and the first large concrete dams were built in 1936, Hoover Dam and Grand Coulee Dam.

—Wikipedia

Concrete was used to detect enemy aircraft in World War II. Concrete “sound mirrors” were used at the beginning of the WWII to provide an early warning of approaching aircraft.

Initially they had microphones attached, and had an impressive aural range of about 27 miles.

—EKA Concrete

While he’s clearly proud of the work, he’s hesitant to talk much about it.

“We’ve been under the radar, just chugging along, try not to toot our own horn,” he says, making it clear that strategy is by design. “Just show up and do a good job. Take care of business and business will take care of you. It’s a simple concept. And have a good team, good people.”

Although Kuhn is known throughout Hawaii’s building industry for his work in the concrete business, that was never part of his big plan for life.

“I was a trucker,” says the Castle High alum. “I grew up in construction locally, hauled for a small local ready-mix company back in the late ’70s, early ’80s. I had my own trucks, dump trucks, and I hauled sand and gravel. Other than that, I knew nothing about ready-mix concrete other than you put in sand, rocks and cement, and voila!”

The owner of that company sold it, “and

then there was a big recession and the fellow who bought it abandoned it—there was just nothing to do, very bad times. My wife Marie and I got it going, but struggles, struggles. You cannot compete with the people you buy your raw materials from. That’s the bottom line in this business. We ended up selling it.

“The people who bought it asked me to stay on and run it—that was part of the deal. And I’m still here, that was in late ’89. Dwayne Steele, the head of Grace Pacific then, we were very close—when I was in trucking I hauled for him when he was at Hawaiian Bitumels and Paving—and he got involved with his insights. Ameron International bought it and I ran it for them. And then Ameron was absorbed by National Oil Wells, but this was not a good fit for them so they sold it to a local investment hui. Bill Mills is managing partner.”

Humble Beginnings

Kuhn got his start in the construction business though

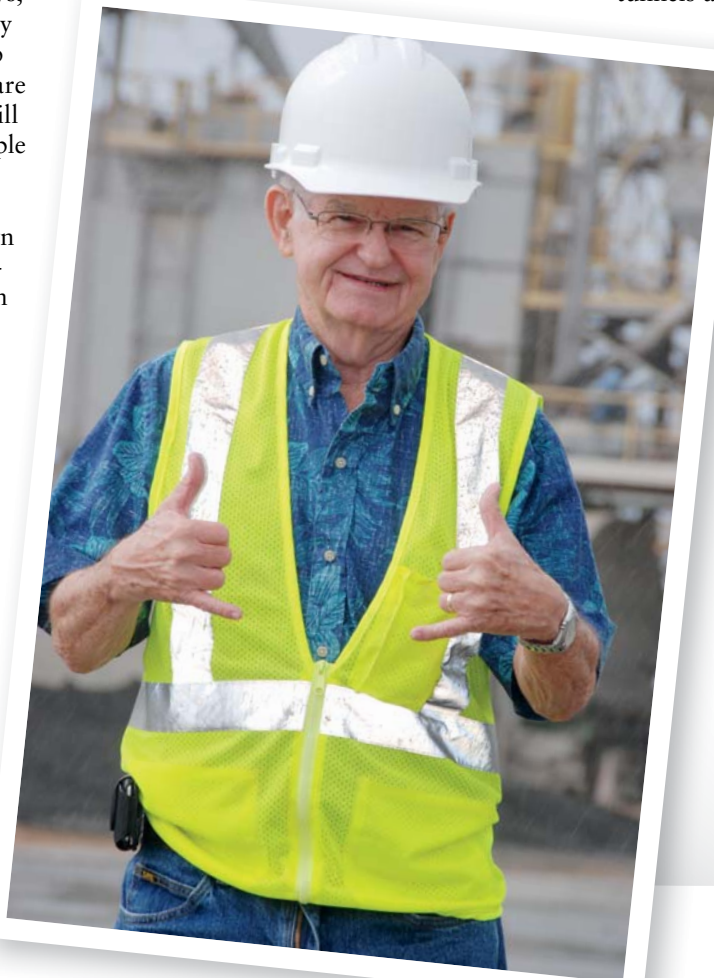
his father Frank—distantly related to former Major League Baseball Commissioner Bowie Kuhn—who was the head of the Hawaii Insurance Rating Bureau.

“They set the insurance rates,” Kuhn says. “He was a mechanical engineer by trade, by degree. As a kid, we would run around tripping fire alarms—without getting in trouble—and my dad would time how long it took the fire department to get there. He’d say run over there and break the glass, because in those days on Hotel Street and all along there, you broke the glass, then you pulled the thing. And my dad, as an adjunct, was a fire marshal. So in the movie theaters in the old days you’d see the message, ‘By the order of the fire marshal, no smoking allowed.’ And I’d tell my buddies, eh, no fool around, that’s my dad.”

Frank Kuhn worked at Pearl Harbor before the war building dry docks, and after Dec. 7, 1941 was part of a workforce that “flipped and salvaged the ships that sank, dug the tunnels at Red Hill and Waikēle.”

“When I was young,” Shorty says, “he dabbled in construction on the side; that’s how I got into it.”

You could say his dad helped pave the way to a career solid as concrete. 🏠



In its simplest form, concrete is a mixture of paste and aggregates (rocks). The paste, composed essentially of portland cement and water, coats the surface of the fine (small) and coarse (larger) aggregates.

—Wikipedia

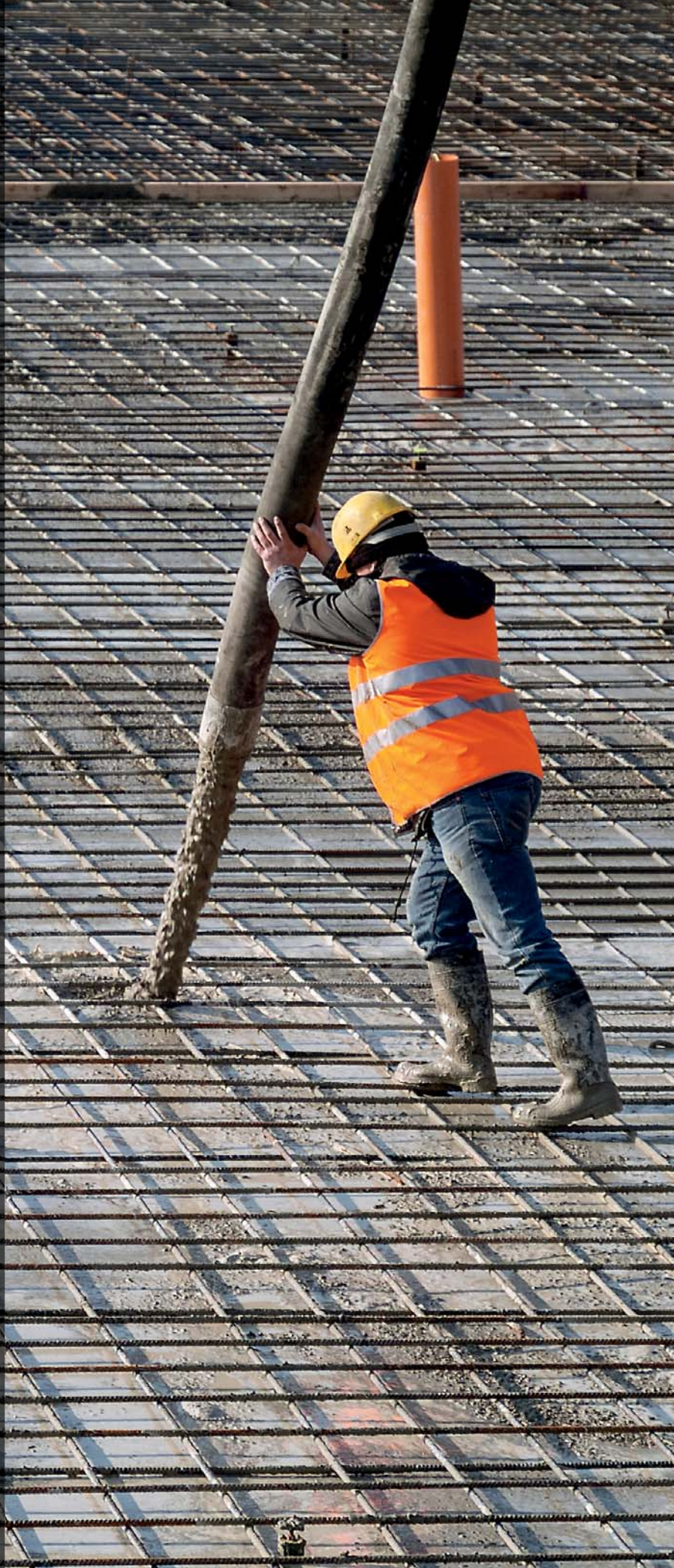
Hawaii's ROCK SOLID Concrete Industry

New products and technologies combine to create potent mixes

BY BRANDON BOSWORTH

Large construction projects and ongoing residential development have helped Hawaii's concrete industry thrive in recent years as local insiders offer insight into what lies ahead as well as their thoughts on recent innovations.

"The calendar's very busy," says Chris Laird of DC Asphalt Services. "It's going to be a solid, steady year. Every day our crews are busy."



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“Things look very, very good,” says Kimo Scott of OK Hardware & Construction Supply. “We have a new project coming up with the Navy and ongoing work in Kailua.”

Scott is also working on a “Bridging the Gap” program to bring architects, contractors, subcontractors and others in the industry together. “It’s about just getting everybody on the same page,” he says. “We have a

lot of smart people in Hawaii.”

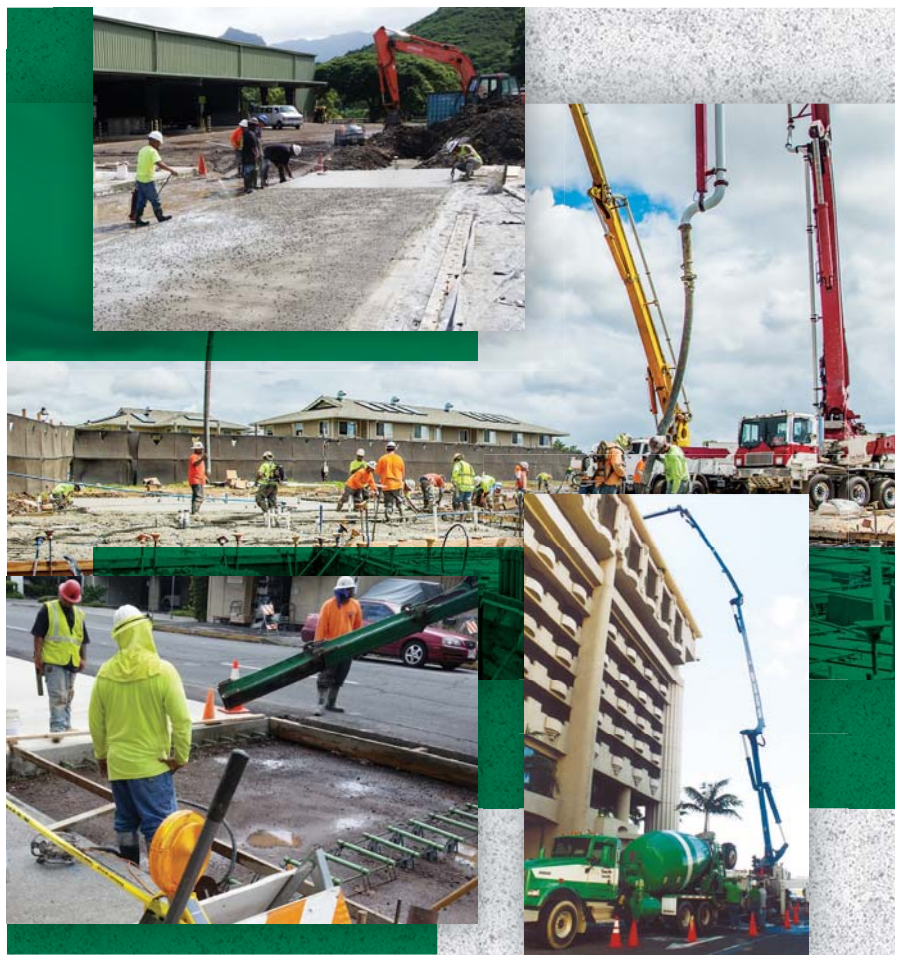


Darren Orr

Darren Orr of Hawaiian Cement also thinks the future looks positive, citing ongoing new developments. Still, he says, “it will be nowhere like a couple of years ago.” Orr notes sales at his company got off to a slow start in 2017, but that now “we are gaining ground and feel like things are getting better.”

“The state of the concrete industry is robust,” says Tim Lyons, branch manager of CanDo Supply LLC, citing major projects such as the Honolulu Rail Transit Project and the

Concrete commonly reaches between 3,000 and 7,000 psi, though can reach as much as 20,000 psi. The fact that the Colosseum, Hadrian's Wall and the aqueduct at Pont du Gard in the south of France are all still standing is testament to being built using concrete. When reinforced with steel, it is even more sturdy and more rigid.
 —EKA Concrete



Kailua-Kaneohe gravity sewer tunnel. "But we've hit a peak with how much growth there will be. There might be a possible decline but it looks good through 2018. Even though growth has leveled off, people are still coming from the Mainland to work here."



Tim Lyons

CanDo Supply has a branch on Maui, and Lyons sees both the Kahului Airport ConRAC and the Lahaina bypass as part of an overall positive outlook for the Valley Isle's concrete business.

"There's steady business over there," he says. "More housing is being built on Maui." He adds that the Big Island's Kona Coast is fairly busy with new construction.

Lyons sees other potential signs of growth. "The military sector of growth will pick up and get stronger in 2018 in Hawaii and Guam due to the new Trump Administration and funds already earmarked for base relocations and new structures on Guam," he says.

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Others are more cautious.

“The industry is moderately busy with prediction for flat to slight decline through the end of the year,” says Kirk Hashimoto, the new executive director of the Cement and Concrete Products Industry (CCPI) of Hawaii. “So far this year concrete sales have been steady. The biggest concern is making sure we can fill the gap of expertise being lost in all aspects of the industry. Designers, inspectors, and industry leaders are retiring or moving up to other positions and the loss of experience and knowledge can make the difference between extra costs and quality construction.”



Kirk Hashimoto

“We hope to find ways to bridge the gap through training and bringing fresh enthusiastic faces into the industry.”

Technological advances are helping

Concrete is used more than any other material in the world—perhaps because the aggregates and water used to create concrete are available virtually everywhere. But it might be more surprising to learn that 20 billion tons are put to use every year, with China being the largest consumer of concrete in the world, responsible for half of the world's concrete annually.

—EKA Concrete

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to keep the concrete industry vibrant.

“In recent years, development of concrete admixtures (chemicals that are added to the concrete) have made great strides in making concrete remain workable for longer times, made construction faster and more durable and improved the quality of the concrete,” Hashimoto says. “There are new developments that are

How did the Romans make concrete? By mixing lime and volcanic rock to form a mortar. To build underwater structures, this mortar and volcanic tuff were packed into wooden forms.

—Wikipedia



Workers apply material to bond concrete slabs together.



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presently being researched and will likely be rolling out later this year to enhance the environmental benefits of using concrete.”

For example, DC Concrete has had success with Mapecem Quickpatch. “We’ve it on a number of projects in

Concrete and cement are not the same. Only around 10-15 percent of concrete is cement, which is itself mostly made of lime; between 60 percent and 65 percent is made from an aggregate such as gravel or sand and 15-20 percent is water.

—EKA Concrete



DC Asphalt Services worked on a paving project for the new Liliha Bakery.

DESTINATION: HONOLULU

ETA: 9:30 - 11:30 A.M.

S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
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the last eight months,” Laird says. “The cure time is incredibly rapid. There’s no long wait. Clients have been very happy with it.”

Available at Bonded Materials Company, Mapecem Quickpatch is fast-setting, cementitious material used for the patching of interior/exterior concrete surfaces including concrete

floors, driveways, sidewalks and concrete pads.

CanDo Supply promotes Tack-Mat, a full-protection peel-and-stick covering by Skudo. “It’s been used on several different local projects and works on granite, too,” says Lyons. “It won the award for Most Innovative Product at World of Concrete.”

Tack-Mat provides surface protection for interior commercial and residential projects for up to 12



Stego's Beast Screed System being used at a construction project.

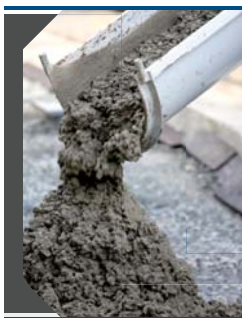
After around four weeks, concrete has reached around 90 percent of its final strength. But it continues to strengthen for decades afterward due to the conversion of calcium hydroxide into calcium carbonate, due to its absorption of carbon dioxide over time. Some bacteria also help to strengthen concrete.

—EKA Concrete

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Chris Laird (bottom row, third from left) and the crew from DC Asphalt Services.

months and can be used on both vertical and horizontal indoor surfaces, on floors, around corners such as stairs and door jams, on countertops, cabinets, windows and more.

Michael Ginoza, Hawaii district manager with HD Supply White Cap, is enthusiastic about Beast Hook from Stego Industries, part of the Beast Concrete Accessories line which also includes the 2016 World of Concrete Most Innovative Product winner Beast Scream. Beast Hook eliminates the need for separate tools necessary when setting traditional screed hooks. Instead, it is designed with a large diameter, quick-twist handle for quick

adjustment in the field, even while wearing concrete gloves.

"We're happy to stock Beast Hook because there is a great opportunity for potential sales and assisting our customers in pouring and finishing concrete slab projects," Ginoza says. He says Beast Hook is "a great fit for Hawaii" and that it can be used to install Stego's Pango Termite Defensive System.

Kimo Scott of OK Hardware & Construction Supply is enthusiastic about Vapor Lock 20/20, a product from Specialty Products Group designed to combat moisture vapor emission.



A surface protection is applied to a concrete slab flooring.

The Ancient Romans perfected concrete—and it still stands today. It formed naturally in Israel 12 million years ago, and the Ancient Egyptians used a type of concrete in the pyramids at Giza; but it was the Romans who captured the knack of concrete. Most famously, the Pantheon in Rome, built in around 120 AD, is still the largest unsupported concrete structure in the world.
—EKA Concrete

“We’ve been carrying it for over two years,” he says. “It has three qualities that make it perfect for Hawaii: reduction of cracking, permeability and corrosion inhibiting.” According to Scott, using Vapor Lock 20/20 can help “turn around projects much faster at less cost.” Vapor Lock 20/20 also comes with a 10-year warranty against flooring failures due to vapor.

While cement technology always changes and construction projects come and go, the need for highly skilled individuals remains constant. Hashimoto sees filling that need as a major part of CCPI of Hawaii’s mission.

“We are updating our website (ccpihawaii.org) and will conduct several seminars to educate contractors, inspectors, and designers of the latest practices in concrete,” he says. “We would like to increase everyone’s knowledge of concrete to see the benefits as well as to ensure that concrete construction is done properly and gives the value it is capable of providing.” 🏠

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Delivering on Demand

Truck companies use good planning to offset need for more drivers to haul materials to construction sites

BY DAVE DONDONEAU

The lifeline of the supply chain could use a few more experienced bodies, because the trucking industry continues to be a pedal-to-the-metal business across the Hawaiian Islands.

“We haven’t seen a dip in needs yet for construction materials,” says Victor Kattan, an account manager with CanDo Supply LLC, a locally owned construction supply company. “There are more high-rises coming in Kakaako and the Ward area and there are development plans in the Kapolei and Pearl City areas. Then you’ve also got a heavy restoration market ahead. Most hotels in Waikiki were built in the 1950s, ’60s and ’70s. So, we don’t see a huge drop-off yet.”

Kattan’s suggestion for contractors

to maintain a smooth delivery chain from loading dock-to-jobsite: Plan ahead. Storage space is a premium commodity when materials and essentials have to arrive by ship or be flown in. CanDo has two storage yards, but like all suppliers, they don’t keep every product on hand.

“It’s like MiniMart or a grocery store,” he says. “You keep the essentials ready, but a lot of specialty items have to be ordered and shipped in. The best you can do is make sure your contractor knows the timeframe is usually three to four weeks, and that can slow things down if you’re not thinking ahead.

“We always try to schedule ahead and project, so we keep in contact with our clients. This helps with our delivery process. We have our own trucks, but we subcontract out as needed.”

When CanDo does subcontract to trucking companies, the list of things the company looks for in a subcontracting partner is basic: “We look at best price and who doesn’t damage

material,” Kattan says. “If they have good prices, no delays and no damage, then we’re fine doing business with them.”

Gareth Sakakida, managing director of the Hawaii Trucking Association, says the HTA currently



Gareth Sakakida

has about 400 members and there are approximately 40,000 licensed CDL drivers on the Islands.

Because of the lack of drivers to meet overall demand, trucking companies have been in the driver’s seat of late when it comes to prioritizing who to do business with. Sakakida suggests these tips to help contractors work with the trucking industry more efficiently.

- **Timely payments.** “It’s not nice to have to say, but a timely payment is appreciated by the truckers,” Sakakida says.

- **Overloading.** “If it’s a construction area where they’re clearing land and stuff like that, don’t overload the trucks,” he said. “It’s easy to see why they want to stuff it all in because

fewer trips means less cost, but the truckers face heavy penalties for being overweight and then there is the real wear-and-tear on the vehicles.”

• **Relationships.** “It’s always been that way on the Islands,” Sakakida says. “How you treat people and deliver on what you say goes a long way.”

He says the HTA is following a few proposed regulations that may be coming into the trucking industry, including mandatory sleep apnea testing for truckers based on their age and fitness level. Other regulations are also being bantered about.

Sakakida says the HTA is always interested in finding more drivers, as is the industry in general.

“If you’re a good driver with one or two years experience you’ll never be unemployed on the Islands,” says John Fisher of Delivery People. “A shortage of qualified drivers is the biggest problem across the board in Hawaii.”

To qualify for a Hawaii commercial driver's license (CDL), the candidate must be at least 21 years old to operate any type of commercial vehicle and must have a valid, non-commercial Hawaii driver's license, according to Hawaii.gov.

First, the prospective driver must obtain a commercial learner's permit. Though not always required, taking a CDL education course is a helpful way to ensure success and receive the CLP.

To receive a CDL, the driver must meet the requirements with the Department of Motor Vehicles (DMV), including taking knowledge test on the laws and



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CDL CLASSIFICATIONS

License requirements may vary somewhat from state to state, but according to dmv.org, here are the general Class A, B and C requirements

Class A

A Class A commercial driver's license is required to operate any combination of vehicles with a gross combination weight rating (GCWR) of 26,001 pounds or more, to include a towed vehicle that is heavier than 10,000 pounds. While your towing allowances will depend on which endorsements you obtain, a few of the vehicles you may be able to drive with a Class A CDL (with proper endorsements) include tractor-trailers, truck and trailer combinations (double and triple trailers), tractor-trailer buses, tanker vehicles, livestock carriers and flatbeds.

In addition, a Class A license may allow you to drive some Class B and Class C vehicles as long as you possess

the correct endorsements.

Class B

A Class B commercial driver license is required to operate a single vehicle with a GVWR of 26,001 pounds or heavier and/or any vehicle as described above that is towing another vehicle weighing up to 10,000 pounds.

As with Class A licenses, you may be required to possess specific endorsements to operate some vehicles with a Class B license. Some of the vehicles you may be allowed to operate (with the right endorsement) include straight trucks, large buses (city buses, tourist buses, school buses), segmented buses, box trucks and dump trucks with small trailers.

In addition, a Class B license may allow you to operate some Class C vehicles if you possess the correct endorsements.

Class C

A Class C commercial driver's license may be required if the vehicle you intend to drive does not meet the criteria described for either a Class A or Class B license and is meant to transport either at least 16 passengers (to include you, the driver) or hazardous material (HAZMAT) as laid out by federal guidelines. Examples include small HAZMAT vehicles, passenger vans and combination vehicles not described in class A or B.

Source: dmv.org

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regulations for operating commercial vehicles. After passing the knowledge test, a driving skills test is required. The CDL testing will relate to the type of vehicle that the candidate expects to operate, such as Class A, B or C.

There are fees for the knowledge test (\$15), the CLP (\$30) and the driving skills test (\$30), which can take up to two hours including pre-trip inspection and the road test. The cost of a CDL ranges from \$5 per year in Honolulu to \$40 on Maui.

Although shipping company Young Brothers Hawaii is not in the commercial trucking business and does not contract drivers, Vice President Roy Catalani notes that “due to low unemployment in the trucking industry there is a shortage of younger drivers—especially on the Mainland due to long hauls and being away from the family.”

The Delivery People is primarily an ocean and airfreight company, but about 15 percent of its business is delivery with a fleet of 30 trucks, including five on the Neighbor Islands. When slammed, Fisher says the company contracts out deliveries to third parties. The company is in the

midst of adding a 55,000-square-foot storage facility at Campbell to also help meet demands, he says. The facility is expected to be completed next summer.

“It’s very tough to do business in Hawaii if you don’t have relationships, especially on Neighbor Islands,” Fisher says. “Sometimes you have to talk drivers through it. They live on Neighbor Islands because they don’t want the hectic pace and they don’t want someone in their face. For us, they know our work, they know us and know we respect them. That’s a big issue. If you don’t have a solid relationship with your vendor it can be tough because people are busy.”

Some of the best drivers hold out for union jobs, while others are often recycled from trucking company to trucking company.

“There is a shortage of quality drivers who want to work and show up every day,” says Paulo Barros of Aloha Trucking, which works primarily with the asphalt and dump truck industry. Barros says its 30 trucks are sub-contracted out at times.



Paulo Barros

His concern isn’t attracting drivers, it’s attracting and retaining experienced, reliable truckers. As a non-union company, he sees qualified drivers holding out for higher-paying union jobs.

“It’s horrifying to look at some of the driving records that come in,” he says. “You get to know the truckers. Some bounce from company to company and, well, it’s an island, so you know what you’re getting.”

The American Trucking Association reported the 2016 average salary for an over-the-road trucker was between \$51,000 and \$73,000 and suggests paying veteran drivers more to decrease the current turnover rate of 90 percent nationwide.

“It’s human nature to want to make more money and want the union job with more fringe benefits,” Barros says. “But sometimes they aren’t looking at the big picture. It’s steady work for us here and maybe \$5 to \$10 less an hour compared to working three months then taking six off.” 🏠

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Batten Down the Jobsite

With hurricane season hitting in June, builders take action to avoid airborne debris and flood damage

BY DAVE DONDONEAU

T Tyler Dillon rode out three hurricanes while living in Florida. One of them was Hurricane Charley in 2004. The Category 4 storm took an unexpected late turn away from Tampa Bay and instead pummeled Fort Myers, where he and his wife had a home.

“She was pregnant with our first child and we had decided to ride it out in a hotel,” Dillon says. “When it was over we couldn't get back to our house for over a week because the storm surge basically put the entire town under water.”



Tyler Dillon

“The hurricane is just a few hours, but it's the aftermath that sticks with you. It can take years for people to recover and it can be a traumatic experience because you can go for weeks without food, water,

“It can take years for people to recover and it can be a traumatic experience ... you learn a lot about people when they're stripped down with nothing.”

—Tyler Dillon

electricity, indoor plumbing ... you learn a lot about people when they're stripped down with nothing.”

Dillon is the executive vice president at Layton Construction Co., which has offices in nine locations across the

United States. Having moved to Oahu less than a year ago, Dillon hopes he never has to experience a hurricane here, but he's ready if or when it happens.

“Hurricanes can change paths just like that,” he says. “I'll never take National Weather Service warnings for granted, and in Hawaii it's probably even more important to tighten everything down.”

“Being alone in the middle of the ocean already has its challenges. Supply deliveries take at least four weeks, so imagine how tough it could be if everything was destroyed and people weren't prepared. We take every hurricane warnings seriously because I know from experience how quickly things can change.”

While the Atlantic Coast is constantly peppered with hurricanes, Hawaii has been relatively unscathed over the past few decades despite some recent near-misses.

The hurricane season is upon us once again—officially from June 1 to Nov. 30—and Dillon and others in the construction industry say

Storm Preparedness

- Every home should have a disaster supply kit for hurricanes, flash floods, tsunamis, and power outages.
- Store at least a week's supply of food and water; a first aid kit with medicines especially any prescription drugs; special items for babies, the elderly and pets; flashlights; a battery powered radio with extra batteries; and a NOAA Weather Radio.
- Keep some cash on hand. Banks and ATMs may not be open or available for extended periods. Important documents should be placed in a water-proof container.

Source: Central Pacific Hurricane Center

being proactive is the key to securing a jobsite, and being ready for the onslaught of work requests that will pour in should a hurricane hit.

Jobsite Preparation

Scot Jimenez of Beachside Roofing had to secure job sites for both Hurricane Iwa in 1982 and Hurricane Iniki in 1992 when they hit Hawaii.

“With Iniki, we had a 10 by 30 trailer that we backed a one-ton truck into the middle of, put the trailer sideways with pallets of roofing asphalt wedged in and it all stayed put,”

Jimenez says. “I also remember I was on the roof when the weather started getting worked up. I could see the water from our house over Shark Bay and I’ll never forget that was the biggest surf I’ve ever seen.



Scot Jimenez

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Like Charley, Iniki took a late turn to hammer Kauai. The night prior to Iniki the air had a sultry humid feel and a ring wrapped around the full moon, Jimenez says. “It just felt like hurricane weather and when it hit it hit at full speed. After, there was no vehicle noise. All was quiet. Nobody was driving and it felt like the whole world went to a different stage. The world changed,” he says.

Dillon and Jimenez, along with Glen Kaneshige of Nordic PCL and Ryan Nakaima of Nan Inc. all discussed the importance of securing construction sites ahead of hurricanes.



Ryan Nakaima

Nordic is one of the largest operations in the Islands and will have a dozen or so worksites going at any given moment, including high-rises and across the Neighbor Islands.

“Preparation for an impending hurricane begins as soon as the National Weather Service issues a warning that the path of the hurricane may come very close or right through any of the Hawaiian islands,” Kaneshige says. “We and our subcontractors will prepare the site by securing any material that could become airborne debris. We will also take the necessary measures to make sure that we weather-proof and make watertight the work that we have already put into place since hurricanes bring heavy wind-driven rains.



Glen Kaneshige

“We also have to prepare the site for the possibility of flooding, so our project team would make sure that water can drain.”

Nakaima says that at Nan, the first priority is to make sure all materials are secured and anything that can fly

around a rooftop is tied down and plastic is put over the windows.

“The first thing is to inspect the entire jobsite and make sure any material that can be turned into a missile can be secured,” Nakaima says. “Batten down the hatches.”

Learn from History

Having survived three direct hits and three near-misses while in Florida, Dillon has since helped Layton prepare for a dozen storm events and helped create the company’s hurricane policy.

“You learn with each hurricane,” Dillon says. For example, Charley was tracking to hit Tampa, but took an abrupt turn to Fort Myers. Today, all restaurants and gas stations in Fort Myers must keep backup generators on hand to do business when the power is out. The city ordinance is one of many Dillon saw implemented by the local government.

“I lived through a transformation in Florida,” he says. “I saw building code changes and overall readiness changes.”

Jimenez says Iniki and Iwa offered

a good education as to how various roofs and materials respond to the high winds and rain.

“Some types of roofing held on to structures even to this day,” he says. “We did some roofs in 1983 that went through it and are still on. We did a plantation-style, high-correlated roof in Hanalei right before Iwa. After Iwa the owner called and told us the roof blew off and went four blocks down the street because they decided not to use hurricane clips. He said the good news was every single piece we put on the roof stayed together.”

Dillon says each site’s hurricane prep is different.

“We were working on a hospital one time and when you’re doing that you take hurricane prep to heart,” he says. “You’re worried about the patients and the staff being able to evacuate. That project had two tower cranes and we dismantled them in advance of the storm. That’s a big process. The standards for anchoring them now are tougher, and that’s a good thing.” 🏠

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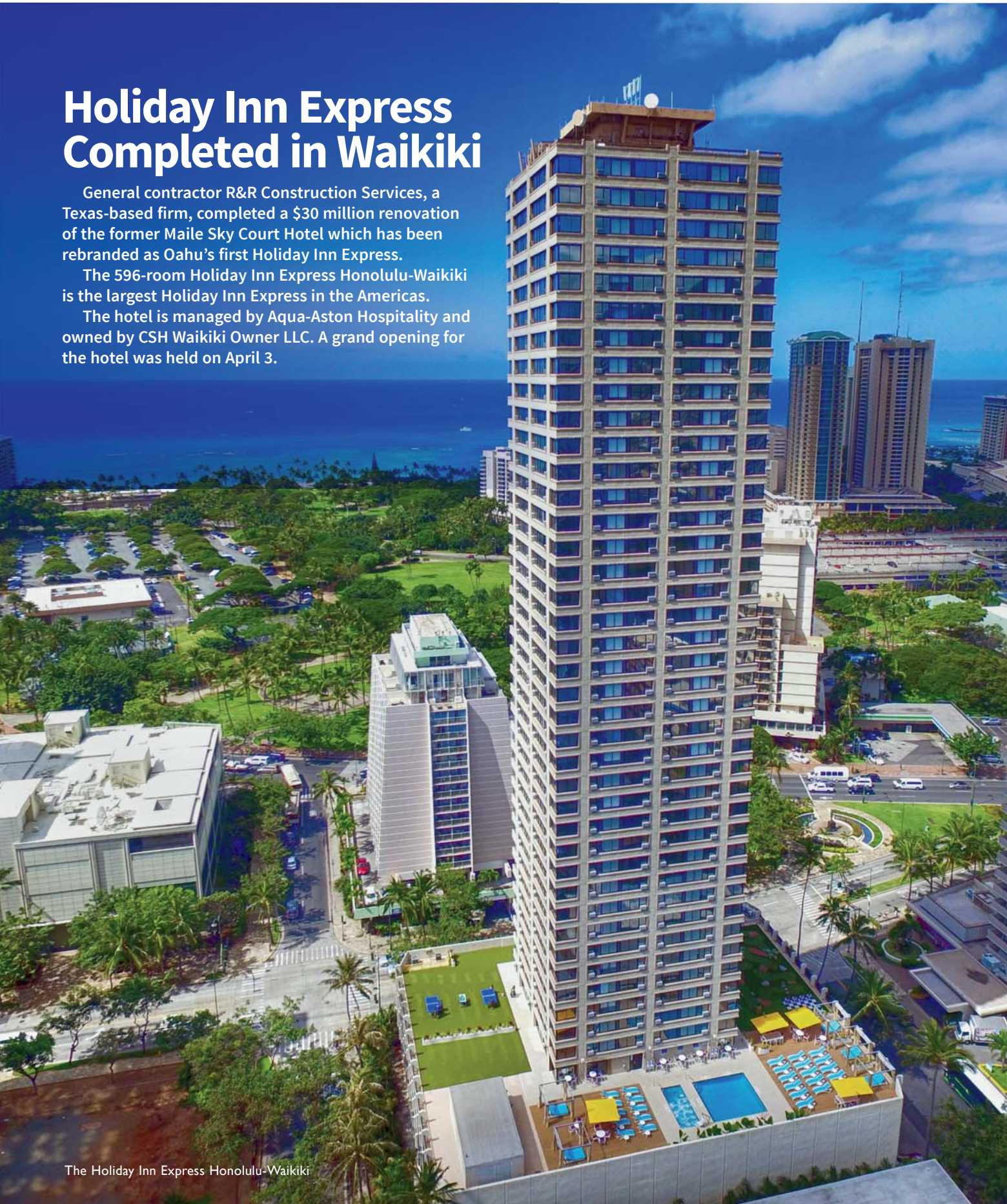
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Holiday Inn Express Completed in Waikiki

General contractor R&R Construction Services, a Texas-based firm, completed a \$30 million renovation of the former Maile Sky Court Hotel which has been rebranded as Oahu's first Holiday Inn Express.

The 596-room Holiday Inn Express Honolulu-Waikiki is the largest Holiday Inn Express in the Americas.

The hotel is managed by Aqua-Aston Hospitality and owned by CSH Waikiki Owner LLC. A grand opening for the hotel was held on April 3.



The Holiday Inn Express Honolulu-Waikiki

Carr Named LOCUS Developer of Year

Stanford Carr, president of Stanford Carr Development LLC, has been named the LOCUS Developer of the Year by Smart Growth America, a nonprofit organization dedicated to creating healthy communities with strong local businesses and schools, well-paying jobs and viable transportation alternatives.

Carr was nominated by Honolulu's Department of Planning and Permitting for two new projects adjacent to a planned rail station in Kakaako: Halekauwila Place and Keauhou Place .

"These projects exemplify the power and success of public-private partnerships as we collaborated with two state agencies, the Hawai'i Community Development Authority and the Hawai'i Housing Finance

and Development Corporation, with further support from legislators and the City and County of Honolulu," Carr said. "We look forward to continuing with more P3 initiatives along the transit corridor for many years to come."

Halekauwila Place is a 204-unit rental/mixed-use project with studios, and two-bedroom and three-bedroom units rented at 60 percent area median income and below.

Keauhou Place is under construction near the location of the future Civic Center transit station and includes a 43-floor high-rise tower with one-, two- and three-bedroom floor plans. Eighty-eight of the 423 units are reserved for sale as affordable to families earning 140 percent of the area median income.



Stanford Carr

Loomer Named HLPA President

Scott Loomer of Truss Systems Hawaii Inc. is the 2017 president of the Hawaii Lumber Products Association.

Loomer launched Truss Systems Hawaii in 1994 in Puunene on Maui.

Other 2017 HLPA officers are

Vice President Gary Okimoto of Honolulu Wood Treating LLC, Treasurer Robert B. Kayser Jr. of Gentry Builders LLC and Secretary Connie Smales of Plywood Hawaii Inc.



Scott Loomer

Directors are Audrey M. Crimmins of Rinell Wood Systems Inc., Keith Cuthbert of Trus Joist by Weyerhaeuser, Michael K. Fujimoto of HPM Building Supply, Beau Nobmann of HPM Building Supply, Ipo Fukuda of Sause Bros., Dave Kimball of Mendocino Forest Products and David Miyasaki of Armstrong Design Group.

Founded in 2003, the HLPA supports the use of lumber products as the material of choice for Hawaii's construction industry.

Free Construction Safety Training Set

Safe jobsites are like money in the bank. In a move expected to help builders and contractors cut costs, boost morale and avoid OSHA penalties, BIA-Hawaii will launch a pair of free safety courses beginning in July.

Two courses will be offered in multiple languages.

A course in safety and injury prevention is structured to help business owners, managers and employees learn how to minimize insurance rates through compliance with state and federal construction guidelines.

Another in planning will train registrants to create effective, customized written safety and injury prevention plans by adhering to Hawaii's newest safety and health regulations.

The statewide program will be conducted using material under a grant from the Department of Labor's Occupational Safety and Health Administration.

BIA-Hawaii Expands Team

The Building Industry Association of Hawaii recently promoted Cathleen Main to member services manager while adding three new team members.

New to the BIA-Hawaii staff are Jeong Ku Hwang as events and

marketing director, Shawne Mateo as administrative assistant and Shanelle Rea Saldua as program assistant.

Main joined BIA in January 2016 as member services coordinator. She holds a bachelor's in Travel Industry Management from the University

of Hawaii at Manoa and oversees membership programs, general membership meetings and develops and implements ideas to increase and strengthen membership services.

Hwang oversees BIA-Hawaii's signature events, including its two annual consumer shows, and the Renaissance building and remodeling awards.

Mateo provides primary support in accounting, invoicing for events, educational classes and grants.

Saldua, recently an intern with BIA, will be supporting the education director on three workforce development grants the organization received for 2017, as well as provide graphics services and administrative support.



The BIA-Hawaii staff, from left, Jeong Ku Hwang, Education Director Barbara Nishakawa, CEO Gladys Marrone, Shawne Mateo, Shanelle Saldua and Cathleen Main.

Work on Medical Arts Center Begins on Guam

Developers are building a new facility that will support the operations of the Guam Regional Medical City in Dededo.

A groundbreaking ceremony was held on April 6 for the \$25 million Medical Arts Center adjacent to the GRMC.

The multi-phase project is a collaborative venture between CW Holdings LLC, Sterling Design Inc. and Cabot

Mantanona LLP.

For the first phase, a structure will be built to house medical support facilities including a dialysis center, veterans' hospice, pharmacy, medical examination and therapy rooms and doctors' clinics.

According to the project design, the Medical Arts Center is a three-story, 50,968-square-foot building Cesar Cabot, owner of CW

Holdings and a partner at the law offices of Cabot Mantanona LLP, said the five-phase project is expected to be completed in four year, with the first phase scheduled to be done in 16 months.

The second phase will consist of a separate 8,000-square-foot, two-story commercial building that will be occupied by a bank, a restaurant and other retail outlets.

...continued from page 12

sports courts, including at Maryknoll School.

Leona was a big part of the operation, helping with estimates and charming clients, but she unexpectedly passed away earlier this year. Helping to fill the void in the company, their daughter **Darlene Witherspoon** has stepped in to help on the business side.

By the way, Gordon also



is an accomplished artist of marine murals.

And it runs in the family. His grandson **Michael Witherspoon** is currently attending

Academy of Arts University in San Francisco. You never know, stripes could be in his future, of one stripe or another. 🏠

Have a good story about a good person in Hawaii's construction industry? Please e-mail me at don@tradepublishing.com.

To contact Gordon Lewis:
261-1966 or
LewisL011@hawaii.rr.com

Parker Joins Layton

Mike Parker has joined Layton Construction Co. as a preconstruction manager, bringing more than 14 years of Island building experience to his new position.

Currently working on Kapolei's upcoming Marriott Residence Inn, Parker will oversee Layton's Hawaii preconstruction efforts, including business development, proposal management, estimating, project scope development and subcontractor procurement.

Parker, who is LEED AP and DBIA credentialed, serves as vice chair of the General Contractors Association of Hawaii's University of Hawaii committee.

Ogata Joins Shioi Construction

Eric Ogata was hired as new operations manager at Shioi Construction Inc., which also promoted **Roy S. Shioi** to vice president and **Diane Jenkins** to corporate treasurer.

"Eric will oversee all of our company's projects, and we are very fortunate to have him join our team," says Shioi Construction President Conrad Murashige. "His knowledge and experience will be invaluable to our company and most importantly, our clients."

Prior to joining Shioi Construction, Ogata was the senior project manager at Pioneer Contracting Co., Ltd. for 15 years. He oversaw PMs in renovation and new construction projects such as at Tripler Army Medical Center during the renovation of its pathology wing, emergency room and pain clinic. He also worked for the Department of the Navy Nuclear Engineer Division and Allied Builders Systems.

Ogata holds bachelor's of science degrees in civil engineering and mechanical engineering from the University of Hawai'i and numerous industry certifications.

As vice president, Shioi will coordinate conceptual estimating, budgets and negotiated hard bid, value engineering, design/build and design/assist estimates. He has been with Shioi Construction for 24 years and previously was chief estimator.

As corporate treasurer, Jenkins is responsible for the accounting and financial operations as well as coordinating with corporate consultants. She has worked at Shioi Construction for 13 years.

Allied Builders Promotes George, Inglis

Lee George and **Brendan Inglis** have been promoted to senior project managers from project managers at Allied Builders System.

"Lee and Brendan have proven themselves as company advocates through their dependability, dedication, outstanding achievements and passion," says **Gary Oda**, president of Allied Builders System. "In their new positions, they will continue to manage their own projects as well as oversee other projects for mentoring, training and administration," he added.

George joined ABS in 2006 and has 12 years of construction experience. Among his projects are The Queen's Medical Center Lauhala Building renovations, numerous



Mike Parker



Diane Jenkins



Eric Ogata



Roy Shioi



Lee George



Victor Tran

Tran, Benner Join Nordic PCL

Victor Tran has been hired at Nordic PCL Construction Inc. as a field engineer while **Kathalynn Benner** has been named an administrative assistant.

Tran will assist the project superintendent in safety implementation and monitoring, project planning and execution, scheduling, quality management, document control and subcontractor management.

Benner will provide administrative support for her department. 🏠



Kathalynn Benner

The Nail Be Gone drill bit was designed by Kauai neighbors Jay Sussman and Tim Pembrook.



Clipping Rusty Nailheads

Kauai inventors unveil handy Nail Head Gone drill bit

Kalaheo neighbors Jay Sussman and Tim Pembrook have introduced the Nail Head Gone drill bit designed to solve a common problem: removing rusty nailheads that bleed through woodwork.



Jay Sussman

“We realized that Hawaii homeowners spend hundreds of hours painting over rusty nailheads. So, I had an idea for a tool that would eliminate rust bleed permanently,” says Sussman. He says that when he talked to his friend and neighbor “Tim about whether he could prototype it, he felt confident he could and we knew we had a tool with potential.”

After several attempts, the Nail Head Gone drill bit was developed and a small batch of

pre-production prototypes were made and tested by Sussman, a retired building maintenance contractor who has lived in Hawaii for 40 years, and Pembrook, who has experience with building patented devices.



Tim Pembrook

As part of the testing, they removed hundreds of rusty nailheads on home exteriors, window trim, facia, pickets, flooring and deck boards.

Bob Spencer, of Spenco Machine and Manufacturing in Temecula, California, took the prototype and manufactured the first Nail Head Gone drill bits in his machine shop. Spenco continues to be the Nail Head Gone manufacturer.

“It’s not easy starting a new business, but it’s gratifying knowing that we’ve created a tool that helps folks easily beautify and take care of their homes,” Sussman says of the company located in the small Kauai town of Lawai.

“It’s a fact of life in Hawaii and other coastal areas that salty sea breeze proliferates rust production, so nail heads on home exteriors rust and show through the paint. There was no easy way to fix these nail heads after they rusted. Tim, Bob and I are trying to change that.”

Made in the USA using state-of-the-art technology and steel and solid carbide, the Nail Head Gone drill bit is for building and painting contractors, DIYers, repair professionals and realtors.

“All our customers that have used this tool recommend it for a clean-cut, cost-effective way to eliminate rusted nails,” says Ron Garlie, owner of Puhi Paint. 🏠

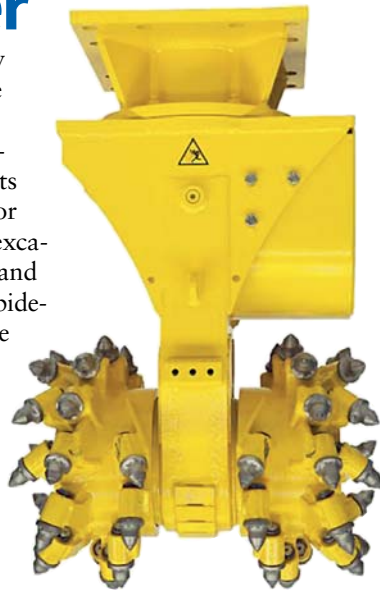
WHERE TO BUY IT
The Nail Head Gone drill bit is available at Puhi Paint in Lihue or online at nailheadgone.com for \$79. For more information, call (808) 639-0154.



Bob Spencer

Drum Cutter

The Husqvarna DC 200 rotary drum cutter is designed for use with the company's line of demolition robots. This attachment can be utilized for projects such as surface profiling rock or concrete, trenching, soft rock excavation in quarries, demolition and dredging. The 56 tungsten carbide-tipped picks on each side of the machine rotate and chip away at the surface material to the desired depth or complete removal. With low noise and low vibration levels, the DC 200 is suitable for use on restricted jobsites and sensitive urban areas.



www.husqvarnacp.com

UV/Salt-Proof

Lifetime Tool & Building Products' marine-grade stainless steel Ultimate Pipe Flashing is completely unaffected by salt water, chloride (road salts), extreme UV and thermal movement, all of which are the major causes of plumbing pipe flashing failures. Designed and built to last as long, or longer, than premium roofing tile shingles, Ultimate Pipe Flashing received the 2017 Best Sustainable Product Award at the International Roofing Expo.

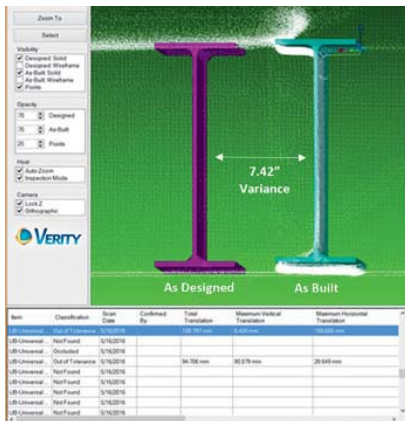


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Verify Specs

Verity, new ClearEdge3D software, verifies project accuracy by evaluating specs and then matching them to the actual location and position of corresponding elements in a laser-scanned point cloud of as-built construction. Flagging missing/out-of-tolerance elements allows crews to remediate or eliminate errors before they impact schedules or future work. The software is fully integrated with Autodesk Navisworks.

www.clearedge3d.com



Telescopic Booms

The Genie SX-105 XC and SX-125 XC telescopic booms are designed to provide horizontal reach in construction areas with limited access. Both booms are equipped with an emissions-compliant powerful 74-horsepower Tier 4F/Stage IIIB diesel engine and a redesigned heavy-duty generator. Lift capacity ranges from 660 to 1,000 pounds with a horizontal reach of 80 feet. The Genie SX-105 XC and SX-125 XC can work 8 feet 10 inches below grade and each features a stable 12 feet 11 inches by 13 feet 6 inches operating footprint.

www.genielift.com

Portable Generator

Designed for professional contractors, portable generators in the Westinghouse Pro Series are offered in 2,500-watt, 4,000-watt, 8,000-watt and 12,000-watt models. All units are equipped with electric start, never-flat wheels, GFCI protected control panels and fuel gauges on the tank as well as 120/240V AC GFCI outlets and USB ports. The Pro8000 and Pro12000 models also have onboard data centers to monitor volts, frequency and hours.

www.westinghouseportablepower.com





BIA-Hawaii and Football

University of Hawaii football coach Nick Rolovich was the featured guest at the Building Industry Association of Hawaii's General Membership Dinner Meeting on April 12 at the Japanese Cultural Center's Manoa Grand Ballroom.

(Seated) Tracy MacMaster, Nick Rolovich, (standing) Evan Fujimoto, Cathleen Main, Craig Washofsky, Nani Medeiros, Ken Berry, Karen Berry



(Seated) Christie Fong, Dean Uchida, Joy Uchida, Veronica Lum, (standing) Kevin Nakamoto, Corey Matsuoka, Dean Nakano, Cliff Lum



(Seated) Sam Navarro, James Watanabe, John Cheung, (standing) Michael Watanabe, Chris Cheung, Curt Kiriu



Daryl Takamiya, Darrell Tamaru, Rick Hobson, Thomas Gibson



Paul Kane, Miguel Robledo, Jackson Parker



(Seated) Dwight Mitsunaga, Patty Tamashiro, Elizabeth Borge, (standing) Paul Vierling, Darrell Tamaru, Dean Asahina, Tony Borge, Thomas Low



Greg Liu, Garett Ichimura, Dara Young



Jessica Crimmins, Rachael Pericas



(Seated) Pono Nahinu, Anita Ho, Warren Ho, Laverne Crawford, Jen Ernst, (standing) Hinano Nahinu, Milton Nahinu, Parris Ernst, Clifton Crawford



Jeong Hwang, Shawne Mateo, Gladys Marrone, Barbara Nishikawa, Cathleen Main



Beth Pallotta, Gary Okimoto



Guy Mashima, Kathryn "Kat" Mashima



Matt Delaney, Scott Strimling



Melissa Strohlin, Joan Nacino, Theo Stiller, Samantha Haas

INVEST IN YOUR PEOPLE

Why you need to understand your employees and their needs

BY GARRETT J. SULLIVAN



Everyone agrees the construction industry in Hawaii is enjoying the best of times. If you spend any amount of time with contractors, they will quickly express that one of the major overarching issues for their organization is its ability to find and attract top talent. For many, this is becoming a primary impediment to company growth. This is a major issue not only because the economy is booming but also because many millennials have the misconception that the construction industry is not an exciting one after graduating from college and looking to start a career.

for other, more subtle reasons that are only disclosed during the exit interview.

This situation is compounded by the fact that most baby boomers will not be going through the next downturn and their retirement funds are looking pretty good based on the last year of the market.

As such, it is time to focus highly on developing the next generation of leaders from within the company and it is critical to strive to keep employee retention high. Research has shown there are five main reasons why employees remain with a contractor year after year:

- Opportunity for personal growth.
- Compensation and benefits.
- Social benefits such as influence or status.
- Ability to be able to do what they love rather than what they are told to do.
- Unwillingness to leave what they know.

If these five areas are not tended to on a regular basis by senior management, employees become disenchanted and ripe for the picking by your competition. Increasingly, with the millennials taking over senior management, many contractors have turned to Individual Development Plans as a tool to overcome this morale issue.

An Individual Development Plan is a tool to assist employees in career and personal development. Its primary purpose is to help employees reach short and long-term career goals, as well as improve current job performance. An Individual Development Plan is not a performance evaluation tool or a one-time activity. Involving preparation and continuous feedback, it should be looked at as a partnership between the employee and the supervisor.

An Individual Development Plan benefits the organization by aligning employee training and development efforts with its mission, goals, and objectives. When using an Individual

Development Plan, supervisors develop a better understanding of their employees' professional goals, strengths and development needs resulting in more realistic staff and development plans. Employees take personal responsibility and accountability for their career development, acquiring or enhancing the skills they need to stay current in. Some of the benefits of an Individual Development Plan are:

- Providing an administrative mechanism for identifying and tracking development needs and plans.
- Assisting in planning for the unit's training and development requirements.
- Aligning employee training and development efforts with its mission, goals, and objectives

Through the use of the Individual Development Plans, you can begin to align them for the positions needing to be filled and in collaboration with the employee's personal goals, which will encourage them to engage at a higher level.

As this process moves forward, the vision, core values and mission of the company must be constantly reinforced. Finding great talent will continue to be a challenge and through the use of Individual Development Plans, contractors can more easily develop and align talent with the company and not be hindered with future growth opportunities due to the lack of qualified employees. 🏠

Garrett Sullivan is president of Sullivan & Associates Inc., a management consultancy which focuses on the construction industry and is tailored toward leaders who want a reliable, trustworthy partner to help increase profits, streamline operations and influence employees to treat the company like their own. Reach him at GSullivan@SullivanHi.com or 808.478.2564.

Common Components

A typical Individual Development Plan could include:

- Complete a special project.
- Join a committee or workgroup.
- Take a 360-degree feedback.
- Become a mentor or obtain a mentor.
- Receive cross-training.
- Job shadow in a higher area of management.
- Training classes or formal education.
- E-learning.

Long gone are the days when one local contractor would call another local contractor and inform him that one of his employees was seeking employment and was that okay to hire him. In today's marketplace, recruiting has moved from passive to aggressive with employees being constantly poached. The idea of having a job opening has moved to targeted recruiting, which focuses on the concept of "we need a particular position filled and we know who can fill it, so let's go with him/her." Many times in this situation the departing employee is not leaving for monetary reasons but rather



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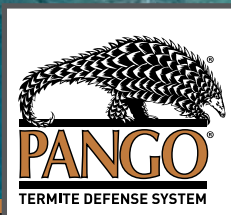


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