

# Nan Inc

magazine

Building the Future of Hawaii

VOLUME 10 • ISSUE 1 • SUMMER 2020

## Measuring

## 30 Years

## of Success

# 30

**Inside: “Sky-High” Plans • Guam Pacific Expansion**

# Welcome

## A Message from the Owner



Photo Courtesy Building Industry Hawaii

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## Beginnings

As I reflect on the past 30 plus years, I'd like to share with you my version of the Nan, Inc. story.

In 1983, I graduated from high school in the Bronx, New York. My family was first generation immigrants from Korea. I was living with my brother and his wife and their life was very harsh. They worked 12 hours a day, six days a week at a fish store trying to make ends meet. I graduated from college in Bowling Green, Ohio and soon after returned back to New York City to help my brother. He had saved enough money to own his own fish store in lower Manhattan. I had the idea to elevate his business by starting up a wholesale seafood company. The business was great and I had more than a hundred accounts within a year. However, the seafood business is unpredictable in nature. You have no control of seafood availability, price, freshness, and customers. When restaurants would go bankrupt and couldn't pay back the money they owed to my brother, I experienced the harshness of business in New York City. Instead of continuing with the seafood business, I decided to move to Hawaii where I could walk in slippers and shorts all year long. I wanted to go as far as I could away from New York City.

I didn't know anybody in Hawaii, but the warm weather and the Aloha State greeted me with joy. I played soccer and met people at Kapiolani Park. I loved the lifestyle, but I learned very quickly that I needed money to live in paradise. I found a labor job at a construction company and joined the Carpenter's union several months later for better opportunities. As I was learning the trade, I wanted to start my own company. Thirty years ago, I got my license and that was when Nan, Inc. Ocean House Builders was born.

I struggled to find work. I wasn't raised in Hawaii and most people I met were young people who had no money. So, I looked elsewhere for work which led me to bid on government projects. I didn't have the required bonds to bid, so I looked for jobs under twenty thousand dollars that did not require a bond. I got almost all the jobs I bid. I performed all the labor so I made money on all the jobs I got. I saved money and started looking to bid on larger projects, but insurance companies still wouldn't give me the bonds for bidding. I decided to post cash bid bonds for two large projects: River Street Trellis Replacement Project and Repair Flooding Dock F at Ala Wai Boat Harbor. I was the lowest bidder in both projects. With my brother's help, I got the payment and performance bonds. I did most of the work in the field and made 40% profits. These projects were the start of a great journey.

Then I found and started to hire hard-working and motivated individuals to help me grow my business, like Fooney, Ryan, Frank, Jinny, Jocelyn, Abigail, and Siri. Also, all of you along these past thirty years in this business. It wasn't easy, but we made it this far because we believed in our creed below. I want to share with you six lines that have gotten us where we are now.

1. A customer is the most important person in this office, in person or by phone.
2. A customer is not dependent on us; we are dependent on them.
3. A customer is not an interruption of our work; they are the purpose of it.
4. We are not doing a favor by serving our customer, our customer is doing us a favor by giving us the opportunity to do so.
5. A customer is not someone to argue or match wits with. Nobody has ever won an argument with a customer.
6. A customer is a person who brings us their wants. It is our job to handle them profitably for them and for ourselves.

I started this business as a laborer so I could pay for my three hundred dollars rent in Saint Louis Heights. Now, we are working to carry many families in Hawaii. Over the years, we have created our community and have established ourselves as builders of quality projects in the Pacific. I want to thank every one of you for your contributions thus far and ask for your continuous efforts in carrying this company on to the next generations to come.

Nan Shin, Owner  
Nan, Inc.

# Nan Inc

magazine

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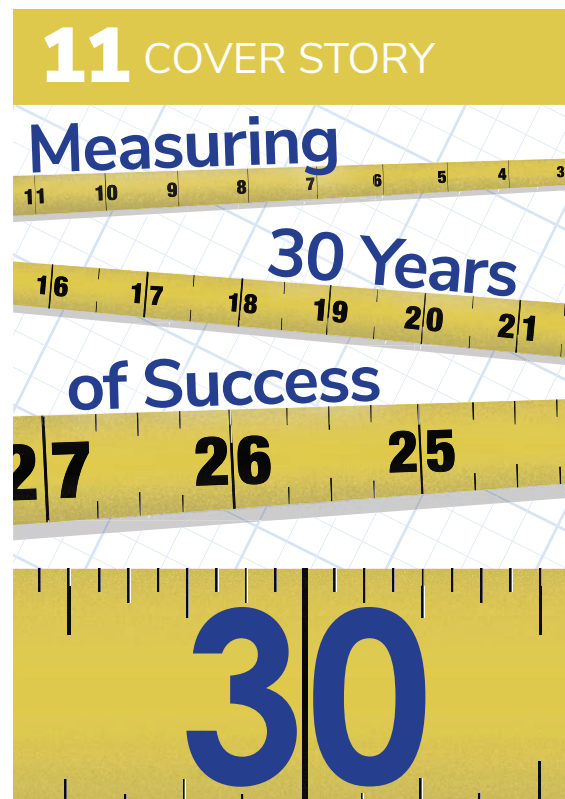
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# Sky-High Plans in the Heart of Honolulu

By Justin Barfield

Whether its building rail stations, a school, or a massive new sewer facility, Nan, Inc. and its dedicated workers have never been afraid to blaze new trails. And thanks in large part to our owner, Nan Shin, our company is carving out a new niche as we make our first foray into the high-stakes world of high-rise construction. Located in the heart of Honolulu on over 3.5 acres of land, The Park on Keeaumoku will be an iconic and catalytic mixed-use project with condominium residences, affordable for-sale condominium residences, ancillary common area uses, and commercial development. The Park on Keeaumoku will consist of two towers providing more than 970 moderately-priced condominium homes. The project also includes 70,000 square feet of space for restaurants and other retailers, a multi-story parking garage, and an open park space for public use. "It truly is a live, work, play kind of development in the urban core of Honolulu, and there hasn't been anything quite like it," said Wyeth Matsubara, Vice President of Marketing.

The project, located diagonally across from the Wal-Mart/Sam's Club shopping and restaurant complex, has been in the works for a few years now. It started when Shin seized on the opportunity to become co-owner of the land. The City and County of Honolulu had flagged it as being ripe for re-development as the project is within the planned Honolulu Rail-Ala Moana Center Transit Station and within the designated Transit Oriented

Development ("TOD") zone, which caught Shin's eye. Shin also knew it could serve as a springboard and a résumé builder for Nan, Inc. as our company enters the world of high-rise construction. "Building this Keeaumoku project will actually be less complex than others we've already done. However, owners and developers like to see what you've done before. Finishing this will be proof positive that we're a major player in Hawaii's high-rise building scene," said Shin.

It's one thing to say we're entering the high-rise market, but it's entirely another to get it built. And Nan, Inc. has already made major headway towards making that happen. Since early 2017, Matsubara and his dedicated team have been working tirelessly to draft a master plan for this project. Together, they had to consider everything from big picture items like: How many towers should be built? How to best use the space? Down to things we might take for granted like: Should the doors open from the left or the right? And should these doors open into a hallway or a wide open-space? To help answer those questions and to ready the project for regulatory approval, Nan, Inc. reached out to other industry experts. "We retained various consultants to address the numerous project requirements: architects, planners, traffic, structural, civil, archaeological to assist with the development of the permit application," said Matsubara. That permit application took countless hours and six to seven months to produce. It's a massive document thicker than any dictionary or textbook you've likely ever seen. But

it's a must-have if you want to get the necessary approvals.

From the second half of 2019 through the early part of 2020, the project was moving quite smoothly through the vetting process. Public interaction and meetings with key stakeholders allowed the project to be further focused and fine-tuned. The aforementioned permit application had been recommended for approval by the city and had the initial blessing of the Honolulu City Council Zoning, Planning, and Housing committee. All that was needed was one final full city council vote. That vote was supposed to happen in January but didn't, and again in February, but didn't. Then the COVID-19 pandemic hit, leaving the project's approval seemingly further in limbo. For its March meeting, it appeared the city council might only tackle items related to the COVID-19 crisis, but council members saw fit to squeeze our housing project onto their busy agenda. At the meeting, the council gave its blessing and the project cleared this major hurdle. "I am very satisfied that the council recognized the benefits this project will bring, providing much-needed housing and jobs to our local people," said Shin. And Matsubara added: "I was very happy that we were able to get approval, but I know that this is just one important step in a long journey and that I had to quickly buckle down, focus, and keep moving as there's a lot more work to do."

So as the project moves on towards the sales and construction phase, it's important to look at what's different about this project. Over the last 10 years, Honolulu has seen a huge increase in high-rise construction, primarily in Kakaako. Most fit into one of two categories: luxury high-rise, or low-income mid-rise. The luxury towers lured many foreign investors, but most locals were priced out. And on the other end, most local families earned too much to qualify for the other category. The big difference of




what Nan, Inc. is constructing – The Park on Keeaumoku is geared for the middle class. “Affordability to us is the driver in this” said Matsubara. And Shin added, “This will be a very good investment for the local people.”

The project’s location just a few blocks away from Ala Moana Center is both an opportunity and a challenge. Since it’s located just a few blocks away from a future rail station and within the designated TOD zone, the project was granted height and density increases that allow a project like this to become feasible on this site. With an increase in density also comes a challenge. “There’s a huge housing

supply shortage and there’s a massive demand for housing, so we know we’re creating a product to fill that void,” said Matsubara. But this opportunity for local people also represents the big challenge, which is selling such a large number of units. Going forward the project team plans to focus on keeping the price point down to attract homebuyers. “We focused with the mantra that we’re going to provide the best product available for the price and to provide an amazing product for potential buyers,” said Matsubara.

Once completed, The Park on Keeaumoku will transform the currently

under-developed parcels in the area, while also blending in at the same time. “We want to continue having something there that is near and dear to the community, but we also strive to better the community with more housing, 37,150 square feet of public open space including a park, and new retail options by providing a vibrant mixed-use community along Keeaumoku Street,” said Matsubara. So here’s to blazing new trails, as Nan, Inc. is literally on the “rise”. 





# Nan, Inc.'s Expanding Pacific Footprint

By Carol Nelson

Crossing the Pacific, Oahu-based Nan, Inc.'s first introduction to Guam was in 1998 through a \$6M design-build indefinite-quantity task order project to design, demolish, and repair typhoon-damaged hangars—a major project and a major leap for our company which was relatively small at that time. Several years would pass before we were able to perform significant work on the island again, but gain a foothold we did.

Our Guam resurgence gained major traction in 2018 with a single \$57M contract award—with our long-time joint venture partner, Alabama-based Caddell Construction (Caddell)—to build a 51,000-square foot outpatient medical/dental clinic at Apra Harbor on U.S. Naval Base Guam; and, with several other on-island contract awards in the recent year, our portfolio includes awards totaling upwards of \$380M. Additionally in 2019, the

Caddell-Nan JV partnership was one of five companies awarded NAVFAC Pacific's design-build multiple award construction contract (MACC)—a \$990M indefinite-quantity contract spanning up to five years—that primarily covers U.S. military construction projects in Guam.

The infrastructure required to support the Department of Defense's relocation of approximately 5,000 U.S. Marines currently based in Okinawa,

Apra Medical Dental Clinic







The Guam Project Team

Japan to Guam has brought together contractors from across the country and Guam to work on the enormity of construction projects. Dozens of projects not yet awarded range from munitions storage facilities to barracks, airfield upgrades, fuel facilities, a range complex, and water well fields. With the current federal Request for Proposals (RFPs) and more on the horizon, our Bidding Department (learn more about our bidding team on page 20) remains busy crunching numbers and partnering with subcontractors to craft competitive bids. Nan, Inc. continues to monitor these offerings, pursuing those that make good business sense for growing our pipeline and delivering on the needs of our Department of Defense.

While stepping up to the plate of the **Apra Medical Dental Clinic** in 2018, the project was met with a slow start, following the discovery of and need to clear unexploded ordnance (UXO) from the site. Despite the unexpected and lengthy setback, the dedicated project team worked tirelessly to recover time in the schedule and has successfully

brought the project to almost 50% completion on the building as of spring 2020. The outpatient medical/dental facility is slated for completion in 2021. The new single story, 4,742-square meter facility will include occupational health and preventative medicine, physical therapy, behavioral health, dental, optometry, diagnostic imaging, laboratory, pharmacy, ancillary patient and clinic support, and administrative departments.

Fast forward to September 2019 and Nan, Inc. is awarded the \$15M **Ordnance Operations Facility** project on Anderson Air Force Base in Yigo, Guam. The project involves the construction of two low-rise (one-story) concrete facilities; one an Inert Storehouse and the other an Ordnance Operations Building to provide administrative spaces to support the US Marine Corps ordnance operations within the 9100 Area Compound. Demolition of the existing building and incidental related work is also required. The project is expected to be completed by December 2021.

Next up, Nan, Inc. partnered again with Caddell and in February 2020,

received the award of a \$204M contract for the new construction of **Bachelors Enlisted Quarters (BEQ) D & F** at the Marine Corps Base in Finegayan, Guam—the new area being built-up to be home for the thousands of incoming Marines. The BEQ facility is the base's first major building construction. The contract provides for the construction of a multi-story housing compound, consisting of building systems designed for Guam's seismic, typhoon, and environmental conditions. Both BEQ D and F complexes consist of two 6-story BEQ tower wings with an attached community core building, a utility building, and a wash-down and drying area.

- Connected by an elevator lobby in an L-shaped configuration, each BEQ tower provides 300 rooms with semi-private baths for unaccompanied Marine personnel.
- The BEQ towers include vestibules, passenger/freight elevators, mechanical/electrical rooms, janitor closets, telephone/communication rooms, and an attic.

Please see **Guam Projects** on page 15



East Kapolei Station

# Coming Down the Home Stretch

By Lori Chong

After four years of hard work and determination, Nan, Inc. is in the final stages of completing six rail transit stations for the Honolulu rail project, the largest public works project in the state's history. Three of those stations are in Kapolei, where the West Oahu Stations Group (WOSG) team has been part of the dramatically changing landscape. "Everything is new. In recent years, the area has grown so much and the stations are a big part of that," says Project Supervisor James Gordon. The other three stations under the Kamehameha Highway Stations Group (KHSNG) team are positioned along the ever-bustling Kamehameha Highway, connecting the communities of Pearl City and Aiea.

The WOSG team achieved substantial completion on January 31st, 2020 for its three stations; East Kapolei/Kualakai, University of Hawaii (UH) West Oahu/Keoneae, and Hoopili/Honouliuli. Each of the stations are unique in their own way. The East Kapolei station will be the terminus on the west end of the rail

line and is in the center of a quickly growing community of businesses and residences. The UH West Oahu station features a pedestrian bridge that spans the major thoroughfare of Kualakai Parkway, connecting the station to the campus. Constructed as two bridge segments hoisted above the roadway, each segment weighed over 100,000 pounds! The Hoopili station will provide West Oahu's newest master-planned community a quick 36-minute ride to Ala Moana Center once completed.

The KHSNG team is diligently working on completing their three stations. The Pearl Highlands/Waiawa station entrance is situated about 50 feet above ground along the Waiawa Stream, supported by over 30 drilled shaft columns, and will anchor a future planned parking garage with 1,600 stalls. The Pearlridge/Kalauao station is symmetrical, with the mauka (mountain) and makai (ocean) sides being mirror images of each other with access from either side. The Aloha Stadium/Halawa station will be the focal point of a planned mixed-use area that will feature a new world-

class stadium, an entertainment district, and housing for residents and accommodations for visitors.

One of the most prominent features of all the stations are the platform canopy roofs, which were designed as a homage to the iconic sails of the famed Polynesian sailing vessel Hokulea. And although they're impressive to look at, the frames that support the canopies created many challenges for both of our stations' teams. One challenge was upon receiving those canopy arms from the mainland, the WOSG team discovered that some were defective. Once replacements were eventually shipped, the dedicated WOSG team was quick to install the new arms, thus keeping the project moving forward to proceed with subsequent work. "We finished the replacement of the platform canopy frames at the UH West Oahu station and Hoopili station. Then we started and completed the installation of the platform tension fabric roofs at all of the (WOSG) stations. We were the first station group to finish the platform canopies," says Assistant Project Manager David Beeman.

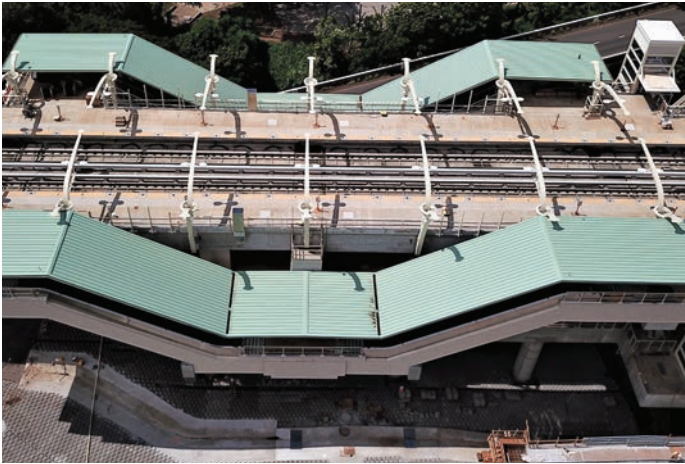




Aerial view of Hoopili Station



Platform level view of Hoopili Station



Pearl Highlands Station



Pearlridge Station

Back at the KHSO side, the canopy frame platforms similarly proved to be challenging. But like the WOSG team, the KHSO team worked together to overcome any and all obstacles they faced, including the installation of the canopy frames. All three stations are on track to be finished in early fall of 2020, with Pearl Highlands being furthest along.

With the lessons learned from the WOSG stations, the KHSO team opted to perform work on all three stations simultaneously under the guidance of a centralized project management team. As communication is key to a successful project, all information, issues, and design conflicts were filtered through that one cohesive unit. Project manager Brian Shin shares, "This team did an excellent job and continues to do an excellent job. Through hard work, camaraderie, and resourcefulness, we overcame multiple

hurdles. This team can now tackle, with confidence, probably anything thrown our way."

In all, both KHSO and WOSG teams are working hard to reach the end of a long journey, which has produced some quite impressive numbers (see table below).

But more remarkable than those numbers, each individual who worked

on these stations will be able to proudly exclaim that they had a part of this monumental and historical project. As Beeman happily stated, "It has been exciting to have been part of this project from beginning to the end. I can't wait to ride the rail with my wife and kids. Getting off and on the train with them at the stations that I had a part in helping build will be a lot of fun." <sup>N</sup>

WOSG	KHSO
Current contract value of \$88.1 million	Current contract value of \$131 million
800 tons of structural steel	1,300 tons of structural steel
7,000 cubic yards of concrete	10,000 cubic yards of concrete
Over 400,000 total man hours as of summer 2020	Over 450,000 total man hours as of summer 2020

# Nan, Inc. Turns 30

By Justin Barfield

**Way back in 1990, the world watched as the Berlin Wall fell, anti-apartheid activist Nelson Mandela was freed after 27 years in a South African prison, and NASA launched the Hubble Space Telescope. It was also that same year here in Hawaii that Nan Shin, a twenty-something Korean immigrant, ditched his day job and risked it all by forming Ocean House Builders, the predecessor to Nan, Inc.—today a top-ranked, locally-owned company.**

“I wanted to do something on my own instead of working for someone else,” recalled Shin. Fast forward 30 years, and Nan, Inc. isn’t just landing jobs, we are Hawaii’s premier construction company over 700

employees strong and we’re working jobs across the Hawaiian Islands and throughout the Pacific!

Where we’re at now is definitely a far cry from the early days, which were quite difficult and humbling. “When I opened the company, nobody was giving me jobs because I’m not from here. Everything was on my own,” said Shin. In fact, before forming Ocean House Builders, Shin recalled one of his first big paydays in his solo venture was when he successfully bid to clean a home up on Waialae Iki. It was an insurance job because recent construction in the area had caked the inside of the home in dirt. Shin scrubbed tiles and scoured walls and got paid \$4,000. “That was big, especially considering my rent was \$300 a month.”

In the early days of Ocean House

Builders, Shin and his skeleton crew working from an office on Moowaa Street looked for work anywhere they could find it. They didn’t know it at the time, but one key source of income would end up being a cornerstone of the company’s future success: military contracts. “Any job less than \$20,000, you could bid on without needing a bond, so I went after those.” And Shin’s first “big” military job? Replacing a stop sign at Wheeler Army Airfield.

Through Shin’s determination and the hard work of his small crew, more work steadily trickled in. James Gordon, now a Nan, Inc. Superintendent, was among the first handful of Ocean House employees. He recalls the early days: “Hard work. Compared to what we do now, no comparison. We would work six, sometimes seven days a week. Whatever was set for that day

## The Nan, Inc. Timeline



**1990**

Nan (Patrick) Shin begins his construction company journey as a sole proprietorship, doing business as Ocean House Builders; establishing an office at Moowaa Street. 1990 logo pictured above.

From 1990 to 1995, the company undergoes steady growth in income due to its success with construction contracts in the private and public sectors, particularly experiencing a substantial increase in contracts from 1993 to 1995.

**1995**

Due to the expansion in business, the company becomes incorporated as Nan, Inc. dba Ocean House Builders, and also gains acceptance into the U.S. Small Business Administration 8(a) Program.

**1996**

Nan, Inc.’s first single project award over \$1 million—US Air Force project to maintain/repair/alter Unaccompanied Officer Quarters (UOQ) at former Hickam Air Force Base, now Joint Base Pearl Harbor-Hickam.

Nan, Inc.’s first indefinite-delivery, indefinite-quantity (IDIQ) contract award—8(a) “Mini” Job Order Contract with the US Navy.





you had to get it done no matter how long it took. Most people quit. I came back because Nan kept his word of steady work. You take care of me, I will take care of you.” And to take care of his employees, Shin risked it all time and time again: “early on, no one would give me a payment and performance bond, because I had

no assets and no work experience, they would only take cash. So, in one instance, I scraped together what I had and also borrowed money from my brother to put up the \$100,000 bond.” But Shin also has fond memories of those early days: “Back then, we were small enough, I could go surf. I would ask one of the office

admins to leave a sticky note with the surf forecast on my board.”

Throughout the 1990’s, the company steadily grew. Ocean House Builders morphed into Nan, Inc. in 1995. It was shortly thereafter that Fooney Freestone, Ryan Nakaima, and a few years later, Frank Okimoto came on board. These days, they’re the core



## 1998

Nan, Inc. moves to a new and larger office on 636 Laumaka Street, above left. Nan, Inc. awarded and performed first out-of-state contract in Guam —US Navy project for the design, demolition, and repair of typhoon-damaged hangars.

Before (center) and after (right) pictures of the hangar, above.



of Nan, Inc.'s Executive Team, but back then it was their engineering expertise that Shin credits for helping the company grow by leaps and bounds. "They were like me, work out in the field during the day and do paperwork in the evening." It was also around this time that Office Manager Jocelyn Soriano came on board and the crew moved offices to Laumaka Street. She says in those days it was a real family atmosphere. Her favorite 'old school' memory? "Fooney trying out his new jokes. He's been doing that since forever. Some are funny, some are so-so."

Nan, Inc.'s upward trajectory continued in the 2000's as we landed more and more big contracts and the accolades piled up. The year 2010 saw the opening of the Bannister office and even an official proclamation from the City and County of Honolulu. The 2010's brought even more growth. It also brought more visibility as our company landed contracts for the Honolulu Rail Project, the largest public works project in Hawaii's history. These days the list of "firsts" continues to grow. For instance, our first middle school



Nan Shin, wife Mariko, and daughter Sherry, at 2000 company picnic

constructed (East Kapolei Middle School), first major sewer facility (Honouliuli WWTP) and also on the horizon...first high-rise condominium (for details, see "Sky-High Plans in the Heart of Honolulu", page 4).

But 2020 has also seen a "first"

that has created a global crisis: the COVID-19 pandemic. Fortunately, Nan, Inc. has so far weathered the economic storm during this pandemic. We've been deemed essential and experts say construction is relatively low-risk when it comes to the spread

## 2000

Nan, Inc. dba Ocean House Builders graduates early from the SBA 8(a) program and is recognized as the "Prime Contractor of the Year, Hawaii and Region IX" (below left), as well as receives the "Administrator's Award for Excellence" (below right).



2001-2010: Aligned with the increase in project contract awards and the company's resources, Nan, Inc. establishes and grows its corporate structure, which began with the establishment of an executive committee that assigned Fooney Freestone as President and Ryan Nakaima as Vice President (in 2004).

## 2001

With the company's exponential growth as a small business, Nan, Inc. begins 2001 now classified as a Large Business entity.



## 2004

Nan, Inc. completes first over \$10 million major (below- & above-ground) new construction project—Hawaii Army National Guard project for the new construction of the Regional Training Institute at Bellows Airfield, Waimanalo.





James Gordon and wife Jung



Jocelyn Soriano

of the virus. Also, economists see government spending on construction as one of the key ways to keeping our state's economy afloat. And when asked about the pandemic, Shin pulled no punches; "the economic damage is serious, so many people are out of work right now."

But amid the uncertainty there is a great deal of optimism. "I think we're going to be worldwide based

on how fast we continue to grow. And that is my hope", said Gordon. And Shin offered this perspective: "I think we have a lot of great past experience, good performance, and a lot of people who are really dedicated to the company. That in turn allows us to teach the younger engineers who will be able to carry the company into the future." That future includes tremendous growth slated for Guam,

where Nan, Inc. has established a permanent office and numerous contracts have recently been awarded.

So, looking forward and also looking back at 30 years of meteoric success begs the question: What exactly sets Nan, Inc. apart from others? The answer is a matter of perspective. "It's all the people coming together and putting all they have into each project. Our clients see the



**2008**

Nan, Inc. awarded first major single project away from the island of Oahu—State of Hawaii DAGS project for the design and construction of the Keaukaha Military Reservation, Joint Military Center, Ph 1.



**2010**

Nan, Inc. celebrates its 20th anniversary, marking the year with several significant milestones:

- **May 2010**—Nan, Inc. becomes nationally ranked, entering ENR Top 400 Contractors list as No. 348
- **July 2010**—Nan, Inc. certified to do business on Guam, followed by on-island office establishment (left); Nan, Inc. completes move into and celebrates the Grand Opening of its brand-new corporate headquarters on Bannister Street (right); Nan, Inc. recognized by the Hawaii State Legislature for its expertise in all aspects of general construction, dedication to customer satisfaction, and commitment to the safety and welfare of its employees. The company also was also honored with a Proclamation that designated July 1, 2010 to be "Nan, Inc. Day" in Hawaii.





Guam project team



Waikoloa Elementary School team, Hawaii Island



Kwajalein team

dedication and also the results, and that keeps them coming back," said Soriano. Gordon pointed to another hallmark of Nan, Inc.: "The fact that we self-perform much of our work and we are able to multi-task." And Shin added: "We make decisions very fast. The Executive Team and I are very

hands on, so we really know what's going on." All these statements have one theme in common: the men and women of Nan, Inc. both out in the field and in office give it their all. And it's no secret that over the years, Nan, Inc. has strived to keep fully staffed, even if profit margins suffered at

times. "It's not just making money for yourself. You must have the mentality to try and take care of the people who depend on you," said Shin. So, here's to 30 years of success so far and to the people who are poised to make the next 30 years even better. **N**



Major acquisition of Keauhou Kona Construction Corporation (KKCC), marking Nan, Inc.'s permanent expansion to the Big Island of Hawaii. 2012 Kona staff, above.

Nan, Inc.'s first single project award over \$100 million—Part of the Honolulu Rail Transit Project for the construction of the Kamehameha Highway Stations Group (KHSG). Pearl Highlands Station, pictured right.

**2015**



Nan, Inc. wins city approval of its first new high-rise commercial development endeavor (pictured below) under Keeaumoku Development LLC.

**2020**

**2012**

1st project in Kwajalein; establishment of operations there.

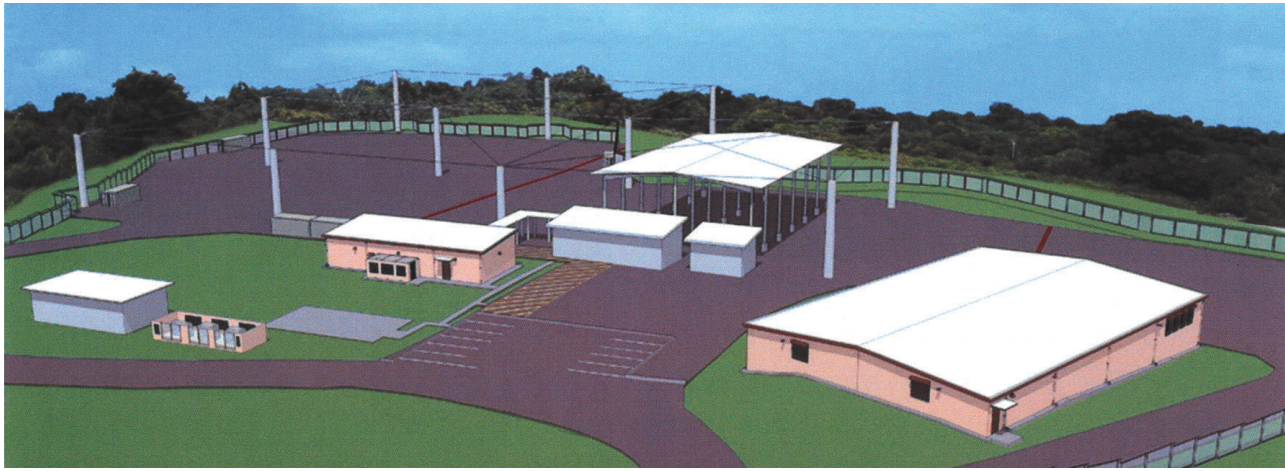


**2018**

Nan, Inc.'s first single project award over \$200 million—City & County of Honolulu project for the expansion of the Honouliuli Wastewater Treatment Plant in Ewa, below.







Artist rendering of the Ordnance Operations Facility

Guam Projects, continued from page 7

- The community core buildings include laundry facilities, a duty office and duty bunk room, a vending machine area, a multipurpose room, public restrooms, and a multi-function room.
- The utility buildings house an emergency generator with fuel tank, a fire pump, and HVAC equipment.

Paving and site improvements include miscellaneous site demolition, landscaping, fire lane pervious pavement, asphalt concrete road access and parking lots for vehicle and motorcycle stalls, sidewalks, curbs and gutters, a trash enclosure, and bollards. Site amenities include a pavilion with table/benches and BBQ equipment, horseshoe pit, a basketball court, a sand volleyball court, and incidental related work. Completion of the BEQ compound is scheduled for September 2023.

In March 2020, Caddell-Nan JV was awarded yet another Guam contract, this one worth \$103M for the design-build of new **Bachelor Enlisted Quarters H**, also on the Marine Corps base. This project involves both design and construction of a 6-story BEQ tower for unaccompanied military personnel with an attached community core building with multi-purpose rooms, offices, and kitchen and laundry facilities. This BEQ complex

is also to include two unattached pavilions, an unattached equipment washdown and drying area building, a horseshoe pit, a separate utility building, emergency generators and other mechanical equipment, as well as site improvements including all related utility and incidental work.

Wonder how construction of this volume and magnitude gets done on a 32-mile long island in the middle of the Pacific with a population of just under 170,000? The answer is “carefully” as it certainly isn’t without its challenges.

A contractor’s biggest concerns revolve around logistics, lack of skilled labor, materials procurement, staffing, and the schedule—all of which are magnified when you are isolated and thousands of miles away from any resources. Exceptional planning and risk mitigation skills are paramount as Nan, Inc. undertakes work in remote locations such as Kwajalein Atoll and the Republic of Palau, our project teams know this and build their construction schedules “carefully” knowing that longer lead times will be needed for procuring materials, extra logistical considerations must be accounted for, and staff selection is not only key but critical.

Not to be left out of the scheduling process is the incorporation of emergency preparedness. Guam lies in what is called “Typhoon Alley” and “the Ring of Fire”, making its location

vulnerable to both typhoons and earthquakes. Our project teams have shared that the shortage of local labor has added an additional dimension to their recruiting efforts. Project Director Dominic Jeon advises, “We must be prepared to cast a wider net in our recruiting to include local, national, and foreign hires. Knowing this, we have made recruitment and staffing a priority and have cast the wider net. All efforts are made to hire locally first before looking to off-island hires and in some cases employee transfers from Hawaii. Long-standing relationships and referrals have been a large part of our success in continuing to attract and hire qualified and experienced team members to our growing Guam family.”

Enter the coronavirus pandemic and travel restrictions! Yet another challenge unlike anything we’ve seen in most of our lifetimes. Many of our employees have experienced the dreaded “14-day quarantine” and have managed to get through it.

Not to be deterred, our project teams are resilient and continue to take in stride whatever comes their way, making the necessary adjustments to their schedules and processes to ensure that they deliver a quality product to our valued clients. And with many outyears of work on the horizon, Nan, Inc. is poised to reach its goal of becoming a premiere contractor on Guam. **N**

# Honouliuli Middle School's Fresh Beginning

By Lori Chong

The West Oahu landscape has experienced significant change over the past few years. Among those are several new housing developments going up in the Honouliuli area that will add to the region's growing population. At the end of this development boom, approximately 12,000 homes will be added to the area, which is the driving force behind the beehive of Nan, Inc. activity on the previously undeveloped, vacant 18-acre lot next to the existing Kroc Center Hawaii community center.

Nan, Inc.'s leading role in transforming the Ewa district of the island expanded in 2018 when construction started on Phase 1 of the new Honouliuli Middle School (formerly known as East Kapolei Middle School). This initial phase is comprised of a three-story classroom building, administration, library, cafeteria and music buildings, and also a covered and uncovered play court.

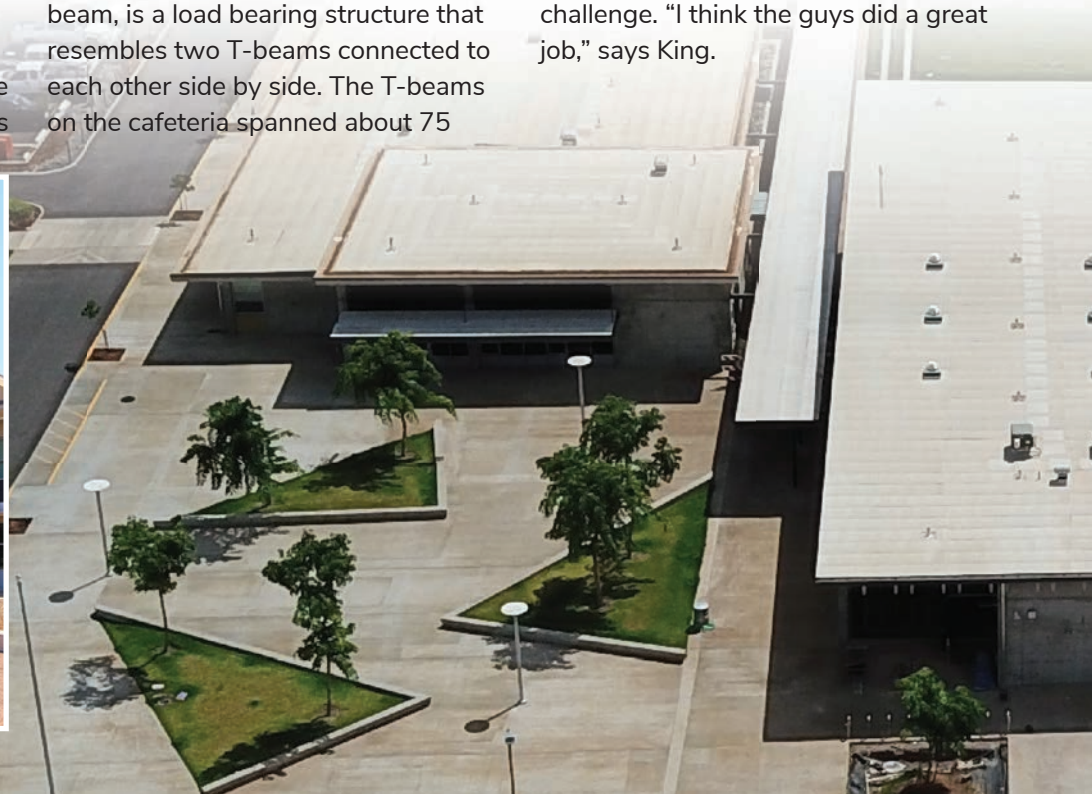
As with any successful project, planning is key. Steven King, Project Superintendent, shared, "When you plan a job, you plan around the crane, and you look at your crane budget. The more things that you can get done while using the crane, the faster things

will move." Also, instead of working on one building at a time, the Nan team decided to tackle all the buildings at once. They hit the ground running by placing the crane in the center of where several of the buildings were going to be built, thus allowing them to swing the crane around to work on almost the whole project. "It's a big circle, that goes right around and everybody can see the next guy coming, so they get more motivated," says King. This process reduced the need to mobilize and de-mobilize the crane for each building. Essentially, saving time and money for the project!

This was all accomplished by a team of about 100 dedicated Nan, Inc. employees, who logged over 220,000-man hours with zero serious accidents. Innovation and hard work are essential to any project, and this team proved to be well-versed in those attributes. A good example would be the challenging task of placing the precast double tees on the cafeteria and the library to support the roofs. The double tee, or double-T beam, is a load bearing structure that resembles two T-beams connected to each other side by side. The T-beams on the cafeteria spanned about 75

feet. Adding on to that fact, the crane could only have access from one side of the building because another building was simultaneously being built on the other side. As a result, the team put their heads together and determined the crane would reach the furthest point on the cafeteria from one side of the building. That endeavor definitely paid off, as it took the team only three days to accomplish a task that was originally projected to take 14 to 21 days.

The end result of Nan, Inc.'s work reveals the school's many distinctive features. One is that all the exterior concrete is exposed; none of the buildings' exterior are painted. All facilities involved cast-in-place exposed architectural concrete finished walls of which special formwork considerations were required, along with precise placing and finishing of the concrete. That meant all of the concrete pours had to be aesthetically perfect. This was a first for the Nan, Inc. team and the team proved they were up to the challenge. "I think the guys did a great job," says King.






Many of the crew live near the school, so it's safe to say that they took an extra amount of pride in their work on the project. Project Engineer Sergi Beltrol said, "We have very dedicated people. This team has worked their butts off. The school will be here forever; it is built to last. And we were excited to be able to build this school for this community."

The design firm team of Ferraro Choi of Honolulu and Miller Hull of Seattle put a lot of thought and reasoning behind the project's colors and design, tying the history of the area into the school. "Honouliuli was a very important nautical navigation point for the ancient Hawaiians," according to Honouliuli principal Todd Fujimori. The chosen colors are reflective of the ocean and the earth, so there's a central color theme of greens and blues for the ocean and calming neutral colors to represent the earth. "The design guys are super happy with the final product. It's a good feeling. And now we're eagerly waiting to find out if we'll be building Phase 2," says King.

Phase 2 will include the remaining two primary facilities, both three-story classroom buildings to be identical in physical design to the classroom already constructed by Nan, Inc. The

contract bid in 2019, but still has yet to be awarded (at the time of this magazine's printing).

However, Phase 1 provides all the facilities needed for the planned August 2020 opening of the school. About 160-180 lucky and hopefully eager 6th graders are slated to begin the new school year there. As the inaugural class, this "lucky" bunch will have the run of the place as the school will only have 6th graders attending. Then in fall of 2021, 7th graders will join the campus, followed by 8th graders in the fall of 2022.

Principal Fujimori is quite eager to share the campus with incoming students and their families; "I know the kids are going to be totally excited about the school." He continued, "Last night we brought some of the staff in to walk through the campus to see what's being built. Some of the teachers that came, they literally shed tears when they saw the school. They felt so proud to be part of this." And he had this to say about the quality of Nan, Inc.'s work: "On the construction side, it's obvious that they're not just here to build a building, they bought into what's being done, they care. I just want to say thank you to everyone, for putting so much heart into their work." 



Library showing concrete walls



Cafeteria (double T-beams)



Navigational Mural located in the library



STEM Makerspace Lab



# Nan, Inc. and Caddell Construction: Celebrating a Successful Collaboration

By Heather Stone-Kalani

Some 4,400 miles separate Honolulu, Hawaii and Montgomery, Alabama. At first glance, the two locales might not seem to have much in common. But appearances can be deceiving as evidenced by the successful joint venture forged over 10 years ago between Honolulu-based Nan, Inc. and Montgomery-based Caddell Construction.

## The Origins of a Great Partnership Explained

These days Dominic Jeon is a Nan, Inc. project director on Guam. But back in 2009, he was an engineer who didn't work for either Nan, Inc. or Caddell. But he would end up playing the role of matchmaker between our two companies.

At the time, Jeon was working on military-related contracts in South Korea alongside Samsung's construction division. Samsung wanted a slice of up to \$4 billion worth of U.S. military design-build work on Guam, but it needed joint venture (JV) partners

who had various experience to provide the best chances at landing the work. Jeon had an existing work relationship with Nan, Inc., and thought they'd be a good fit because of their relative proximity to Guam and experience with U.S. military work in Hawaii. Jeon also had heard about Caddell's military and international expertise. After lengthy discussions with his team, Nan, Inc., and Caddell individually, Jeon arranged a face-to-face meeting between Samsung, Nan, Inc., and Caddell in Honolulu and the three agreed to form a partnership in pursuit of the aforementioned Guam work – eventually adding a fourth JV partner, Manson Construction, to create a powerhouse team to completely address all requirements of the contract.

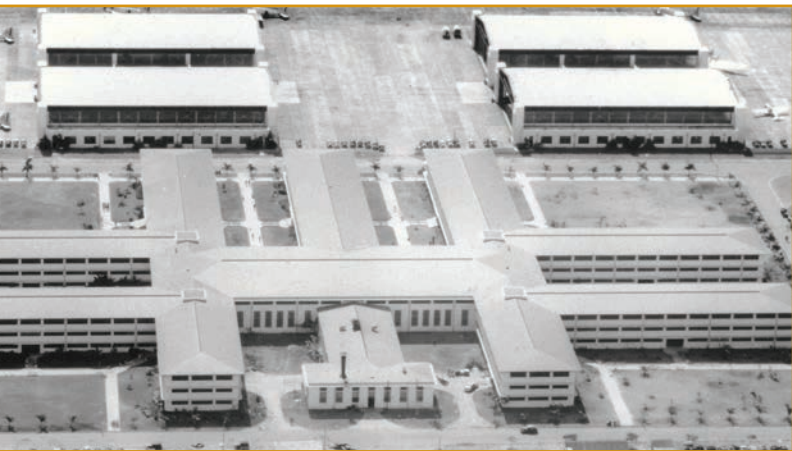
The new joint venture was successful in becoming one of seven contractors eligible to bid for the \$4 billion-capacity Multiple Award Construction Contract (MACC). Though the U.S. military changed its plans and the contract work never fully materialized, the news wasn't

all bad. From that large partnership, Nan, Inc. and Caddell's executives realized their styles and strengths were a great fit, resulting in the formation of their own joint venture – Caddell-Nan JV, which has since secured numerous valuable contracts. "It's a good match. Their [Caddell's] philosophy and Nan, Inc.'s are very similar. And their unique organizational styles complement each other," said Jeon.

## Caddell Construction: A Closer Look

Alabama is known as the "Heart of Dixie" and for its southern hospitality. The capital city of Montgomery is known for its historic and cultural landmarks such as the Alabama War Memorial, the first electric street car system, and the Wright Brothers' first school for powered flights. And in Montgomery, Alabama, back in 1983, founder John Caddell and his wife Joyce decided to form Caddell Construction.

Working out of their family home and lawn in Montgomery, Caddell's



Aerial view of Building 1102, Hickam Field circa 1941.  
Photo courtesy of U.S. Air Force.



Exterior view of the completed Medical/Dental facility at KMCBH



business venture quickly outgrew those humble beginnings, expanding to offices in the greater Atlanta area, as well as in Bentonville, Arkansas. Now a multi-billion-dollar company with a worldwide portfolio of projects, Caddell's capabilities span over sectors such as aviation and aerospace, advanced technology, healthcare, local and federal government, education, hospitality, residential, retail and mixed use, corporate, power and industrial, and manufacturing.

"Caddell is working on 29 projects valued at \$3.6 billion presently. Of the 29 projects, 12 are OCONUS [outside of the continental United States], and of those 12, nine are in foreign countries," says Lainie Cleghorn, Caddell's Director of Marketing and Proposals.

### Nan, Inc. and Caddell's Joint Venture Success

In 2019, Caddell-Nan JV hit the partnership's 10-year milestone. The JV marked the year with the team's successful completion of historic renovation work on the Pacific Air Command's Headquarters Building 1102 (pictured on page 18) at Joint-Base Pearl Harbor-Hickam on Oahu. Particularly significant as the work – involving design and construction, and therefore including key team member/historic architect Mason Architects – was performed under three separate phases/design-build project awards

and spanned over a total seven years. Awarded as part of a multi-year, multi-phase, multi-contract repair program, the primary goal of all phases was the complete repair of the 14-wing, 3-story, 550,000-square foot historic structure to provide a code compliant and efficient modern office headquarters.

That same year, the JV also celebrated the completion of the new 98,000-SF Medical/Dental Facility at Marine Corps Base Hawaii in Kaneohe Bay (KMCBH), also on Oahu. A welcomed 2-story replacement facility, the newly constructed building consolidated five previously separate locations into one complete and convenient healthcare clinic to better address the needs of the Navy and Marine Corps personnel, families, and retirees. The super clinic houses services for outpatient behavioral health, occupational health and preventative medicine, physical therapy, optometry, diagnostic imaging, laboratory, pharmacy, ancillary patient and clinic support, and administrative departments. Supporting facilities included utilities, site improvements, emergency generator, access road, and parking.

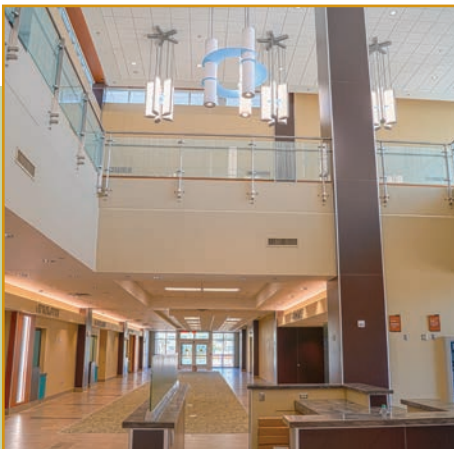
In 2020 and amid the COVID-19 pandemic, the JV continues its triumphant streak in Guam. The first awarded back in 2018 was the Apra Medical/Dental Clinic (\$57M). In 2019, Caddell-Nan JV was one of five

contractors awarded the successor Guam MACC contract, this time with a capacity of \$990M. And most recently in 2020, contract awards include the design-bid-build new construction of Bachelor Enlisted Quarters (BEQ) D & F (\$204M, and pictured below) and design-build new construction of BEQ H (\$103M).

Caddell's senior vice president of operations, Bob Nanney, attributes the success to shared core values and an unwavering commitment to meeting project quality, safety, and schedule expectations. "Both companies place a particular focus on customer satisfaction, which has been key to our success," he said. "We look forward to this new project and many more to come," said Nanney.

Lainie Cleghorn echoes that sentiment: "Caddell and Nan have complementary capabilities and shared core values. Both firms exhibit an uncommon commitment to customer satisfaction and delivering projects that demonstrate the very best in design and construction. Our business relationship has become a personal one—staff from the two firms not only work well together, they are friends."

So, whether it be "Southern Hospitality" or the "Aloha Spirit," both Caddell and Nan, Inc. continue to build on their successes by putting customers first and providing the best results on each and every collaboration. [N](#)



Interior Lobby view of the Medical/Dental facility at KMCBH



Guam BEQ D&F, image courtesy: NAVFAC Pacific

# Meet the Bidding Department

By Heather Stone-Kalani



The Bidding Department: Seated—Heather Stone-Kalani, Anna Campmany, Marmelyn Panuelo, Abby Siatu’u, Katrina Belisario; Standing—Ed Shukri, Sai Potluri, Steve Miyasaki, Yeomoon Yun, Choon Kee Lee, Kawika Lucas, Sungwon Baik, Jae Hong Song; Not Pictured — Rajesh Donka, Vincent Liu

When it comes to the overall construction process, the bidding component typically does not receive much fanfare. But truth be told, job bids are won and lost, and a company’s profits rise or fall based largely on how well the Bidding Department does its job.

Nan, Inc.’s distinguished Bidding Department includes several critical divisions of the company –Cost Estimating for both civil and building/commercial projects, Technical Proposals, and Small Business. All of these important divisions, currently consisting of 16 industrious and resilient individuals, work together as a team under heart-racing deadlines and the guidance of our executives to provide customers with responsive, competitive, and winning bid proposals.

To be successful during the bidding process requires more than just being able to review a bid’s solicitation documents, including its plans and specifications. These individuals, in

addition to being meticulous and having an overall understanding of the delicate process, must be able to apply their knowledge and experience beyond what is provided in the solicitation, to achieve a bid-winning proposal.

There is forecasting the expenses that attribute to different types of construction projects, understanding each phase and scope of work involved, accounting for variables such as labor availability and onsite conditions, and incorporating

company and industry expertise to name a few key attributes. On top of all of that, our Bidding Team must know where our company stands, who our competitors are and where they might stand, and how aggressive (or not aggressive) our pricing for each bid should be. Having to be mindful of innumerable aspects with the added pressure of multiple deadlines, makes one realize how this craft requires a great deal of practice and finesse to get it just right.

Though “getting it right” is definitely

Recently Awarded Contracts	
Honouliuli WWTP	\$267M
NAVFAC Pacific Guam MACC	\$990M Capacity
Guam BEQs D & F	\$204M
KMCBH P-911 BEQ	\$117M
Guam BEQ H	\$103M
NAVFAC Hawaii Unrestricted MACC	\$990M Capacity
University of Hawaii Bachman Hall Renovation	\$20.9M



a big part of the bidding process, the culmination of every bid is ensuring it is in the hands of the owner by the requested date and time. So that none of the aforementioned parts of bidding are done in vain, our Bidding Team must be very aware of bid closing dates and times. Timeliness is of the utmost importance with bid submittals, lest you risk rejection of your proposal by the receiving owner. Some bid proposals are not so streamlined, requiring a two-phase submission or multiple correspondence during the owner's evaluation of the proposal, where they request our team's submission of a revised proposal or Best and Final Offer (BAFO). As a result, there may be a long, nerve-racking wait time from the initial submittal to the ultimate project award or the less than optimal, non-award, where the team applies any "lessons learned" toward future bids.

Nan, Inc.'s Bidding Department is responding year-round to countless and various owner solicitations issued, reviewing endless pages of bid packages, and ensuring responsive and punctual submissions of proposals. They're also constantly looking for bid opportunities on different platforms and presenting them to the executive team for their review and consideration.

In the past, busy season was referred to as "year-end rushes," due to the annual "rush" to use allotted funds from the State and Federal Governments. The State of Hawaii's fiscal year ends on June 30th; the Federal Government's fiscal year ends on September 30th. However, local construction has been extremely busy even during the time of COVID-19, and our Bidding Department works tirelessly, most times on multiple deadlines, to accomplish and obtain further work to keep our company and personnel busy and working. **N**

## ABIGAIL SIATU'U

### ***How long have you been in the Nan, Inc. Bidding Department?***

Just made 20 years in June, and how that time has flown by in this adrenaline-filled part of construction.

### ***In your opinion, what makes the Bidding Team so important to the rest of the company?***

Every department and each individual in our company is an important part of the "big wheel" to keep our company rolling forward, but our Bidding Department is where it all begins. Bidding is year-round, where we've actually been busier around the holidays, as most owners are anxious to get the solicitations out so they can enjoy theirs. But I know above all, we're very fortunate to be consistently working, which also means we work very closely with one another, building a trust that all parts of the bid proposal are being taken care of. There's definitely lows in bidding, where we're able to lean on our bidding 'ohana for support; but as with anything, remembering those times, make the highs that much sweeter, when we're able to share the joy and celebrate the ultimate acknowledgement of tireless working days and sometimes sleepless nights.



## ANNA CAMPMANY

### ***How long have you been in the Nan, Inc. Bidding Department?***

Nan, Inc. hired me, three years ago. Overall, it has been a very interesting and nice experience. Working in our department allows you to be involved with so many different projects that you learn something new every single day.

### ***What has been your most significant project/bid to date?***

From all the projects I have been part of, the ones that I remember the most are the ones that required a huge



team effort, like the HART City Center Utilities Relocation (CCUR) or the Honouliuli Wastewater Treatment Plant. Both of those projects required a lot of time, coordination, and team work, which resulted in a much bigger satisfaction once the company got the award.

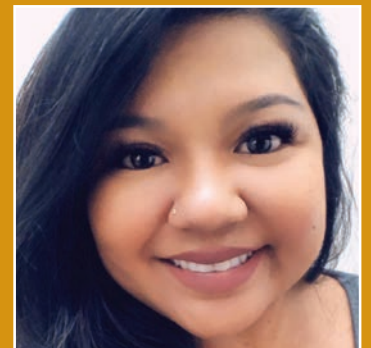
## KATRINA BELISARIO

### ***How long have you been in the Nan, Inc. Bidding Department?***

^\_^ about 10 years but it feels like forever.

### ***In your opinion, what makes the Bidding Team so important to the rest of the company?***

We are an awesome team that never quits in trying to bring more work coming in to our company.



## Giving Back

# Nan, Inc.: 30 Years of Giving

By Van Law

Through the years, Nan, Inc. and its employees have actively participated in various fundraisers and have donated to many charities. Although our historical records do not go back to our founding, giving back has always been an important part of Nan, Inc.'s fabric. In the early years, our employees organized donation drives for our local food banks, donation drives for the Blood Bank of Hawaii, and participated in charity races, and community

walks such as the American Heart Association's Heart Walk. Today, Nan, Inc.'s giving has grown to include the likes of Make-A-Wish Hawaii, Child & Family Services, scholarship funding for the UH Manoa College of Engineering, and the Navy Seals Foundation. Nan, Inc. has also played a leading role in an annual hands-on effort to improve people's lives in southeast Asia. Our company donates money and manpower alongside Pacific region YMCAs

and the Rotary Club of Honolulu to make infrastructure improvements in impoverished rural areas in the Philippines and Cambodia. The volunteers, underwritten largely by Nan, Inc., do things like remodeling a school, providing dental and eye care services to villagers, and constructing new housing.

In 2013, we made our first \$1 million donation. It was a contribution to the St. Francis Healthcare Foundation to help fund a skilled





nursing facility. That same year, we also funded a scholarship for Distinguished Young Women of Hawaii, and our company was the principal sponsor for the building of a new orphanage in Bangladesh. Our next \$1 million donation to Kapiolani Medical Center for Women and Children came three years later, in 2016.


Another type of philanthropy we believe strongly in is mentoring. One of our shining successes is Aulii Construction, Inc., a small local construction company. Starting in 2005 through the Small Business Administration's SBA 8(a) Mentor Protégé Program, Nan, Inc. provided a broad range of business development assistance and guidance to support

Aulii's growth and development. The mentorship continued for several years and culminated with Aulii's successful completion of the SBA 8(a) program.

Community sports has always been important to Nan, Inc. In the past, we have supported the Special Olympics, RUSH Soccer, HPU's soccer program, and the Hawaii Gay Flag Football League. In addition to sports, the company's giving has focused on disadvantaged youth, cultural non-profits, medical care organizations, and places of education.

More recently, our giving has focused on the global pandemic. We donated money to help the Hawaii Health & Harm Reduction Center in their effort to provide food for

the community at their various food drops across the island of Oahu. Additionally, we donated gift cards and N95 masks to the Premier Medical Group Hawaii to assist in their effort to provide drive-thru testing for COVID-19. We also donated funds to the Malama Meals Program and to St. Francis's "Show Aloha Challenge."

In all, since 2004, Nan, Inc. has made over five hundred charitable donations valued at over \$4 million. This total does not include any of the blood (literally), sweat, funds, and "aloha" donated by our individual employees. 





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