



DATE:

27 June 2024

TRANSMITTAL TO:

Mr. Douglass Adams, Director
Research & Development
County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720

VIA EMAIL TO:

chresdev@hawaiiicounty.gov

SUBJECT:

RD.1) COMMUNITY PLANNING

**Community and Economic Development, Community Engagement,
Strategic Planning, Sustainability Systems
Fiscal Year 2024-2025**

TRANSMITTAL:

Statement of Qualifications (pdf copy)

MESSAGE:

Dear Members of the Selection Committee:

In response to the 1 June 2024 "Notice to Providers of Professional Services" announcement posted on the State of Hawaii Procurement website, SSFM International, Inc. (SSFM) is very pleased to present this letter of interest and our *Statement of Qualifications* for Community Planning (COMMUNITY and ECONOMIC DEVELOPMENT, COMMUNITY ENGAGEMENT, STRATEGIC PLANNING, SUSTAINABILITY SYSTEMS) services.

Your consideration of SSFM with our carefully selected Project Team for your Fiscal Year 2024-2025 projects will be greatly appreciated.

SSFM INTERNATIONAL, INC.

Michael P. Matsumoto, P.E., S.E., FACEC
President / CEO

SSFM INTERNATIONAL, INC.

Austen Drake, P.E., LEED GA
Manager, Hilo Office

STATEMENT OF QUALIFICATIONS

Research and Development Fiscal Year 2024-2025

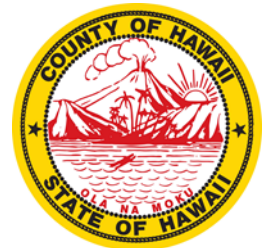
RD.1) Community Planning (Community and Economic Development, Community Engagement, Strategic Planning, Sustainability Systems)

27 June 2024

SUBMITTED TO:

Mr. Douglass Adams, Director
Research & Development
County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720

VIA EMAIL:
chresdev@hawaiiicounty.gov



SUBMITTED BY:

SSFM International, Inc.
99 Aupuni Street, Suite 220
Hilo, Hawaii 96720
(808) 933-2727
www.ssfm.com

TABLE OF CONTENTS

1. Expression of Interest
2. Name of Firm, Principal Place of Business, and Location of All Offices
3. Age of the Firm and Average Number of Employees Over the Past Five Years
4. Education, Training, and Qualifications of Key Members of the Firm
5. List of Recent Projects
6. Names and Phone Number of Up to Five Clients Who May be Contacted
7. Other Pertinent Information
 - ✓ Qualifications and Experience
 - ✓ Performance Awards and Commendation Letters

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#1: **Expression of Interest Letter**



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)



27 June 2024

Mr. Douglass Adams, Director
Research & Development
County of Hawaii
25 Aupuni Street, Suite 1301
Hilo, Hawaii 96720

EXPRESSION OF INTEREST

Subject: **RD.1) COMMUNITY PLANNING
Community and Economic Development, Community Engagement, Strategic
Planning, Sustainability Systems
Fiscal Year 2024-2025**

In response to the 1 June 2024 “Notice to Providers of Professional Services” announcement posted on the State of Hawaii Procurement website, SSFM International, Inc. (SSFM) is very pleased to present this letter of interest and our *Statement of Qualifications* for Community Planning (COMMUNITY and ECONOMIC DEVELOPMENT, COMMUNITY ENGAGEMENT, STRATEGIC PLANNING, SUSTAINABILITY SYSTEMS) services.

SSFM has a demonstrated track record of successful projects with the County of Hawaii and we view our relationship as a long term partnership. We wish to continue to be a part of the programs and projects of your Department. We have extensive experience with the preparation of environmental assessments in Hawaii. In addition, our experience with environmental assessment preparation will be a proven asset to assignment within your Department.

Your consideration of SSFM International, Inc. for your Fiscal Year 2024-2025 projects will be greatly appreciated.

With warmest regards,

SSFM INTERNATIONAL, INC.

Michael P. Matsumoto, P.E., S.E., FACEC
President / CEO

SSFM INTERNATIONAL, INC.

Austen Drake, P.E., LEED GA
Manager, Hilo Office

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#2:

Name of Firm, Principal Place of Business, & Location of All Offices



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)

Name of Firm

SSFM International, Inc.

Main Office

Iwilei Business Center
501 Sumner Street, Suite 620
Honolulu, Hawaii 96817
Phone: (808) 531-1308
Fax: (808) 521-7348
Email: mmatsumoto@ssfm.com

Offices

Maui Office

82 Pulehu Place, Suite 201
Kahului, Maui, Hawaii 96732
Phone: (808) 244-7630
Fax: (855) 329-7736
Email: ematsuda@ssfm.com

Manila Office

Robinsons Cybergate 3, 8th Floor
Pioneer Street, Mandaluyong City
Metro Manila 1554, Philippines
Phone: +63 (2) 439-2988
Email: jmorales@ssfm.com

Kauai Office

3-3215 Kuhio Highway, Unit 106
Lihue, Kauai, Hawaii 96766
Phone: (808) 245-3075
Fax: (855) 329-7736
Email: ggokan@ssfm.com

Okinawa Office

Sunflower Bldg. #201
2-19-9 Chatan, Chatan-cho,
Nakagami-gun
Okinawa 904-0116, Japan
Phone: +81 (98) 923-4471 O
Email: mmatsumoto@ssfm.com

Hilo Office

99 Aupuni Street, Suite 220
Hilo, Hawaii 96720
Phone: (808) 933-2727
Fax: (855) 329-7736
Email: adrake@ssfm.com

Guam Office

Ixora Industrial Park
215 Rojas Street, Suite 213
Harmon, Guam 96913
Phone: (671) 646-7736
Fax: (671) 300-7738
Email: jduenas@ssfm.com

SSFM's Core Services

- | | |
|--|----------------------------------|
| ✓ Program Management | ✓ Construction Management |
| ✓ Project Management | ✓ Civil Engineering |
| ✓ Community Planning | ✓ Traffic Engineering |
| ✓ Master Planning | ✓ Structural Engineering |
| ✓ Special Area Studies for Complete Streets | ✓ Special Inspections |
| ✓ Environmental Assessments & Impact Statements | ✓ GIS Programming |

The balance of this page is intentionally blank....

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#3:

Age of Firm & Average Number of Employees Over the Past 5 Years



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)



AGE OF FIRM

We have been in business in the State of Hawaii for over 65 years.

SSFM International, Inc. is a 100% employee-owned company founded in 1959 currently providing professional project management, planning, civil engineering, structural engineering, and construction management services in the State of Hawaii and the Pacific Region.

AVERAGE NUMBER OF EMPLOYEES FOR THE LAST 5 YEARS

<u>YEAR</u>	<u>NUMBER OF EMPLOYEES</u>		
2023	205		
2022	197		
2021	204		
2020	206		
<u>2019</u>	<u>190</u>		
Total	1,002		
Average	1,002/5	=	200 employees per year

The balance of this page is intentionally blank....

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#4: Education, Training, & Qualifications of Key Members of the Firm



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)



SSFM International

Michael P. Matsumoto, P.E., S.E., FACEC
President/CEO

Mr. Matsumoto is currently a principal and President/CEO of the firm. He is responsible for firm-wide management and oversees the firm's technology strategy and operations. He is a trained organizational and technical peer reviewer and has conducted numerous peer reviews of engineering firms for the American Council of Engineering Companies, the Council of American Structural Engineers, and the Structural Engineers Risk Management Council.

EDUCATION

B.S., Civil Engineering,
University of Hawaii,
1967

M.S., Civil Engineering
(Structures Specialty),
University of Illinois,
1968

REGISTRATION

Hawaii, Structural
Engineering #2974-S

CNMI, Structural
Engineering #209

Guam, Civil Engineering
#843

CNMI, Civil Engineering
#196

REPRESENTATIVE PROJECT EXPERIENCE

Interstate H-1 Keehi Interchange Viaduct Structure and the Mauka and Makai Frontage Roads from Puuloa Road to Moanalua Stream, Honolulu, Hawaii

Interstate H-1 Pearl Harbor Interchange, Structures 1 thru 6, Honolulu, Hawaii

The Queen Emma Tower for the Queen's Medical Center, Honolulu, Hawaii

The Kaiser Honolulu Clinic for the Kaiser Permanente Health Systems,
Honolulu, Hawaii

The Hafadai Beach Hotel 18-Story Tower, Saipan, Commonwealth of the
Northern Mariana Islands

The Four Seasons Resort, Wailea, Maui, Hawaii

The Trellis Towers Condominium, Singapore

Honolulu Resource Recovery Facility (HPower) at Campbell Industrial Park,
Oahu, Hawaii

Kakaako Elderly Housing Project (28 story parking, office, and apartment
building), Oahu, Hawaii

Interstate H-2 Waiawa Interchange (Structures #13 through #16), Oahu,
Hawaii

Engine Generator Repairs for Subic Bay Power Plant, Republic of the
Philippines

Ten Story Hotel Addition & Renovation to the Saipan Grand Hotel, Saipan,
CNMI

First Hawaiian Bank and Office Building, Guam

PROFESSIONAL AFFILIATIONS

Lambda Alpha International
Design Professionals Risk Control Group
American Council of Engineering Companies
Chi Epsilon (National Civil Engineering Honor Society)
Council of American Structural Engineers
Design-Build Institute of America
Prestressed Concrete Institute
Society of American Military Engineers
Structural Engineers Association of Hawaii
Structural Engineering Institute, Board of Directors (1997-2004)



Hugh Y. Ono, P.E.

Vice President | Associate

Mr. Ono is the Vice President in charge of SSFM's Hawaii Island Office. In this role, he serves as the principal point-of-contact for SSFM's Hawaii Island clients, and provides project management services on specific projects. He maintains a close relationship with all government agencies on the Island of Hawaii and serves as a member of SSFM's government affairs group.

PRIOR WORK EXPERIENCE

SSFM International

EDUCATION

B.S., Civil Engineering,
University of Hawaii
(1965)

REGISTRATION

Hawaii, Civil
Engineering #2652-C

Department of Transportation, Highways Division, *State of Hawaii* (January 1996 through December 1998), Division Administrator. Directed the administration and operations of the Highways Division including Engineering, Construction, Maintenance, Administration, Property Management, Traffic Operations, and Motor Carrier Safety. Resources included: 1000 employees, \$160 million operating budget, and \$400 million Capital Improvement Budget. Key accomplishments included the following:

- Initiated Hawaii's first moveable barrier Zipper lane project on the island of Oahu.
- Initiated Hawaii's Highway Intelligent Transportation System project.
- Directed the statewide training and design workshop for staff engineers from State, County and private sector to include an instruction manual.
- Completed and dedicated the H-3 new Interstate Highway within the funding allocated and on time.
- Completed the Kalaniana'ole Highway Improvements, a project with much delay and political problems.

Department of Transportation, Highways Division, Hawaii District, *State of Hawaii* (1990 to 1995), District Engineer. Directed the operations of 130 personnel and a \$9-million budget on the Island of Hawaii to include: Engineering, Traffic Operations, Maintenance, Capital Improvements, Motor Vehicle Carrier Safety and Administration.

Department of Public Works, *County of Hawaii* (1984 to 1990), Chief Engineer (Director). Directed and administered the activities of seven (7) divisions, including Engineering, Buildings, Wastewater, Solidwaste, Traffic, Automotive, and Highway Maintenance. This Department included a total of 400 employees with a \$30-million budget. Introduced and initiated Maintenance Managements Systems in Wastewater, Solidwaste and Highway Maintenance operations.



Austen Drake, P.E., LEED GA

Manager, Hilo Office

Mr. Drake is the Manager and Lead Civil Engineer in SSFM's Hilo Office. He is a Project Engineer responsible for planning and design for a wide variety of civil engineering projects on the Island of Hawaii and other geographic areas where SSFM currently provides planning and engineering services.

REPRESENTATIVE PROJECT EXPERIENCE

SSFM International

EDUCATION

B.S., Civil Engineering,
University of Texas at
Arlington, 2003

REGISTRATION

Hawaii, Civil
Engineering #C-13059,
2008

Texas, Professional
Engineer #100187, 2007

Project Engineer for the West Hawaii Civic Center project. This was a design-build project for a new Civic Center consisting of eight (8) office buildings and one (1) parking garage on the 7 acre parcel located at the corner of Kealakehe Parkway and Ane Keohokalole Parkway in Kailua-Kona Hawaii. Estimated construction cost \$52 million.

Māmalahoa Highway Bypass Road and Nāpō'opo'o Road Māmalahoa Highway Intersection Improvements. Project Manager. SSFM provided Civil Engineering services to revise, update, and repackage the previously approved Plans, Specifications and estimates (PS&E) for the portion of the Māmalahoa Highway Bypass from Halekii to Nāpō'opo'o, as well as the Nāpō'opo'o Intersection PS&E. The Māmalahoa Highway Bypass work included updating the topographic survey for construction previously performed, updating earthwork quantities, revising drainage details, adding an alternative pavement section for concrete, and adding additional improvements to accommodate property owners. The Nāpō'opo'o Intersection work included that above in addition to revising the intersection geometry to increase left turn storage. Estimated construction cost \$25.5 million.

Kapi'olani Street Extension, Lanikaula Street to Mohouli Street. Hilo, Hawaii. Project Manager. SSFM provided Environmental Documentation, Preliminary Planning and Design, and Final Design services. The Project consists of extending the existing Kapi'olani Street from Mohouli Street to Lanikaula Street. Project deliverables include an Environmental Assessment, Preliminary Engineering Reports and Plans, and Construction Drawings. Estimated construction cost \$13 million.

Keahuolu Phase 0 Roadway and Promenade Design. Kailua-Kona, Hawaii. Project Manager and Lead Civil Engineer. SSFM provided Environmental Documentation and Design services. Phase 0 of the project provides a new roadway, three new entrances to Kailua District Park, and a pedestrian and bike promenade. The improvements support the Kailua District Park and the Queen Lili'uokalani Trust Master Plans and include new pavements, raised sidewalks, shared use path, drainage improvements, intersection improvements, street lighting, landscaping, and new utility lines. Estimated construction cost \$5 million.

Kohala Ranch Community Association Pavement Assessment. Kohala, Hawaii. Project Manager/Project Engineer. SSFM performed a pavement inventory and provided pavement preservation plan recommendations. The Project consists of inventorying approximately 22 miles of roadway, identifying candidates for pavement preservation, evaluating treatment options and providing opinion of probable costs for various options. Estimated construction cost \$500,000



Jo-Anna Herkes

Senior Project Manager

Ms. Herkes is A Business Development Leader for Hawaii Island. She also serves as a Senior Project Manager on a wide cross section of projects for private corporations and public agencies. Ms. Herkes has over 35 years of professional experience in corporate management and fund raising, development of community relations and outreach programs, project liaison to community organizations, community leaders, neighborhood boards, business organizations, individual organizations and stakeholders.

SSFM International

AREAS OF SPECIAL COMPETENCE

Project Management

Community Relations and Outreach

Communications

REPRESENTATIVE PROJECT EXPERIENCE

Project Manager for Primary Corridor Bus Rapid Transit (BRT) FEIS Preliminary Engineering Design, Honolulu, Hawaii. Project included the preliminary engineering for the In-Town route over 13 miles of road in Honolulu. The total construction cost for this project is at \$356 million.

Community Outreach for Keaau-Pahoa Road Improvements project on the island of Hawaii. The State Department of Transportation (DOT), has proposed this project to address the heavy traffic congestion which currently occurs along the corridor between Keaau and Pahoa. Project included preparation of an Environmental Assessment report in compliance with NEPA and Title 11, Chapter 200, HRS for the widening and improvement of the existing highway. Length of the Highway study area approximately 10.5 miles.

Community Outreach for the Paia Bypass project on the island of Hawaii. The State Department of Transportation (DOT) in association with the Federal Highways Administration (FHWA), are proposing Highway Improvements and Alternate Road to serve the Paia community.

Project Trainer for the Emergency Response Plan, Department of Water, County of Kauai, Hawaii. This project involved the preparation of an Emergency Response Plan pursuant to the Public Health Security and Bioterrorism Preparedness and Response Act of 2002. The total project cost of \$142,875.

Project Manager for the Sandwich Isles Communications Fiber Optic Ductline project. This project involves the design and construction of approximately 325 miles of fiber optic ductlines connecting Hawaiian Homelands throughout the State. Major responsibility for plan approval and permitting process with State, County and Federal regulatory agencies is a essential and crucial component with meeting construction schedule. The total construction cost of this project is estimated at \$700 million.

Project Manager for the State of Hawai'i, Department of Education's Whole School Classroom Renovation for Hawai'i schools, including Kea'au Middle, Waiākea High, Hilo Union, Hilo Intermediate, Haaheo Elementary, Lāupahoehoe High & Elementary, Honoka'a Elementary, and Kohala Middle. The projects typically involve interior and exterior painting; replacement of flooring, windows and doors; replacement of marker boards and tack boards; miscellaneous carpentry repairs; restoration of restrooms. \$17.7M



Renee Ishisaka, P.E., S.E., LEED AP

Structural & Civil Engineer

Ms. Ishisaka is an experienced structural & civil engineer with experience in a wide variety of both design and construction projects. Projects have involved reinforced, prestressed and post-tensioned concrete; structural steel; masonry; and timber construction. She has extensive experience with the following types of projects: Hospitals, Department of Defense projects, airport facilities, commercial/office buildings, residential buildings, educational facilities, and hotels.

SSFM International

EDUCATION

B.S., Civil Engineering,
University of Hawaii at
Manoa, Hawaii, 2005

M.S., Civil Engineering
(Structures), University
of Hawaii at Manoa,
Hawaii, 2007

REGISTRATION

Hawaii, Structural & Civil
Engineering #14567-
S&C

Guam, Civil
Engineering, #2068

Guam, Structural
Engineering, #2107

LEED Accredited
Professional, USGBC,
2009

FHWA-NHI Safety
Inspection of In-Service
Bridges Certification,
2011

REPRESENTATIVE PROJECT EXPERIENCE

Kapi'olani Street Extension, Lanikaula Street to Mohouli Street. Hilo, Hawaii. Design Engineer. SSFM provided Environmental Documentation, Preliminary Planning and Design, and Final Design services. The Project consists of extending the existing Kapi'olani Street from Mohouli Street to Lanikaula Street. Project deliverables include an Environmental Assessment, Preliminary Engineering Reports and Plans, and Construction Drawings. Estimated construction cost \$13 million.

Puainako Street Widening, Komohana Street to Kilauea Avenue, Federal Aid Project No. STP-2000(5). Hilo, Hawaii. Design Engineer. SSFM provided Planning and Environmental Documentation as well as Preliminary Engineering Services for the widening and partial realignment of Puainako Street from Komohana Street to just east of Kilauea Avenue. Services included Traffic Impact Analysis, Hydrology and Hydraulic Engineering, and Civil and Structural Engineering. Improvements include creating a new four-lane divided roadway on a new alignment and widening of a portion of the existing roadway from two to four lanes. Estimated construction cost \$60 million.

Mamalahoa Highway Drainage Improvements, 2006. Design Engineer. Ka'u, Hawaii. SSFM provided Environmental Documentation, Preliminary Planning and Design, and Final Design services. The Project consists of raising a section of the existing highway and installing large concrete box culverts to mitigate flooding problems that have caused previous road closures. Design services included hydrology and hydraulic analysis and civil and structural engineering. Improvements include road widening, cross culverts, drainage swales, embankment stabilization, retaining walls, and right of way delineation. Estimated construction cost \$6 million.

HELCO Kahaluu Switching Station – Communications Building Foundation Work. Kailua-Kona, Hawaii. Client Contact. This project included structural foundation design for a pre-engineered precast Communications building, 6'-8" x 11'-0". Services included design, construction administration, and special inspection. We also provided assistance with coordinating the necessary permit with the County of Hawaii. Estimated construction cost \$400,000.

HELCO Kealia Switching Station – Communications Building Foundation Work. South Kona, Hawaii. Client Contact. This project included structural foundation design for a pre-engineered precast Communications building, 6'-8" x 11'-0". Services included design, construction administration, and special inspection. We also provided \$275,000.



SSFM International

Robyn Ito, P.E., PMP

Civil Engineer

Ms. Ito is currently a Project Engineer assigned to SSFM's Hilo Engineering Group. In this position, she currently performs planning and design for a wide variety of project management and civil engineering assignments.

REPRESENTATIVE PROJECT EXPERIENCE

Stadium TCLP Testing, Honolulu, Hawaii. Project Manager. Environmental services including collecting renovation-specific toxicity characteristic leaching procedure (TCLP) analysis of the projected waste stream for the metal roof decking at Aloha Stadium.

Puainako Street Widening, Hilo, Hawaii. Design Engineer. SSFM provided Planning and Environmental Documentation as well as Preliminary Engineering Services for the widening and extension of Puainako Street from Komohana Street to Kilauea Street. Services included Traffic Impact Analysis, Hydrology and Hydraulic Engineering, and Civil Engineering. Improvements include widening the existing two-lane Puainako Street to a four-lane divided roadway with landscaped median. The widened facility will include new bike lanes and raised sidewalks for pedestrian access. Estimated construction cost \$60 million.

Keahuolu Phase 0 Roadway and Promenade Design, Kailua-Kona, Hawaii. Design Engineer. SSFM provided Environmental Documentation and Design services. Phase 0 of the project provides a new roadway, three new entrances to Kailua District Park, and a pedestrian and bike promenade. The improvements support the Kailua District Park and the Queen Lili'uokalani Trust Master Plans and include new pavements, raised sidewalks, shared use path, drainage improvements, intersection improvements, street lighting, landscaping, and new utility lines. Estimated construction cost \$5 million.

Kamakaeha Avenue, Phase 1A, Kailua-Kona, Hawaii. Project Engineer. SSFM provided Subdivision processing and Design services. The Kamakaeha Avenue extension provides a new roadway to serve the main entrance of the new Kona Judiciary Complex. Improvements included new pavement, raised sidewalks, drainage improvements, intersection improvements, street lighting, landscaping, and utility lines. Estimated construction cost \$3.7 million

Queen Kaahumanu Highway Widening Phase 2, from Kealakehe Parkway to Keahole Airport Road, Kailua-Kona, Hawaii. Civil Project Engineer. The project includes engineering and construction services to widen Queen Kaahumanu Highway from the existing two (2) lanes to a four (4) lane divided highway. Estimated construction cost \$76 million.

Mamalahoa Highway Drainage Improvements, Ka'u, Hawaii. Project Engineer. SSFM provided Environmental Documentation, Preliminary Planning and Design, and Final Design services. The Project consists of raising a section of the existing highway and installing large concrete box culverts to mitigate flooding problems that have caused previous road closures. Project deliverables include an Environmental Assessment, Preliminary Engineering Reports and Plans, and Construction Drawings. Estimated construction cost \$6 million.

EDUCATION

B.S., Aerospace
Engineering, University
of Southern California
(May 2002)

REGISTRATION

Hawaii, Civil
Engineering #13480-C

Certified Project
Management
Professional, 2007



SSFM International

Genevieve Runningwind

Project Coordinator

Ms. Runningwind brings over 20 years of professional administrative experience and serves as the Office Manager for the SSFM Hilo Office and is a Senior Project Coordinator for the Project Management and Guam Office groups for a wide variety of project management, construction management, planning, and engineering projects. In her role as Project Coordinator, she manages the documentation and file management for all project activities and performs the contract and financial management for each project. She performs research, data coordination, and compilation of information from source materials and documents for submission to Clients. She also prepares Fee Proposals, Notice to Consultants, Scopes of Work, Change Orders as well as reports, submittal packages, project schedules, or other documents as needed.

AREAS OF SPECIAL COMPETENCE

Project Coordination

Contract Management

Document and File
Management Systems

Office Management

REPRESENTATIVE PROJECT EXPERIENCE

Hawaii Belt Road Rehabilitation of Umauma Stream Bridge. Hilo, Hawaii. Project Coordinator. SSFM provided Construction Management services for this project which included but is not limited to construction of concrete piers and foundation, modifying of existing concrete abutments and wing walls, adding steel girders and concrete deck widening along both sides of the existing bridge superstructure, and construction of concrete bridge railings, metal approach guardrails, and A.C. pavement overlay. Estimated construction cost \$30 million.

University of Hawai'i at Hilo, North Hawai'i Education and Research Center Phase 1, Honokaa, Hawaii. Project Coordinator. SSFM served as the Project and Construction Manager for the estimated \$3 million renovation of the old Honoka'a Hospital into a University outreach and research facility in Honoka'a, Hawai'i.

University of Hawai'i at Hilo, North Hawai'i Education and Research Center Phase 2. Honokaa, Hawaii. Project Coordinator. SSFM is the owner's representative in the construction of the second phase of this project. The project consists of the partial demolition of the existing Honoka'a Hospital and removal of a portion of the existing wood structure building; construction of a new two-story building and connecting bridge to the existing facility; and related site improvements and incidental work as required.

Central Oahu Regional Park Phase 2A/2B. Project Coordinator. Project involved the construction of softball and baseball fields, archery range, and professional level tennis complex for a 269,454 acre City and County Community Park in Waipio.

University of Hawai'i at Hilo CIP Renovation Projects, Hilo, Hawaii. Project Coordinator. SSFM is providing Construction Management services for various Capital Improvement Projects at the University.

Department of Education 2007 Whole School Classroom Renovation Projects for Haaheo Elementary, Hilo Union Elementary, Honoka'a Elementary, Waiakea High Schools, Kealakehe Elementary, Kealakehe Intermediate, and Kahakai Elementary Schools. Assistant Construction Manager/Inspector for the renovation project.



Cheryl D. Soon, Ph.D., FAICP

Transportation Practice Leader | Senior Planner

Ms. Cheryl Soon is a senior planner with extensive national and Hawaii experience in both public and private sectors. Cheryl has a track record for quality, timeliness, being on-budget, and repeatedly exceeding expectations. Her work has won several awards and she is distinguished as a Fellow in the American Institute of Certified Planners, the highest honor available for a professional planner.

REPRESENTATIVE PROJECT EXPERIENCE

- **SSFM International**
- **EDUCATION**
 - B.A., Colby College, (1970)
 - Masters in City Planning, Harvard University (1975)
 - Ph.D. in Planning, University of Hawaii (2009)
- **REGISTRATION**
 - Fellow, American Institute of Certified Planners

Kalanianaʻole Highway Improvements in Waimānalo, Phase 1, Olomana Golf Course to Vicinity of Poalima Street, Waimanalo, Honolulu, Hawaii. Planner. Roadway improvements along this 0.84 mile section includes: field investigations, coordination with various agencies, preparation of reports and various analysis, design and public informational meetings. Total estimated construction cost \$9.4M.

Keaau-Pahoa Road Improvements, Keaau to Pahoa, Hawaii. Project Planner and Manager for the. The Planning component of this project was designated by HDOT to be conducted under the guidelines of a context sensitive solutions process, one of the first for the State. Project also includes preparation of an Environmental Assessment report in compliance with NEPA and Title 11, Chapter 200, HRS for the widening and improvement of the existing highway. Length of the highway study area approximately 10.5 miles.

Feasibility Study for a New Mauka Road from Lihue to Hanamaulu on the Island of Kauai. Project Manager. Tasks included preparing sub area circulation analysis, functional classification study and alignment options.

Interstate Route H-1 Corridor Study, Island of Oahu. Project Manager. Identify and assess feasibility of future options to increase capacity, improve safety and provide for demands. Includes an assessment of parallel and connecting facilities.

Development of an Outreach and Education Program Plan, State of Hawaii, Department of Defense. Project Manager. Support to State of Hawaii in its consultation with national FirstNet system for 800 Mhz communications spectrum devoted to public safety. Work involves formation of a governance system, technical systems coordination to assemble assets data, outreach and education.

Honolulu Complete Streets project. Principal in Charge. Includes preparation of a Design Standards Manual, implementation of designs for up to twenty sites, training and outreach.

Hawaii County Complete Streets Program and Downtown Hilo Mobility Study. Project Manager. Includes preparation of a multi-modal plan for downtown Hilo with parking, circulation, transit, pedestrian, and bicycle elements. Also includes preparation of a program and manual to implement the County Complete Streets Policy. Stakeholder identification and engagement is a critical element to both parts of this study.



SSFM International

Melissa May, AICP Project Planner

Melissa May is SSFM's Deputy Manager for our Strategic Services Group and she is a senior planner with more than a decade of experience in community and environmental planning in Hawaii. She is passionate about place-making through community building and improvements to the built environment. Ms. May has worked on a wide variety of projects for both public and private sector clients, including long-range community planning, economic development, renewable energy, endangered species, electric utility projects, disaster planning, habitat creation, construction monitoring, municipal water supply, and water quality restoration projects. She is accustomed to assembling and overseeing teams to develop and execute effective marketing and engagement campaigns to achieve broad community support. Her training in anthropology and environmental science inform cultural and environmental sensitivity in her work. Ms. May's areas of interest include economic development, community planning, community engagement, natural disaster planning, and natural resource management.

EDUCATION

B.S., Environmental
Studies, Southern
Oregon University
(2000)

Certificate in Cultural
Resource Management,
Southern Oregon
University (2000)

Master of Arts in
Anthropology, University
of Hawaii (2003)

REGISTRATION

American Planning
Association, American
Institute of Certified
Planners #029129

REPRESENTATIVE PROJECT EXPERIENCE

Kauai General Plan Update. Senior Planner. Currently working with the County of Kauai as Project Manager to develop the strategy and vision for the next update of the Kauai General Plan, a forward thinking policy document that guides the future of the island. This two-year effort involves extensive stakeholder involvement and community outreach island wide. The public engagement program utilizes innovative methods of digital engagement, as well as traditional outreach and engagement.

Downtown Hilo Multimodal Master Plan. Senior Planner. Ms. White contributed to the development and execution of the stakeholder engagement program and is currently acting as the lead writer on the Plan. The DHMMP is aimed at identifying implementing actions to make Downtown Hilo more walkable, bike-friendly, and vibrant. Ms. White coordinated a stakeholder advisory group, oversaw seven focus groups with key stakeholders, and planned and executed a community wide meeting with 200 participants.

Lihue Community Plan. Senior Planner. Worked closely with the County of Kauai to develop a 20-year plan and vision for the Lihue District of the Island of Kauai. Facilitated community participation and input through public events, presentations, and Community Working Group meetings. Developed and maintained a project website, collateral, and presentations. Served as lead writer on the Community Plan, procured and supervised graphic design services on the final product.

State of Hawaii Natural Disaster Economic Recovery Strategy. Project Manager. Led a team in preparing a strategy to improve small business continuity planning statewide. The plan was developed with extensive stakeholder involvement, including a series of small business focus groups, an Advisory Group comprised of disaster management agencies and experts, and a statewide survey of small businesses. The scope included pre-disaster planning through to post-disaster recovery for small businesses, and recommended measures to be taken by public and private sector entities to improve small business resilience.



Oliver Gaskell, AICP
Project Planner

Oliver has over 5 years of experience providing community, transportation and climate and resilience planning in Hawaii, on the U.S. mainland, and across the Pacific. He is a systems thinker who is passionate about reaching planning solutions informed by robust public engagement supported by data analysis. He has worked with a wide range of clients from small rural communities to large federal agencies. Through this experience he has developed skills in geographic information systems, technical writing, graphic design, and virtual and face-to-face meeting facilitation.

SSFM International

EDUCATION

Master of Community
and Regional Planning,
University Oregon

Master of Nonprofit
Management, University
Oregon

Bachelor of Spanish
Studies and Geography,
Lancaster University

REGISTRATION

American Planning
Association, American
Institute of Certified
Planners #34116

REPRESENTATIVE PROJECT EXPERIENCE

Maui County Bicycle and Pedestrian Route Development and Wayfinding Project, Kahului, Maui, Hawaii. Planner. Creation of a wayfinding signage design manual for County of Maui that included customizable elements for each community. Pilot project explored implementation in Kahului.

HDOT Highways Resiliency Project, Maui and Hawai'i Islands, Hawai'i. Planner. SSFM provided planning services for the assessment of two routes, route 310 on Maui and route 319 on Hawai'i.

Lower Honoapi'ilani Highway Complete Streets, Lahaina, Maui, Hawaii. Planner. SSFM provided civil, structural and traffic engineering design services, and environmental permitting for the assessment of Lower Honoapi'ilani Highway complete streets related requirements and needs. SSFM conducted outreach with residents and stakeholders and provided final recommendation on design parameters for the project.

Pulelehua Park Site Study, Maui, Hawai'i. Planner. Provided proposal support to develop a site selection study for the Proposed Pulelehua County Park in West Maui. Project included development of a site investigation to identify potential environmental and cultural conditions to be mitigated in advance of development of a master plan.

Lower Main Resurfacing, Wailuku, Maui, Hawai'i. Planner. Provided environmental permitting support to the resurfacing and road diet project for Lower Main Street in Wailuku. Permitting included federal permits for Section 106, NEPA Categorical Exclusion, Section 7, and county permits for Special management area, HRS 343, HRS 6E and HRS 195d.

Ke'eaumoku Complete Streets, Honolulu, Oahu, Hawaii. Planner. Helped with the redesign of Ke'eaumoku Street between Wilder Ave and Kapi'olani Blvd to include all modes of travel including protected bike lanes and improved pedestrian safety. Responsible for design input and community outreach. Outreach conducted throughout COVID-19 including Online Public Meetings (utilizing Miro software and Zoom), multiple online design charrettes, and COVID safe outreach to businesses and users of Ke'eaumoku Street.

Adapt Waikiki 2050, O'ahu, Hawai'i. Planner. SSFM provided planning services to support the outreach component of the Adapt Waikiki 2050 plan. The objective of the project was a mid to near term review of design guidelines for the Waikiki Special District that can identify immediate actions and future steps to mitigate the impact of sea level rise in Waikiki.



Jennifer Scheffel

Senior Environmental Planner

Ms. Scheffel has 15 years of experience in environmental planning and project management. Experience includes public involvement, environmental documentation, and permitting for the energy sector (including renewable energy), transportation and transit, and Department of Defense projects (Air Force, Navy, and Marines) in Hawaii, Guam, the Commonwealth of Northern Mariana Islands, and the US mainland. Also experienced with environmental compliance during design, preconstruction, construction, and post-construction.

SSFM International

EDUCATION

B.S., Biology, Southwest
Texas State University
(1998)

Masters of Applied
Geography, New Mexico
State University (2001)

TRAINING & CONTINUING EDUCATION

NEPA and HRS 343
Environmental Reviews

US Army Corps of
Engineers Wetland
Delineation

Wetland Plant
Identification

US Army Corps of
Engineers Section 404
Nationwide Permitting

REPRESENTATIVE PROJECT EXPERIENCE

Kahekili Highway Improvements Environmental Assessment (EA). Senior Environmental Planner. Preparation of a Hawaii Revised Statutes (HRS) 343 and National Environmental Policy Act (NEPA) compliant EA for improvements along approximately 3.3 miles of Kahekili Highway from Haiku Road to the intersection with Kamehameha Highway on Oahu. The project purpose is to reduce congestion, increase roadway capacity, improve highway safety, and modernize the existing facility, which is heavily congested during its peak hours.

Paia Relief Route Project Environmental Impact Statement (EIS). Senior Environmental Planner. Preparation of a HRS 343 and NEPA-compliant EIS for a new road that would improve safety and provide traffic relief to the town of Paia, Maui by providing a bypass of the community for through traffic while enhancing conditions in Paia for visitors to the downtown area. The project includes an approximately 6.5-mile-long study area from the intersection of Hana Highway with Haleakala Highway, through the Town of Paia to west of Maliko Gulch.

Wailuku River Hydroelectric Plants Long-term Water Lease and Waiau Hydro Plant Repowering EA. Senior Environmental Planner. Preparation of a HRS 343-compliant EA to support Hawaii Electric Light Company's (HELCO) long-term water lease application to the Board of Land and Natural Resources (BLNR). In addition to the long-term water lease, HELCO proposes to repower the Waiau Hydro Plant in Hilo, Hawaii. Other tasks include managing sub-consultants conducting Socioeconomic Impact Assessment, Cultural Impact Assessment, and Stream Habitat Assessment.

Lower Paia Beach Park Parking Lot Design and Permitting. Senior Environmental Planner. Preparation of an Exemption Declaration under HRS 343 for paving and striping existing gravel parking lot, as well as adding lighting. Other tasks include preparation of a Special Management Area (SMA) Assessment application, Shoreline Setback Assessment application, and managing sub-consultant conducting Archaeological Inventory Survey.

Guam and CNMI Military Relocation (2012 Roadmap Adjustments) Supplemental EIS/OEIS. Deputy Project Manager. Preparation of a supplemental EIS under NEPA for the U.S. Marine relocation from Okinawa, Japan to Guam. Project included analysis of impacts associated with siting of a main cantonment/family housing area and a live-fire training range complex. Tasks included management of project scoping, Draft EIS, public hearings, Final EIS, Record of Decision, and Mitigation and Monitoring Plan.



Lulu Chun

Project Planner

Ms. Chun is currently a Planner in the Strategic Services Group. In this position, she currently performs mapping or graphic design using Adobe suites, ArcGIS, Sketchup or similar computer graphics to support work on transportation planning, urban design, and traffic engineering projects.

REPRESENTATIVE PROJECT EXPERIENCE

SSFM International

EDUCATION

Masters Degree, Urban
& Regional Planning,
University of Hawai'i at
Manoa, Honolulu,
Hawai'i

Bachelor of Landscape
Architecture, Beijing
Forestry University,
Beijing, China

Kalaheo Avenue and Kailua Road Intersection Improvements. Planner. Provided maps and rendering for the proposed intersection improvements. Project includes the full design of interim improvements to mitigate vehicular congestion and multi-modal conflicts. Traffic study will include alternative analysis including roundabout construction including public and stakeholder outreach.

Complete Streets Implementation Study. Planner. Work included mapping and providing graphic package to illustrate existing conditions and convey planning concepts. SSFM is the prime consultant, working with a team of local and national experts, to assist the City in the implementation of the goals and requirements of the Complete Streets Ordinance. This project includes the completion of several inter-related tasks. Primary to this effort was the creation of the Honolulu Complete Streets Design Manual which was created with the intent of superseding dated guidelines.

Hawai'i County Complete Streets Program and Downtown Hilo Mobility Study. Planner. Work included mapping and providing graphic package to illustrate existing conditions and convey planning concepts. The Downtown Hilo Multi-modal Master Plan will establish a community-driven Master Plan for policies, programs, and projects which will improve overall mobility throughout the Downtown area and provide multi-modal connections to high activity locations.

Multi-Modal Bike Plan, Honolulu, Oahu, Hawai'i. Planner. SSFM assisted the City and County of Honolulu in defining bicycling facility projects that will integrate multi-modal access and connections to Honolulu rail stations and other transit facilities. Project included the creation of a Protected Bike Lane Network plan to be carried through by the City and developers.

Kalaniana'ole Highway Improvements, Waimanalo, Phase 1. Planner. Field investigations, preparation of pedestrian origin and destination study, preparation of graphic package to support traffic analysis resulting in traffic impact assessment report, transportation management plan and traffic signal timing for the intersection improvements at Kalaniana'ole Highway and Poalima Street in Waimanalo, Oahu. The design incorporates a new roadway section that will provide eased vehicle congestion while also including dedicated pedestrian and bicycle facilities, and an equestrian path. Estimated construction costs \$12.0 million.

Nuuanu/Liliha Complete Streets Project, Honolulu, Hawaii. SSFM assisted the City and County of Honolulu to develop multimodal solutions for Nuuanu Avenue and Liliha Street in Honolulu. Work included mapping and providing graphic package to illustrate existing conditions and convey planning concepts. Additional tasks included preparation for and coordination of public outreach activities.



Alice McLean

Project Planner

Alice has 13 years of experience managing complex projects, engaging with stakeholders, conducting research and data analysis, and communicating effectively on a variety of platforms. She has experience working in collaboration across sectors to identify and implement community-based ecosystem restoration strategies.

SSFM International

EDUCATION

Master of Urban and
Regional Planning,
University of Hawai'i at
Mānoa

Bachelor of Arts
Anthropology, University
of Hawai'i at Mānoa

Environmental Studies
Certificate, University of
Hawai'i at Mānoa

REPRESENTATIVE PROJECT EXPERIENCE

DPP North Shore Sustainable Communities Plan Update, O'ahu, Hawaii. Planner. SSFM was the prime consultant for the update of the City and County DPP's North Shore Sustainable Communities Plan. The plan established the vision, policies, and land use patterns for the North Shore Planning District through 2040 and beyond. It will be developed using an inclusive process that combines research and data collection with community input. The plan analyzed and addressed new and emerging policy issues including climate change and sea level rise, as well as economic and tourism implications from COVID-19.

Analysis of Managed Retreat Strategies in Hawaii: Policy and Funding Opportunities and Challenges, Statewide. Planner. SSFM led a study analyzing policy and funding opportunities and challenges for implementing managed retreat in Hawaii. The study sought to identify needed changes to policies as well as financing and funding strategies to support managed retreat as part of climate adaptation in Hawaii. The policy, legal, and financial strategies were applied to case studies at Sunset Beach on Oahu and in West Maui.

Ho'aloa Park Climate Adaptation Plan, Kahului, Maui. Planner. SSFM led project for the County of Maui Department of Parks and Recreation to develop a climate adaptation plan for a heavily used park in Kahului Harbor on Maui. The adaptation strategies were developed in close coordination with park users and other stakeholders, and will incorporate modeling of anticipated sea level rise, erosion, and other climate change-related impacts.

Pūpūkea Marine Life Conservation District Act 31 Carrying Capacity Study, North Shore, Oahu. Planner. SSFM supported Mālama Pūpūkea Waimea with a study to evaluate visitor carrying capacity at the Pūpūkea Marine Life Conservation District (MLCD) and recommend short and long-term measures to protect and restore MLCD marine life and habitats. The project includes implementation and monitoring of pilot measures to control access, foot traffic, and other stressors on the MLCD environment.

Adapt Waikīkī 2050, O'ahu, Hawai'i. Planner. SSFM provided planning services to support the outreach component of the Adapt Waikīkī 2050 plan. The objective of the project was a mid to near term review of design guidelines for the Waikīkī Special District that can identify immediate actions and future steps to mitigate the impact of sea level rise in Waikīkī.

The balance of this page is intentionally blank...



Jena Kamalani Earle

Project Planner

Mrs. Earle has 2 years of experience in planning, community involvement and outreach, leadership, and emphasizing the perpetuation of Hawaiian values. She has experience with technical writing, research and analysis, public outreach, as well as web design, and has received special recognition for her interest in environmental, land use, and infrastructure issues in Hawaii and the Pacific Islands.

SSFM International

EDUCATION

Master of Urban and
Regional Planning,
University of Hawaii at
Mānoa

Bachelor of Arts,
Communication (Minor,
Hawaiian Studies),
University of Hawaii at
Hilo

REPRESENTATIVE PROJECT EXPERIENCE

DHHL 'Ewa Beach Homestead Master Plan and Environmental Assessment, 'Ewa Beach, O'ahu. Planner. A master plan and environmental assessment were being prepared for a new residential Hawaiian homestead community on recently acquired DHHL lands in 'Ewa Beach. The process included beneficiary and stakeholder engagement, technical studies, preparation of a preliminary engineering report, and a beneficiary survey to inform the Master Plan and EA alternatives.

DHHL Hanapēpē Homestead Development, Kaua'i, Hawai'i. Planner. A traffic assessment, planning, public engagement, technical site studies, and environmental compliance were prepared for the proposed phased master plan development of residential and commercial buildings on 365 acres of Hawaiian Home Lands in support of an Environmental Assessment. Project required coordination and consideration with existing land use and transportation plans for the County and State in addition to providing improved active transportation alternatives for walking and bicycling through the implementation of complete streets principles.

DHHL Waimānalo Regional Plan Update, Waimānalo, O'ahu, Hawai'i. Planner. SSFM led the update of the Department of Hawaiian Home Lands' Regional Plan for Waimānalo. The project documented current conditions and changes since the last update.

Assessing the Feasibility of Managed Retreat from Vulnerable Coastal Areas in Hawaii, Various Locations, Statewide, Hawai'i. Planner. The project involved preparation of a background report, execution of four case studies and focus groups statewide, planning and execution of a symposium on managed retreat, and a final report.

North Shore Sustainable Communities Plan Update, O'ahu, Hawai'i. Planner. SSFM was the prime consultant for the update of the City and County DPP's North Shore Sustainable Communities Plan. The plan established the vision, policies, and land use patterns for the North Shore Planning District through 2040 and beyond. It will be developed using an inclusive process that combines research and data collection with community input.

East Kaua'i Community and Circulation Plan, Kaua'i, Hawai'i. Planner. SSFM supported the County of Kaua'i with preparation of the East Kaua'i Community and Circulation Plan (EKCCP). The first long-range comprehensive plan for the region, the EKCCP developed policy recommendations for land use, transportation, housing, urban design, climate adaptation, infrastructure, and other topics affecting the region. A series of technical studies and comprehensive community engagement program were included in the scope.

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#5: **List of Recent Projects**



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)

Planning Project Experience

The following is a list of representative projects where SSFM served as the Prime Consultant and demonstrates SSFM's ability to successfully manage both small and larger complex planning project assignments.

PLANNING PROJECT EXPERIENCE



FY21 MCON Project P-7001 Peltier Child Development Center Traffic, Parking, ATFP and Seismic Study, Joint Base Pearl Harbor-Hickam, Hawaii

SSFM provided project management, planning, civil and traffic engineering services to develop a planning study for the future renovation and expansion of the Peltier Child Development Center (CDC). The study included traffic, parking, Antiterrorism Force Protection (ATFP), environmental, electrical, structural, and seismic analysis for planned renovations to increase the number of children the CDC can accommodate, from 246 to 380.

Cost: \$378,699



Sand Island Wastewater Treatment Plant Outfall Shoreline Revetment Project and Environmental Assessment (EA) Sand Island, Oahu, Hawaii

SSFM provided project management (pre-design through construction), environmental planning (HRS 343 EA), and served as the Civil and Structural Designer-of-Record for a new revetment structure at the location of the existing Sand Island WWTP Outfall structure along the shoreline on the southwest point of Sand Island in Honolulu, Hawaii. The revetment is needed to protect the WWTP outfall, which is critical infrastructure for Honolulu, as this is the only wastewater outfall servicing the area.

Estimated Cost: \$14 million



Hoku Kea Observatory Decommissioning Project and Environmental Assessment (EA) Mauna Kea, Hawaii Island, Hawaii

SSFM provided overall project management of the complete Design-Bid-Build, including planning and permitting for the decommissioning of the Hoku Kea Observatory building structure, generator building, and associated telecommunications and electrical infrastructure on the summit of Mauna Kea. The proposed deconstruction required compliance with extensive guidelines driven by the Mauna Kea Comprehensive Management Plan and development of an HRS 343 EA, and a Conservation District Use Permit.

Estimated Construction Cost: \$1.4 million

PLANNING PROJECT EXPERIENCE



First Responder Technology Campus Development and Programmatic Environmental Impact Statement (EIS) Mililani, Oahu, Hawaii

SSFM provided comprehensive development management (project management, master planning, programming, civil and traffic design, land use planning and entitlements) for the \$7.9M project to develop a First Responder Technology Campus (FRTC) on a 243-acre greenfield site owned by the State, Hawaii Technology Development Corporation (HTDC). The FRTC was envisioned to be a centrally located, state-of-the-art facility serving multiple Federal, State of Hawaii, and City and County of Honolulu (County) first responder agencies on Oahu. The wide range, size, and intensity of proposed uses for the property identified in the master plan required a HRS 343 Programmatic EIS to assess all potential project-related impacts and to identify any necessary mitigation measures.

Estimated Construction Cost: \$315-470 million



Ewa Beach Master Plan and Environmental Assessment Ewa Beach, Oahu, Hawaii

SSFM is preparing a master planning and environmental assessment for a new Hawaiian Homestead Community in Ewa Beach. The process of developing the Master Plan and EA includes beneficiary and stakeholder engagement, technical studies, a preliminary engineering report, and a beneficiary survey. As part of the project SSFM has conducted comprehensive outreach to beneficiaries on the DHHL Oahu waitlist as well as to the Ewa Beach community, elected officials, and Kapolei Hawaiian Homestead leaders.

Cost: \$424,256 (fees)



East Honolulu Watershed Management Plan Honolulu, Hawaii

SSFM prepared this management plan that identifies critical water issues and future demand scenarios for water use in East Honolulu. Recommended projects and strategies were developed with agency and community input to address issues and ensure a sustainable water supply for East Honolulu over the next 20 years. The project included four rounds of community engagement as well as consultation with community organizations and agencies working on watershed management and water quality in East Honolulu.

Estimated Cost: \$447,890 (fees)

PLANNING PROJECT EXPERIENCE



Hanapepe Kauai Homestead Master Plan Hanapepe, Hawaii

SSFM prepared a traffic assessment, planning, public engagement, technical site studies, and environmental compliance for the proposed phased master plan development of residential and commercial buildings on 365 acres of Department of Hawaiian Home Lands in support of an Environmental Assessment.

Estimated Cost: \$271,167 (fees)



General Plan Update Contract Statewide, Hawaii

SSFM assisted the State Department of Hawaiian Home Lands (DHHL) in updating its General Plan. The General Plan establishes policy for the direction of the Department and delivery of its mission to provide land to native Hawaiian beneficiaries. The General Plan process incorporated research, agency input, and beneficiary preferences to establish a vision and policy objectives for the next 20 years and beyond. It also established a uniform system of land use designations to be used by DHHL across its lands statewide, with associated criteria.

Estimated Cost: \$384,964 (fees)



Special Treatment Coastal Edge District Mitigation Rules Kauai, Hawaii

SSFM worked with the County of Kauai to develop development standards and review criteria for new development proposed within the County's new Special Treatment-Coastal Edge zone. The standards and criteria were adopted by the County Council in are being incorporated into a new sea level rise-based zoning district within the County's comprehensive zoning ordinance.

Estimated Cost: \$25,000 (fees)



Anahola Regional Plan Update Anahola, Kamalomaloo and Moloaa, Kauai

SSFM led the update of the Regional Plan for the DHHL homestead communities in Anahola, Kamalomaloo and Moloaa on Kauai. The project involved background research to update the previous Regional Plan; community engagement on issues, opportunities, community vision, and potential projects; and presentations to the Hawaiian Homes Commission.

Estimated Cost: \$65,940 (fees)

PLANNING PROJECT EXPERIENCE



Biological Control Containment Facility Various Locations, Hawaii

SSFM provided a comprehensive planning document for a proposed new Department of Agriculture, Biological Control Containment Facility on Oahu. SSFM also prepared a project development report (PDR) and rough order of magnitude construction cost estimate. The PDR included Land Area Requirements, Building Area Requirements, and Applicable Regulations. It also included a Site List with available State-owned properties and Environmental permits and studies.

Estimated Construction Cost: \$90 million to \$140 million



North Shore Sustainable Communities Plan Honolulu, Hawaii

SSFM provided a five-year comprehensive review of the 2011 North Shore Sustainable Communities Plan that was inclusive and reflective of community sentiments and desires. SSFM adapted to an entirely virtual community engagement format. In a highly engaged community, this involved developing a large amount of online content that would bring transparency to the process and allow extensive participation.

Cost: \$285,760 (fees)



West Kauai Energy (fka Puu Opae Water) Project Environmental Assessment, Kokee-Kekaha, Kauai, Hawaii

SSFM was the Prime Consultant responsible for the preparation of an Environmental Assessment (EA) for this integrated renewable energy and irrigation project that would utilize state land and water for the following objectives: Renewable energy production via hydroelectric electric generation; and, renewable energy production via solar photovoltaic (PV) generation.

Cost: \$212,895 (fees)



Farrington Highway Corridor Study Waianae, Hawaii

SSFM was the Prime Consultant for the planning and investigations that identified recommendations for ways to reduce congestion, enhance capacity, and increase safety while improving resiliency along 14 miles of the Farrington Highway corridor from the end of H-1 in Kapolei to Makaha Beach Park. The study identified short and long term improvements needed to maintain the Farrington Highway corridor.

Cost: \$4974,959 (fees)

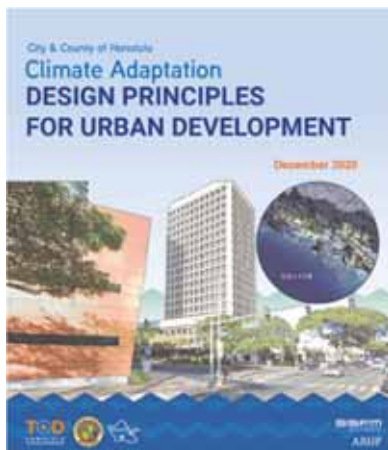
PLANNING PROJECT EXPERIENCE



FY18 Tinian Construction Capacity Study (TCCS) Tinian, Commonwealth of the Northern Mariana Islands (CNMI)

SSFM provided a comprehensive analysis of the infrastructure and resources requirements to support Department of Defense construction activities on the island of Tinian, CNMI. The project team developed a methodology to produce recommendations based on a systematic approach in analyzing resources and limitations to each technical discipline. The purpose of the TCCS was to assist DoD in making informed planning and programming decisions for future DoD construction on Tinian.

Cost: \$1.23 million (fees)



Climate Change Adaptation Study Island of Oahu, Hawaii

SSFM provided planning services for development of the County's TOD Climate Change Adaptation Guidelines including Data Collection and Outreach, and Infrastructure Planning.

The purpose of this project was two-fold: 1) to outline design principles that can be used to help develop policy and regulations for property in Honolulu's transit-oriented development (TOD) and other urban areas that may be vulnerable to sea level rise (SLR) and other climate change-related hazards; and 2) to provide developers and design professionals with preliminary guidance and information to consult when developing new project applications, or when considering adaptation options for existing projects.

Estimated Construction Cost: \$34,000 (fees)



Waiawa Correctional Facility Plan Review Use and Special Use Permits, Waipahu, Hawaii

SSFM prepared an Environmental Assessment, researched and completed the necessary requirements of applications for the Special Use Permit (SUP) and Plan Review Use (PRU) required to bring this Facility into compliance with the Land Use Ordinance (LUO).

Cost: \$334,534 (fees)



Biological Control Containment Facility Various Locations, Hawaii

SSFM provided a comprehensive planning document for a proposed new Department of Agriculture, Biological Control Containment Facility on Oahu. SSFM also prepared a project development report (PDR) and rough order of magnitude construction cost estimate. The PDR included Land Area Requirements, Building Area Requirements, and Applicable Regulations. It also included a Site List with available State-owned

PLANNING PROJECT EXPERIENCE

properties and Environmental permits and studies.

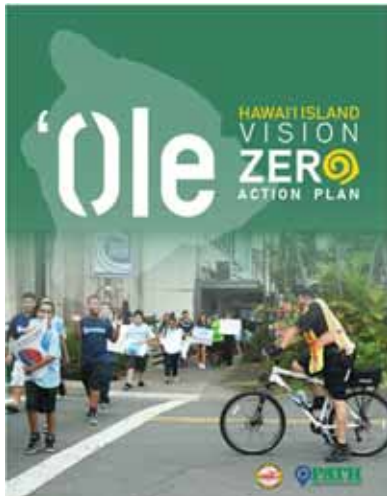
Estimated Construction Cost: \$90 million to \$140 million



Kamuela Vacuum Cooling Plant, Master Plan Feasibility Study, Kamuela, Hawaii

SSFM provided planning and project management services for a master plan study of an existing property in Kamuela that the client owned and leased to a cooperative. SSFM provided recommendations to update the existing facility to meet the Food and Drug Administration's Food Safety Modernization Act (FSMA), as well as explored expansion of the property to offer other amenities, such as washing, packing, and processing of produce to encourage and promote farming.

Cost: \$100,000 (fees)



Hawaii County Vision Zero Action Plan Hawaii Island, Hawaii

SSFM assisted the County of Hawaii on the first Vision Zero Action Plan in the State that identifies how the County will achieve its goal of eliminating traffic related fatalities and serious injuries. Hawaii County's Vision Zero Action Plan is the first to be completed in the State of Hawaii. The collaborative nature of the Task Force process greatly supported the success of the initiative, as did SSFM's efforts to obtain and analyze available crash data. The importance of quality data became a theme of the process, and the County of Hawaii Police Department (HPD) invited PATH to present to the staff on Vision Zero and the importance of HPD data to understanding and preventing traffic deaths.



Waimanalo Health Center Expanded Healthcare Facility Waimanalo, Hawaii

SSFM provided planning and civil engineering services for the construction of a new, two-story 17,961 square foot building. The building design reflected the team-based, patient centered health care home concept of care practiced which utilizes physicians and nurse practitioners working with support staff, and integrating behaviorist, nutritionist, case managers, and patient services.

Estimated Construction Cost: \$13 million

PLANNING PROJECT EXPERIENCE



Samkoo Condo Re-Zoning Application, Kapiolani Boulevard and Kona Iki Street, Honolulu, Hawaii

SSFM provided civil engineering and traffic analysis services for the re-zoning application for the proposed Samkoo House Condominium project, a 43-floor condominium located at 1391 Kapiolani Boulevard in Honolulu.

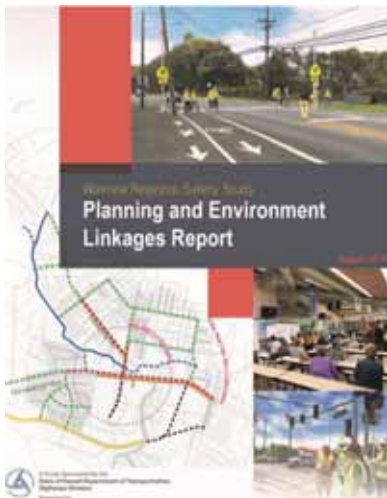
Cost: \$99,000 (fees)



Kauai Island Utility Cooperative Spill Prevention, Control, and Countermeasure Plan, Lihue, Kauai

SSFM updated the 2018 Cooperative Spill Prevention, Control, and Countermeasure Plan (SPCC) plan that was previously prepared by SSFM. This plan included recommended improvements, identified possible offsite releases and release impact mitigation and developed a logic diagram for recommended oil spill control improvements.

Estimated Cost: \$59,500 (fees)



Waimea Regional Safety Project (fka Kawaihae Road Bypass), Vicinity of Mahua Street to Mamalao Highway Kawaihae, Hawaii

SSFM was the Prime Consultant for this study that identified potential projects that would improve safety and operations, relieve congestion, and enhance multimodal travel options in the Waimea region through a Planning and Environment Linkages (PEL) study. The PEL process resulted in the identification of several projects that met the project Purpose and Need, including a new bypass alignment around Waimea, and multi-modal improvements along Kawaihae Road, Lindsey Road and Mamalahoa Highway.

Estimated Construction Cost: \$2.95 million (fees)



Assessing the Feasibility and Implications of Managed Retreat Strategies for Vulnerable Coastal Areas in Hawaii

SSFM prepared a study that was prompted by recent climate change legislation, plans and studies such as the Ocean Resources Management Plan (2013) and the Sea Level Rise Vulnerability and Adaptation Report (2017). The managed retreat study involved four main tasks: 1) Background research consisting of literature review and stakeholder consultation on managed retreat; 2) Four scenario profiles, involving preparation of hypothetical scenarios, site visits, and focus group discussions to explore retreat of different development types; 3) Symposium on managed retreat, with keynote speakers and participants from across the state; and 4) the Final Report which summarized the

PLANNING PROJECT EXPERIENCE

results of research and prior tasks.

Cost: \$125,000 million



Hawaii State Plan Update Phase I Statewide, Hawaii

SSFM conducted a comprehensive review of Hawaii Revised Statutes (HRS), Chapter 26, The State Planning Act. This review involved inventorying and reviewing all state department plans, strategic plans, functional plans, and capital improvement plans; identifying common themes and policy directions. SSFM developed findings as to the overall status of plans and prepared findings and recommendations for the next step in updating the State Planning Act.

Cost: \$\$49,933 (fees)



Waimanalo Community Master Land Use Plan Waimanalo, Oahu, Hawaii

SSFM developed an Exploratory Document that communicates values, places, and ideas that the community holds dear. It identifies the things that need to be preserved, created, or improved upon in order to keep Waimānalo, Waimānalo well into the future. The time horizon for the Strategic Community Plan is 20 years.

Cost: \$245,541 (fees)



Coconut Island DC Microgrid Kaneohe, Hawaii

SSFM assisted the University of Hawaii, Hawaii Natural Energy Institute (HNEI) with environmental compliance and permitting for HNEI's proposed improvements and their renewable energy demonstration project on Moku O Loe (aka Coconut Island). Improvements included development of a new renewable energy generation, storage, and distribution system.

Estimated Cost: \$10,000 (fees)



Noise Attenuation Keaukaha Subdivision, Phase 2 Hilo, Hawaii State Project No AH1071-16

SSFM assisted with the development of a communication plan for the Hilo Community and the Department of Hawaiian Home Lands and Department of Transportation. Services involved outreach services that included attendance at meetings with the Keaukaha community and additional meetings with the community's Noise Sub-Committee Representative throughout the project.

Estimated Cost: \$35,200 (fees)

PLANNING PROJECT EXPERIENCE



Complete Streets Planning, Rehabilitation of Streets Phase 12D and Units 67 74 76 77, Honolulu, Hawaii

SSFM provided public outreach, environmental planning, and civil design services to support Fehr & Peers in developing a multimodal transportation assessment, context sensitive solutions process, and design work for roads included in the Rehabilitation of Streets program Phase 12D and Units 67, 74, 76, and 77.

Cost: \$964,200 (fees)



Complete Streets Phase 2, Liliha Street, Nuuanu Avenue and University Avenue Study, Honolulu, Hawaii

SSFM provided traffic counts at eleven intersections, walk audits, traffic analysis, stakeholder meetings, public meetings, collection of survey data, environmental documentation, formulation of recommendations incorporating Complete Streets concepts, writing report and developing 30% design plans in AutoCAD Civil 3D (for Liliha Street and Nuuanu Avenue).

Cost: \$450,000 (fees)



Albizia Mitigation Plan Various Locations, Hilo, Hawaii

SSFM prepared the "Albizia Management and Business Plan". The report will serve as an Informational document to request funding to manage and control the Albizia Trees on the Island of Hawaii.

Estimated Construction Cost: Not Applicable (Study)



Complete Streets Planning, Rehabilitation of Streets Phase 12D and Units 67 74 76 77, Honolulu, Hawaii

SSFM provided public outreach, environmental planning, and civil design services to support Fehr & Peers in developing a multimodal transportation assessment, context sensitive solutions process, and design work for roads included in the Rehabilitation of Streets program Phase 12D and Units 67, 74, 76, and 77.

Cost: \$964,200 (fees)



Multi Modal Bike Plan (aka Downtown/Chinatown Complete Streets Implementation Project) Honolulu, Hawaii

SSFM provided transportation engineering services for this project to further implement complete streets projects in urban Honolulu, particularly in and around proposed rail and transit facilities. In three months, SSFM not only completed data collection at 12 intersections during the morning and afternoon peak periods and traffic analysis, but engaged hundreds of stakeholders to gather input on the project and generate awareness and support for complete streets in general.

PLANNING PROJECT EXPERIENCE

Cost: \$200,000 (fees)



Lihue Community Plan Update **Lihue, Island of Kauai, Hawaii**

SSFM prepared the Lihue Community Plan to articulate a vision and policies for a revitalized and vibrant Lihue Town Core, as well as Puhi, Hanamaulu, and other nodes in the Lihue Planning District. Development of the Lihue Community Plan included technical studies on existing conditions, cultural resources, demographics, transportation and connectivity, public services and infrastructure, housing, growth scenarios, and areas of change.

Cost: \$770,000 (fees)



Island Wide Transit Master Plan **Island of Hawaii, Hawaii**

SSFM prepared the County of Hawaii's next generation Transit Master Plan (TMP). Using a comprehensive approach to review current needs and to forecast future demand this study will help determine the type of transit system and service levels that will be required to meet Hawaii County's changing needs through 2036. The Plan integrated strategies for creating a transportation network designed and operated to enable safe access for all users in Hawaii County. The Plan also identified key corridors linking rural communities and establishes performance standards for transit service. In addition, the Plan included an evaluation of modes, bus services, station designs, capital infrastructure, and fare structures.

Estimated Cost: \$500,000 (fees)



Central Oahu Transportation Study **Various Locations, Oahu, Hawaii**

SSFM prepared a study to assess the multi-modal transportation needs of the Central Oahu region, identify key transportation system improvements, strategies, and policies that can improve regional transportation mobility and access in a sustainable way. The study developed multi-modal strategies and system improvements that are technically feasible, financially realistic, sustainable, and meet regional transportation needs.

Estimated Cost: \$499,250 (fees)



Joint Development for Affordable Rental Housing and Juvenile Services Center/Shelter, Alder Street, Honolulu, Hawaii

SSFM provided project conceptualization, intra-agency facilitation, environmental documentation and community outreach for the development of the first mixed used project on State owned land within the City's TOD. The project is proposed to be a 266,000 SF/19-Story Mixed Use Development that addressed the community's need for affordable rental housing and a facility for juvenile services and a shelter for children at-risk. This urban high-density solution epitomizes the type of development promoted to

PLANNING PROJECT EXPERIENCE

support TOD initiatives and transforms underutilized State land assets into a vibrant development much needed by the community.

Estimated Construction Cost: \$196.3 million (preliminary budget)



Puuloa Shoreline Erosion Study, Puuloa Range Facility Marine Corps Base Hawaii Kaneohe, Hawaii

SSFM prepared this study to investigate coastal processes in the project area and the condition and characteristics of the shoreline, determine historical shoreline changes, analyze wave induced sand transport mechanisms, and develop possible erosion control alternatives.

Estimated Construction Cost: Not Applicable (study)



Multi Modal Bike Plan, East Kapolei, Kalihi, and Kakaako Oahu, Hawaii

SSFM assisted the City and County of Honolulu in defining bicycling facility projects that will integrate multi-modal access and connections to Honolulu rail stations and other transit facilities. Facilities should be compatible with the network of bicycle facilities identified in the Oahu Bike Plan (August 2012). Projects will consist of bicycle paths, protected bike lanes, and other bicycle facilities which lead to transit stations or bus transit centers.

Estimated cost \$100,000 (fees)



Downtown Hilo Multi-Modal Mobility Master Plan and County of Hawaii Complete Streets Program, Downtown Hilo, Hawaii Island, Various locations on Hawaii Island

SSFM provided professional planning services for the preparation of the Downtown Hilo Multi-Modal Master Plan and the County's Complete Streets Program. The Downtown Hilo Multi-modal Master Plan will establish a community-driven Master Plan for policies, programs, and projects which will improve overall mobility throughout the Downtown area and provide multi-modal connections to high activity locations. The County of Hawaii Complete Streets Program assignment is to create a program which will implement a balanced, multi-modal transportation network throughout the island.

Estimated cost \$500,000 (fees)

PLANNING PROJECT EXPERIENCE



General Plan Update, County of Kauai Island of Kauai, Hawaii

SSFM was the Prime Consultant responsible for the update of the General Plan as required by the County Charter and to develop an appropriate strategy for the future development of Kaua'i County, including recommendations and policies for zoning, form-based coding, sustainable growth patterns, multi-modal transportation connectivity, recreational opportunities, economic development, conservation, green infrastructure, and other issues relevant to the future growth and development of the County. Estimated cost \$824,500 (fees)



Hawaii Natural Disaster Economic Recovery Strategy Statewide, Hawaii

SSFM was the lead consultant for the preparation of a Natural Disaster Economic Recovery Strategy with a focus on small business. SSFM worked with a project Advisory Group made up of 35 public and private agencies engaged in disaster work.

The study considered multi-hazards for disasters that strike Hawai'i. The study covered both pre-disaster operations continuity planning and post-disaster recovery actions that are important for small businesses. This plan was conducted under a grant from the US Economic Development Administration (EDA).

A series of focus groups were being held across the state to find out what each business knows about continuity preparedness, response, and recovery to natural disasters. The focus groups were followed by a statewide electronic survey of small businesses to gauge how widespread were the gaps

The study deliverables included three reports: Existing Conditions, Gaps and Strengths; Goals & Objective and Alternate Strategies; and Final Plan and Recommendations.

Estimated cost \$79,438 (fees)



County of Maui Transportation Department Maui Short Range Transit Plan Update, Maui County, Hawai'i

SSFM is providing planning services for the development of a five-year Service Improvement Transportation Program for the County of Maui. The work in this task is considered an update of current services. The Service Improvement Transportation Program will be developed such that services are defined on a year by year basis for ease in budget development, service deployment and contractor procurement

Estimated cost \$162,240 (fees)

PLANNING PROJECT EXPERIENCE



Hilo MTA Baseyard Hilo, Hawaii

SSFM prepared the Categorical Exclusion Report for Mass Transit Agency Facility, under 23 CFR Section 771.117(d). Consulted and assisted the County with National Environmental Protection Act (NEPA) compliance for the facility project. Drafted the Declaration of Exemption from preparation of an Environmental Assessment under Chapter 343 using the exemption list of the County of Hawaii Department of Public Works and provided it to the County of Hawaii for finalization and filing.

Cost \$80,000 (fees)



Villages of Kapolei Northwest Corner, Real Estate Consulting Services Kapolei, Hawaii

SSFM provided planning and engineering services to support a project developer solicitation and selection process for the Hawai'i Housing Finance and Development Corporation (HHFDC). The goal of HHFDC was to select a qualified developer to plan, design, develop, and operate a vibrant, mixed-use "urban village" on a vacant 26-acre parcel in the Villages of Kapolei (VOK) development.

Cost \$71,000 (fee)



APEX Wind Energy Hawaii Environmental Text and Maps Island of Oahu, Hawai'i

SSFM assisted Apex Wind Energy with the preparation of an Expression of Interest for a Lease Application for OCS from BOEM. Application to include three potential sites: two off East Honolulu and one approximately off of Honolulu Harbor.

Estimated Construction Cost: Not Applicable (Study)



Hawaii State Civil Defense Emergency Warning Sirens Statewide Planning Phase 2 Various Locations in Hawaii

SSFM is the Prime Consultant responsible for securing site approvals for approximately 200 sites statewide, including government permits/approvals, landowner approvals for each site, and assisting in preparation of the disposition documents. This work includes the installation of new composite poles, installation of new digital sirens, and removal of existing pole/siren where required.

Estimated Construction Cost: \$16 million

PLANNING PROJECT EXPERIENCE



Evaluation and Update of Hawaii 2006 Ocean Resources Management Plan, Statewide, Hawaii

SSFM provided professional planning services for the evaluation and update of The Hawai'i Ocean Resources Management Plan (ORMP). This is a statewide plan mandated by Chapter 205A of the Hawai'i Revised Statutes. The ORMP plan provides a framework for integrated coastal management that aligns the management agency jurisdictions of the federal, state, and county levels of the State of Hawai'i resource managers.

Estimated Cost: \$265,000 (fees)



Interstate Route H1 Corridor Study Island of Oahu, Various locations, Honolulu, Hawaii

SSFM was the Prime Consultant responsible for the comprehensive analysis study of this highway corridor. With the recent update of the Oahu Regional Transportation Plan (ORTP) the Hawaii Department of Transportation required a comprehensive analysis study of this corridor, specifically the Interstate Route H-1, for the purpose of identifying the future capacity needs on the interstate, along with an alternatives and feasibility analysis on short-, mid- and long-term congestion and capacity improvements.

Estimated Cost: \$1.99 million (fees)



Department of Defense, Interoperable Mobile Broadband Data System Planning

**DAGS Job No. 26-14-7498
Statewide, Hawaii**

SSFM was the Prime Consultant responsible for developing a Strategic Plan for the State of Hawaii that provided a sound basis for the development of a Statewide Interoperable Mobile Broadband Network through either First Net or the "opt-out" provisions of the Middle Class Tax Relief and Job Creation Act.

Estimated cost \$250,000 (fees)



Ahukini Lydgate Bike Pedestrian Path Island of Kauai

SSFM provided the Section 106 consultation and the environmental process for the Ahukini to Lydgate Landing Shared Use Path. This work had been started by another consultant who was unable to complete it. The effort involved additional outreach to Native Hawaiian Organizations and a public meeting to determine whether further information and/or impacts on resources were needed to be considered or addressed.

Ahukini to Lydgate is one of six sections of an 8-10 foot wide shared use path through former cane haul roads, shared space along a golf course, and res-use of a historic railroad bridge. Restrooms, trailhead parking, and scenic overlooks at three (3) locations.

PLANNING PROJECT EXPERIENCE

Estimated Construction Cost: \$20.1 million



Kaloι Gulch Drainage Improvements West Oahu, Hawaii

SSFM was initially contracted with Haseko Development to prepare and re-file a Conservation District Use Application (CDUA) for the proposed Kaloι Gulch Drainage Improvements with the State Department of Land and Natural Resources.

SSFM restructured the approach to the project by defining and creating a “Regional Need” for the proposed drainage improvements. This involved redefining the project to identify specific benefits to mauka landowners. After realizing the benefits from the proposed improvements, the State Department of Hawaiian Home Lands and University of Hawaii, West Oahu joined as co-applicants on the CDUA.

Estimated Construction Cost: \$50 million



Waikiki Bridges

OahuMPO Transportation Asset Climate Change Risk Assessment, Various Locations, Oahu, Hawaii

SSFM was the Prime Consultant for this planning study that involved performing a risk assessment of important transportation assets to the impacts of climate change. Honolulu was one of five pilot locations selected nationwide by FHWA to test a risk assessment climate change methodology for future application on a broader basis. The work involved assessing the likelihood and magnitude of three climate change characteristics (stressors) on a prioritized inventory of the transportation assets. The climate change variables were: Storm surge, sea level rise (depicted) and heavy rainfall. SSFM worked with SOEST (UH) on adaptation mapping and interpretation. The five transportation assets were: Honolulu Harbor, Honolulu International Airport, Farrington Highway, Kalaeloa /Barbers Point and Campbell Industrial Park, and 3 bridges leading into Waikiki. In addition to likelihood and magnitude of vulnerability determinations, the team assessed consequences to society, and developed an integrated risk assessment. Estimated Cost: Not Applicable (Study)



Kea’au-Pāhoa Road Improvements Kea’au-Pahoa, Puna, Hawaii Department of Transportation, State of Hawai’i

Keaau Pahoa Road (Route 130) is the primary route for travel in one of the fastest growing districts of the state. The State Department of Transportation Highways Division is planning a highway widening, the addition of bike and pedestrian facilities, and improvements for safety throughout the corridor between Keaau Bypass and Pahoa Bypass on the island of Hawaii. This project addressed heavy congestion and safety measures in a context sensitive manner.

SSFM was responsible for planning, conceptual engineering,

PLANNING PROJECT EXPERIENCE



environmental review, agency coordination and public involvement. The project proceeded using a Context Sensitive Solutions process which involved community members, consultants, and HDOT staff in a series of advisory group sessions where all elements of the project were discussed and debated. The results brought widespread praise for the process and outcome by participants as well as the broader community.

SSFM managed all specialty sub-consultants to ensure accuracy and quality as well as coordinated and timely results. Major work elements included developing long range traffic forecasts, conducting traffic studies, developing and comparing alternatives, developing civil plan and profile drawings. State and Federal regulations that had to be complied with included Section 106, consultation with Native Hawaiian Organizations, Section 7 consultation on threatened and endangered species, Coastal Zone Management, Title VI Environmental Justice. SSFM was responsible for writing and processing the Draft Environmental Assessment, for responding to comments, and for completing the Final Environmental Assessment and Finding of No Significant Impact.

Estimated Project Construction Cost: \$130 million



Kahului Harbor Development Plan Kahului, Maui, Hawaii

SSFM is the Prime Consultant for this assignment and is responsible for the preparation of a Development Plan for Kahului Harbor. The Development Plan will describe project goals and objectives, plan schematics, project sequencing and (order of magnitude) cost estimates. The work includes assessing alternate land acquisition schemes to allow for expansion of harbor operations, as well as a review of the mix of uses between commercial and passenger operations. The improvements are understood to include:

- Alternate lay outs for expansion area
- Pier 1: Review need for fencing to separate passengers and cargo
- Pier 1: Upgrade fuel line under the guidelines of the DOT Harbors Statewide Fuel Facilities Development Plan
- Pier 2: Strengthen surface, pave and add security fencing around back up areas



Client Contact: Sandra Rossetter | (808) 587-1886

The balance of this page is intentionally blank....

Public Outreach Experience

SSFM has performed data analysis, developed performance measures, and conducted extensive public outreach in other projects. Many of these projects involved multiple stakeholders. Some required facilitation of discussions between groups with disparate needs to achieve consensus.

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
Hawaii Statewide Transportation Plan	✓ Wrote ten issue papers: 8 Federal Planning Factors Climate Change Aging Energy Land Use Integration of Transportation Planning and Design Security System Preservation Financial Scenarios Environmental Coordination ✓ Synthesized important issues into public policy ✓ Hawai'i Statewide Transportation Plan (2011)—3 volumes, over 1,200 pages ✓ Adopted by Governor's Signature	✓ Coordinated six HDOT and County Planning Committee/Advisory Group Meetings ✓ Coordinated six Sub-TAC Advisory Committee Meetings for state and county transportation planners ✓ Presented twice to the HDOT Commission on Transportation ✓ Presented to two different HDOT Directors ✓ Facilitated five county-wide Public Information Meetings on four islands ✓ Utilized live feedback with Audience Response System ✓ Videotaped meetings on all islands for public Access Television rebroadcast ✓ Individual interviews with key stakeholders ✓ HSTP available at: http://hidot.hawaii.gov/administration/hawaii-statewide-transportation-plan/	Mr. Dean Nakagawa Manager State of Hawaii Department of Transportation (HDOT) Statewide Transportation Planning Office (808) 831-7973 Dean.nakagawa@hawaii.gov 2011

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
2013 Hawaii Ocean Resources Management Plan Update	✓ Synthesized more than 120 activities and 8 priority directives ✓ Developed action plans with benchmarks and metrics ✓ Assigned lead and supporting agencies to action plans ✓ Final Document ORMP (2013) ✓ Signed by all public agencies and Governor	✓ Interviews with key state and local resource management agencies ✓ Facilitated and provided content for 21 member monthly Working Group ✓ Facilitated and provided content to 12 member quarterly Advisory Council ✓ Facilitated and provided content to biannual Policy Group ✓ Two rounds of public listening sessions on six islands for a total of 16 meetings ✓ Provided updated content for client website Final ORMP available at: http://files.hawaii.gov/dbedt/op/czm/ormp/ormp_update_reports/final_ormp_2013.pdf	Mr. Leo Asuncion Coastal Zone Management Program Manager State of Hawaii Department of Business, Economic Development & Tourism State Office of Planning (808) 587-2875 Leo.Asuncion@dbedt.hawaii.gov 2013
Kahekili Highway Re-Evaluation of EIS	✓ Reviewed desirability and need for completion of Kahekili Highway features ✓ Reviewed adequacy of existing environmental documents	✓ Three major community-wide forums with facilitated breakout groups to determine current community needs ✓ Extensive mailout survey to 4,750 area households ✓ 17,840 residents invited to community-wide forums ✓ Forums were videotaped for later broadcast on OIelo Public Access TV ✓ Dedicated Project website: www.kahekilihighway.com	Mr. Ken Tatsuguchi Engineering Program Manager State of Hawaii Department of Transportation (HDOT) Highways Planning (808) 587-1830 ken.tatsuguchi@hawaii.gov 2013

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
Lihue Community Plan Update	✓ Prepared eight issue papers: Existing Conditions Literature Review Including Cultural Resources Identification of Macro & Planning Issues Connectivity Major Landowner Plans and Proposals Public Services and Infrastructure Housing Demographics ✓ Prepared Alternate Growth Strategies ✓ Updated Lihue Community Plan (under preparation) ✓ Implementation Methods (under preparation)	✓ Community Working Group meets monthly to review study products ✓ Two all day Community Forums: Kickoff (April 2013) and Mid-Project (January 2014) ✓ Interviews with community groups and stakeholders ✓ Dedicated project website available at: www.lihuecp.com	Michael Dahilig Director County of Kaua'i Department of Planning (808) 241-4061 mdahilig@kauai.gov Ongoing (2013-2014)
Keaau-Pahoa Road Improvements Project	✓ Assessed options to deal with current and future congestion and safety issues ✓ Achieved consensus on type of improvements needed and desired ✓ Completed an Environmental Assessment under HRS Chapter 343 and NEPA ✓ Design currently underway	✓ Facilitated 10 Advisory Group Meetings of a diverse group over a period of three years ✓ Held five community-wide public informational meetings ✓ Facilitated special sessions with homeowner associations, landowners, and community groups ✓ Dedicated project website: www.keaau-pahoa.com	Mr. Ken Tatsuguchi Engineering Program Manager State of Hawaii Department of Transportation (HDOT) Highways Planning (808) 587-1830 ken.tatsuguchi@hawaii.gov 2011

EXAMPLES OF SIMILAR AND PERTINENT WORK			
Project	Scope of Work	Public Involvement	Project Contact And Year
Interoperable Mobile Broadband Data System Planning	✓ Analyzed existing broadband capabilities for emergency services ✓ Reviewed federal directives for mobile broadband and local needs ✓ Work supported a major grant application	✓ Summit meeting of emergency services, industry, State and City agencies ✓ In-depth interviews of all stakeholders ✓ Worked with project steering committee and held regular project update meetings	Victoria Garcia Statewide Interoperability Coordinator State of Hawaii Office of Information Management Technology (OIMT) (808) 208-3606 victoria.garcia@hawaii.gov 2013
Transportation Asset Climate Change Risk Assessment	✓ Devised and applied methodology to assess potential impacts to major transportation facilities on Oahu ✓ One of five pilot projects funded by FHWA to be used for national best practices ✓ Report given to OahuMPO to use in developing adaptation strategies	✓ Technical, multi-disciplinary charrette process used to develop type and magnitude of likely impacts. Report available at: http://www.oahumpo.org/resources/publications-and-reports/transportation-vulnerability-due-to-climate-change/	Mr. Brian Gibson Executive Director Oahu Metropolitan Planning Organization (OahuMPO) (808) 587-2015 Brian.Gibson@oahumpo.org 2011

The balance of this page is intentionally blank....

Project

The Statewide Transportation Plan Update
State of Hawaii
Job STP 1-900-PLAN

Owner/Client

State of Hawaii, Department of Transportation, Honolulu, Hawaii
Mr. Dean Nakagawa / (808) 587-1845

Scope of Services

SSFM was the Prime Consultant for the preparation of this policy level effort which involved the formulation of a statewide, multi-modal transportation plan. The HSTP signed by the Governor and Director of Transportation, contains three volumes and an Executive Summary:

Volume 1 "Making Connections" includes eight goals and objectives; a description of socio-economic, land use and regulatory issues that affect transportation; a review of Data Systems; and a review of Financial Systems for Airports, Harbors and Highways.

Volume 2 includes ten Emerging Issue Papers: Impact of Federal Transportation Planning Regulations; Climate Change and Sea Level Rise; Aging Population and Transportation; Fuel and Energy Scenarios in Hawaii; Land Use Planning; Planning and Design; Transportation Security; System Preservation and Asset Management; Financial Scenarios; and Environmental Coordination.

Volume 3 includes Forecast Reports; and a summary of Public Involvement Activity completed during plan preparation.

A coordination and outreach plan was prepared to ensure that the completed HSTP was the result of extensive coordination at multiple levels. First, financial officers and planners from the divisions within HDOT were involved in all steps through the DOT Planning Committee. Second, federal, state, and county agencies were consulted and involved through Sub-STAC workshops which discussed each of the emerging issues. Third, major stakeholders and facility users and lessees participated in workshops and document review. Finally, the public at large was involved through five island-wide workshops on each island.

Start & End Dates

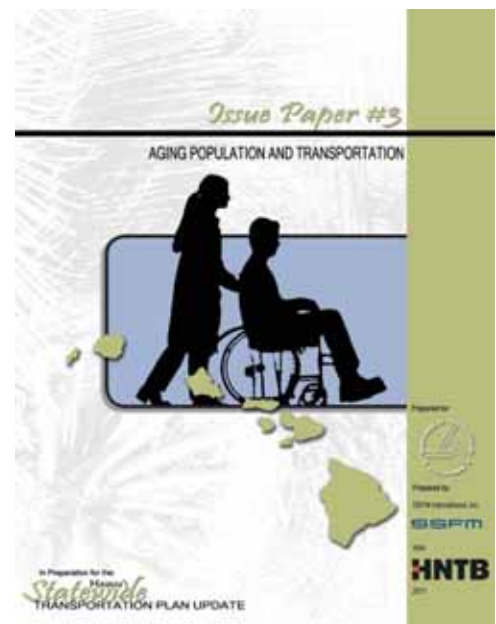
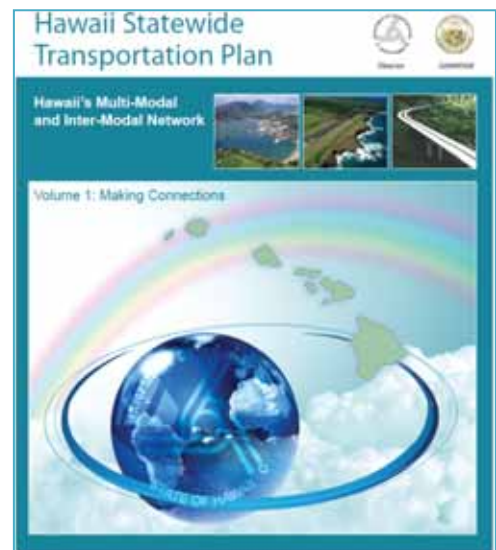
2010-2011

Description of Work Approach

First phase included extensive research on community conditions and emerging issues; this involved senior executive interviews with managers of programs. The issue papers were presented for discussion with a technical advisory group.

The five community meetings included open house stations on important topics manned by the study team. A major presentation was developed and presented during the formal part of the program. Audience was encouraged to participate through interactive audience response and through facilitated discussions.

Project



Cost of Services

\$800,000

Description of Outreach Program

Technical Advisory Group of federal, state and county agencies met to review major subjects and materials.

A round of Statewide community meetings to gather input and receive comments. This included an interactive audience response system to gauge public opinions.

A Dedicated project website allowed reader ongoing interaction with the study team.

2013 Hawai'i Ocean Resources Management Plan Update Statewide, Hawaii

Owner/Client

State of Hawaii
Department of Business, Economic Development & Tourism
State Office of Planning
Mr. Leo Asuncion / (808) 587-2875

Services

The purpose of the 2013 Hawaii Ocean Resources Management Plan (ORMP) is to provide a framework and implementation strategy for state agencies and others working with state agencies. The framework recognizes ecological, cultural, historic, recreational, and aesthetic values while balancing protection with economic development in marine and coastal areas. The ORMP complements Hawaii's vision for a healthy, productive, and sustainable ocean ecosystem that fosters economic growth while preserving and protecting Hawaii's values and needs.

Updated in 5-year increments, the 2013 ORMP was developed with the participation of county, state, and federal agencies responsible for ocean and coastal resources. Statewide public involvement was achieved through two rounds of Public Listening Sessions held on six islands to determine how the ORMP can be more responsive to local communities and stewardship organizations, and to develop new strategies and solutions.

The ORMP is driven by three perspectives: (1) Connecting Land and Sea; (2) Preserving our Ocean Heritage; and (3) Promoting Collaboration and Stewardship. The plan was updated to incorporate the *National Ocean Policy* and integrates with other state efforts such as the *Hawaii 2050 Sustainability Plan* and the *A New Day in Hawaii Plan*.

Most importantly, it identifies 11 management priorities with multiple goals and corresponding metrics to track the progress of each implementation measure.

Start & End Dates

Jan 2012-Jul 2013

Cost of Services

\$265,120

Description of Work Approach

During the first phase of work, managers from user state county and federal agencies were interviewed as to how they were using the previous plan and recommendations for improvement. This frames the process that was used for the update.

The Draft and later Final Plan addressed metrics and strategies for implementation. These were groups into eleven management priorities. Lead agencies were asked to commit to their role by signing the plan.

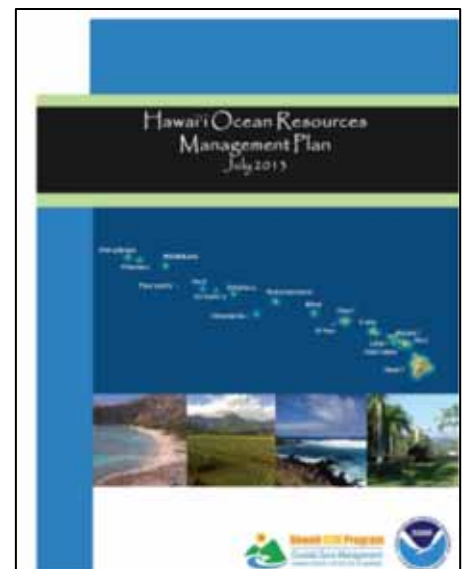
The signature page was both a symbolic and a real commitment to plan implementation.

Description of Outreach Program

Three advisory groups met throughout the process: Policy, Technical and Public. They deliberated on drafts of the plan over a nine month period.

Public input was sought through two rounds of community meetings. This included Open House display, presentation, and discussion groups.

A project website was maintained throughout the project.



Project

Kahekili Highway Improvements
Haiku Road to Kamehameha Highway
District of Koolau, Island of Oahu

Owner/Client

Department of Transportation, Highways Division
Planning Branch, Advance Planning Section
Mr. Brian Tyau / (808) 587-6390

Services

SSFM is providing transportation project planning and preliminary engineering services for the re-evaluation of the 1990 FEIS for the purpose of pursuing and completing the last segment identified in the 1990 FEIS.

This FEIS re-evaluation will include the project planning and preliminary engineering analysis that includes alternatives analysis for the entire corridor from Likelike Highway to Kamehameha Highway with emphasis on the segment from Haiku Road to Kamehameha Highway.

Description of Work Approach

An extensive public and stakeholder coordination effort is required since any proposed projects may have significant social and economic impacts due to the various uses of Kahekili Highway by its users. Several communities and businesses on the windward side of the island utilize this corridor as a pass through highway while the local communities abutting the corridor use the highway as a local road. The purpose of this coordination effort will be for the comprehensive consideration of the public and stakeholders interests and priorities during this reevaluation process and in the outcome.

The project planning work includes the analysis of consistency and coordination with relevant planning studies and programs, and the transportation forecast modeling of the regional roadway network. The preliminary engineering work includes the traffic engineering analysis on the proposed alternatives. The engineering analysis work includes preliminary design, right-of-way assessment, and cost estimation. The alternative analysis will also apply methods to consider the federal requirements and policies; HDOT requirements and policies; all modes of transportation, stakeholders interests and priorities; and social, economic and environmental impacts.

Description of Outreach Program

For this project, SSFM conducted two large community meetings at different stages of the project. Because each meeting had over one hundred attendees, they were organized with Open House, presentation, followed by facilitated break out groups. This allowed everyone to be heard who attended. The break out groups reported back to the full group so that multiple perspectives could be heard.

Start & End Dates

Feb 2011-Feb 2014

Cost of Services

\$990,000



Project

Lihue Community Plan Update
Lihue, Kauai

Owner/Client

County of Kauai
Planning Department
Mr. Mike Dahilig / (808) 241-4050

Services

SSFM is updating the Lihue Community Plan to a forecast year of 2035. Tasks include: special studies, policies, growth projections and future scenarios with build out analyses, urban design, and other land use issues. GIS mapping will be conducted to reflect demographics economic, housing, agriculture, recreation, social, environmental, culture, and historic resources, infrastructure, and traffic circulation. This information will be used to develop an updated Community Plan and Implementation through zoning, CIP and other means.

The Plan is being developed using smart growth concepts, sustainability principles. The plan will help public and private investment in formulating concentrated development that encourages walkable spaces, in conformity with the regional goals of the County General Plan and Lihue Civic Center Master Plan and Lihue –Hanamaulu Urban Design Plan.

The completion date of the contract is December 2014.

Description of Work Approach

SSFM facilitates a Community Working Group which meets monthly to deliberate important issues. SSFM also designed and implements a robust public participation and education program. Included are a project website, several community wide meetings, and media stories designed to encourage enthusiasm and participation in the revitalization of the greater Lihue area.

Description of Outreach Program

This project has a Community Working Group that has met monthly since the project started, sorting through forecasts, alternatives and options for future growth in the Lihue District.

There have been two community wide public meetings at beginning and mid point stages of this project. Attendees are able to draw their thoughts and respond to alternatives and options under discussion.

All materials are posted on a project website and comments can be posted there as well.

Start & End Dates

2013-2014

Cost of Services

\$700,000



Project

Keaau-Pahoa Road Improvements
Project No. STP-130(27)
Keaau, Island of Hawaii, Hawaii

Owner/Client

State of Hawaii, Department of Transportation, Highways
Division
Honolulu, Hawaii
Mr. Ken Tatsuguchi / 808-587-2183

Services

Keaau Pahoa Road (Route 130) is the primary route for travel in one of the fastest growing districts of the state. The State Department of Transportation Highways Division is planning a highway widening, the addition of bike and pedestrian facilities, and improvements for safety throughout the corridor between Keaau Bypass and Pahoa Bypass on the island of Hawaii. This project addressed heavy congestion and safety measures in a context sensitive manner.

SSFM was responsible for planning, conceptual engineering, environmental review, agency coordination and public involvement. The project proceeded using a Context Sensitive Solutions process which involved community members, consultants, and HDOT staff in a series of advisory group sessions where all elements of the project were discussed and debated.



Start & End Dates **2007-2010**

Cost of Services \$1,000,000

Description of Work Approach

SSFM managed all specialty sub-consultants to ensure accuracy and quality as well as coordinated and timely results. Major work elements included developing long range traffic forecasts, conducting traffic studies, developing and comparing alternatives, developing civil plan and profile drawings. State and Federal regulations that had to be complied with included Section 106, consultation with Native Hawaiian Organizations, Section 7 consultation on threatened and endangered species, Coastal Zone Management, Title VI Environmental Justice. SSFM was responsible for writing and processing the Draft Environmental Assessment, for responding to comments, and for completing the Final Environmental Assessment and Finding of No Significant Impact. The project was completed in 2011.

Description of Outreach Program

This was one of HDOT first context sensitive projects and it involved a skeptical community. Several public meetings were held at key stages to go over issues raised by them and how they were being addressed.

Most important, a Community Advisory Group made up on community representatives was formed. They met in facilitated meetings for nearly three years. During that time, trust was built between the community members and the study team. This resulted in opening up ability to talk through difficult issues with conflicting perspectives and to find means for resolving, compromising and coming up with a better plan as a result.

Project

Department of Defense, Interoperable Mobile Broadband Data System Planning
DAGS Job No. 26-14-7498
Statewide, Hawaii

Owner/Client

State of Hawaii
Department of Accounting and General Services
Mr. Brian Isa / (808) 586-0484
Ms. Victoria Garcia / (808) 208-3606

Services

SSFM was the Prime Consultant responsible for developing a Strategic Plan for the State of Hawaii that provided a sound basis for the development of a Statewide Interoperable Mobile Broadband Network through either First Net or the "opt-out" provisions of the Middle Class Tax Relief and Job Creation Act. This Strategic Plan was called the Concept of Operations (ConOps) for an interoperable mobile broadband data system for the State of Hawaii.

The Federal Middle Class Tax Relief and Job Creations Act of 2012 direct the National Telecommunications Information Agency to establish a First Responder Agency to establish a First Responder Network Authority, known as First Net. This is new requirement that must be reflected in the review and analysis for a statewide strategy.

The ConOps is a resource document that provides a sound basis for the development of a Statewide Interoperable Mobile Broadband Network and its connection to the national FirstNet system.

This project was completed in July 2013.

Description of Outreach Program

Outreach was made on an individual basis to all first responder public agencies in the State of Hawaii and its counties.

In addition, there were three group workshops during the nine month duration of the project.

Start & End Dates

2012-2013

Cost of Services

\$250,000



Project

OahuMPO Transportation Asset Climate Change Risk Assessment
Various Locations, Oahu, Hawaii

Owner/Client

Oahu Metropolitan Planning Organization
Ocean View Center
707 Richards Street, Suite 200
Honolulu, Hawaii 96813
Mr. Brian Gibson (808) 587-2015

Services

SSFM was the Prime Consultant for this planning study that involved performing a risk assessment of climate change. Oahu is one of five metropolitan planning areas selected nationally as part of an FHWA Demonstration Project.

GIS maps were produced to show sea level rise effects on the selected transportation assets in present day, 2050, and 2100. The final study report and the other four demonstration area results will be used to inform FHWA how to improve its risk assessment model and how it can be deployed more broadly. The project was completed in November 2011.

Description of Work Approach

The work involves assessing the likelihood and magnitude of three climate change characteristics (stressors) on a prioritized inventory of the transportation assets, which were selected by OahuMPO and a group of transportation professionals during a two-day workshop.

The climate change variables included: Storm surge, sea level rise, and heavy rainfall. The five transportation assets were: Honolulu Harbor, Honolulu International Airport, Farrington Highway, Kalaeloa /Barbers Point and Campbell Industrial Park, and three bridges leading into Waikiki.

Description of Outreach Program

The outreach on this project was with technical and scientific experts in the subject of climate change, sea level rise and severe weather.

Start & End Dates

2011

Cost of Services

\$100,000



Mapunapuna Flooding



Sea level rise effect on three Waikiki Bridges

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#6: Names & Phone Numbers of Up to 5 Clients



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)

Client Information

Name & Title	Agency/Company Address	Telephone No. & Email Address
Mr. Jerry Watanabe Director of Facilities Planning & Construction	University of Hawaii at Hilo Facilities Planning & Construction 200 W. Kawili Street Hilo, Hawaii 96720-4091	(808) 974-7595 jerrywat@hawaii.edu
Mr. Ken Tatsuguchi Planning Branch Manager	State of Hawaii Department of Transportation Highways Division, Planning Branch 869 Punchbowl Street, 5 th Floor Honolulu, Hawaii 96813	(808) 587-1830 ken.tatsuguchi@hawaii.gov
Ms. Lea Kaiaokamalie Long Range Plan Branch	Planning Department County of Kauai 4444 Rice Street, A473 Lihue, Hawaii 96766	(808) 241-4061 lkaiaokamalie@kauai.gov
Ms. Kelly Cruz Engineering Branch	City & County of Honolulu Department of Transportation Services 650 S. King Street, 3 rd Floor Honolulu, Hawaii 96813	(808) 768-8320 kcruz@honolulu.gov
Ms. April J. Surprenant, AICP, AIA Manager of Long Range Planning & Board of Appeals	County of Hawaii, Planning Department 101 Pauahi Street, Suite 3 Hilo, HI 96720	(808) 961-8131 april.surprenant@hawaiiicounty.gov

We approach each project candidly and never promise more than we can deliver; we listen to our clients and look out for their best interests; and, we will always be responsive.

The balance of this page is intentionally blank....

County of Hawaii
Research & Development
STATEMENT OF QUALIFICATIONS
Fiscal Year 2024-2025

#7

Other Pertinent Information

- Qualifications & Experience
- Performance Awards & Commendation Letters



RD.1) COMMUNITY PLANNING
(Community and Economic
Development, Community
Engagement, Strategic Planning,
Sustainability Systems)

CORE COMPETENCIES

SSFM International is a Hawaii-based, minority-owned business founded in 1959, incorporated in the State of Hawaii in 1961, and 100% employee owned. We provide professional services for program development, project management, planning, civil engineering, structural engineering, traffic engineering, and construction management assignments throughout the Pacific Region. In addition to the headquarters office in Honolulu, SSFM has offices on the islands of Hawaii, Maui, and Kauai, as well as in Guam, Okinawa (Japan), and Manila (Republic of the Philippines). SSFM's core competencies include the following:



GENERAL QUALIFICATIONS

Our practice is far reaching, but we're always reverential to our Hawaiian Island roots. We find ways for our clients to succeed and manage simple to complex projects from concept and planning through design and construction, navigating procedural and logistical hurdles to realize highly effective conclusions.

Our six decades of experience in the Pacific Region means we know the people, the places, the customs and the challenges of bringing projects to life throughout this region. Our people are connected to the local opportunities, issues and challenges. We have a vested interest in sustainability and resiliency for each community.

As we enter our 7th decade, we face a dramatically changing world. The threats to our islands make preserving our environmental riches as imperative of the way we practice. We are committed to incorporating long-term, sustainable, and resilient solutions in all that we do.

Our practice has solidified the foundation of our firm and established the core values that guide our professional and personal behavior. Our values drive how we treat our clients, our communities and above all, each other.

Our corporate sustainability goals include:

- a commitment to reduce the cost of energy, operation, and maintenance
- to efficiently use water resources and other natural resources
- to reduce waste and pollution
- to increase building and component durability
- to use locally available and produced building products
- commitment to the LEED (Leadership in Energy & Environmental Design) standard, as a member of the U.S. Green Building Council

Our state-of-the-art technologies and extensive in-house computer resources enable the SSFM staff to fully plan, manage and execute in order to optimize projects and integrate team effort on any scale and of any complexity. Our commitment to maximizing the use of technology in all aspects of our operations permits us to provide timely, cost-efficient quality work products that meet or exceed applicable regulations and industry standards. With information technology firmly embedded throughout our team delivery business practice, SSFM is recognized for being the program and project management, planning, and engineering consultant of choice for numerous Owners and Clients.

Major strengths which SSFM brings to each project assignment are:

- Mobility and flexibility
- Our aggressive geographic approach
- Our willingness to explore and implement non-traditional project approaches
- A highly-qualified technical staff to meet all Client expectations
- The involvement of principals and senior project managers in a hands-on manner so that project commitments and decisions are made in real time
- Our commitment to meet or beat tight schedules
- A competitive advantage for our Clients due to our and overriding commitment to succeed
- The SSFM attitude of partnering with the entire Project Team in order to successfully deliver project assignments

PROJECT MANAGEMENT QUALIFICATIONS

Project Management is more than a primary core competency of SSFM – it is *the* critical component of our strategy to ensure success time after time for our clients and their projects. We offer proven processes and highly qualified personnel, all in-place to provide **excellence in project management**. We fully realize that we are judged on our overall performance—from management to overall quality, real-time responsiveness and cost controls. Bottom line, we recognize this simple reality: SSFM is successful only when our clients' projects are successful.



SSFM brings to bear a staff of experienced senior project managers with demonstrated track records of successfully managed projects of varying sizes and complexities. Our senior project managers are diverse in their qualifications and experiences. As a direct result, they are better able to provide a wide range of highly effective solutions on behalf of our clients. Most important of all, the common approach by all of our senior project managers is to look at individual project assignments through the eyes of the client.

Project management services provided by SSFM include:

- Owner's Representation Services
- Contract Administration

-
- Project Coordination
 - Basic Criteria Documentation
 - Quality Assurance/Quality Control
 - Infrastructure and Facilities Master Plans and Feasibility Studies
 - Condition Assessments

As Project Managers, we assist Owners/Clients in defining the project, developing the scope of work, preparing requests for proposal (RFP) or requests for qualifications (RFQ), and in assisting with the selection of required professional services. Ultimately, we provide our combined expertise as a representative of the Owner/Client and manage the project on their behalf.

Our Project Managers are responsible for the following:

- Communicate routinely, assist with implementation of project delivery strategies, and assist with brainstorming and development of solutions.
 - Ensure project control via overall coordination and management of projects, from inception through completion.
 - Develop the quality control section of the Project Management Plan to identify the specific level and quality control of the engineering services, conceptual design and/or environmental planning study.
 - Identify Stakeholders and determine their requirements; manage and influence those requirements to ensure a successful project.
 - Analyze and fully understand the specific mission-needs of the Project, and task a matrix team of multi-discipline professionals.
 - Articulate the Client's goals and objectives to the Project Team members and external groups.
 - Provide clarification and accurate documentation of the scope of work for the entire Project Team.
 - Execute planning of the project in all aspects of definition, schedule and budget.
 - Coordination and scheduling of sub-consultants.
 - Monitor the progress of the project to determine actual work accomplished versus cost-to-date versus budget.
 - Perform appropriate actions to maintain project schedule and budget.
 - Record meeting minutes and memoranda of significant events and decisions.
 - Serve as the single point-of-contact for the Client.
 - Coordinate all conceptual, design and technical reviews.
 - Conduct quality assurance audits.
 - Coordinate, prepare, and print all contract documents.
-

PLANNING QUALIFICATIONS

The Strategic Services Group (SSG) at SSFM provides planning, traffic engineering, and environmental services for a wide range of projects in the State of Hawaii and the Pacific Region. SSG is composed of highly qualified and experienced professionals with the requisite technical qualifications and diverse project experience to effectively design, manage, and conduct complex planning processes. Our projects frequently bring together multi-disciplinary teams that work with government agencies and community members to identify shared visions and implementable solutions for transportation, infrastructure, land use, climate change, and other issues important to communities.



Our aim is always to devise effective and innovative solutions that are transformative to a project, mitigate obstacles, and deliver results. We build in context-sensitive and inclusive community engagement processes to build and document support from key stakeholders. Tools such as geographic information system (GIS) mapping, websites, story maps, graphic renderings, branding, and other visual elements are incorporated into all of our projects for effective communication and transparency. We also utilize work plans, schedules, and other project management resources to monitor project status, keep clients and project teams informed and provide responsive communication.

We offer a full suite of environmental planning and permitting services for projects at all scales, from large-scale master planned developments to resource management and restoration projects. Our environmental planners have an excellent understanding of land use, environmental and public participation requirements and are able to deliver results under demanding project schedules and constraints. We develop a comprehensive scope of services for the necessary work tasks and agency requirements relative to the circumstances for each unique project, including its surrounding community area.

Our range of services includes:

Long-Range Community and Land Use Planning

SSFM has led a number of award-winning long-range planning processes at the State, County, and regional levels. Our processes are innovative, inclusive, and transparent, with the intention of bringing together technical, agency, and stakeholder goals and knowledge to create plans that are implementable and embraced by the community. We have a proven track record for completing complex plans on time and within budget, as well as establishing groundwork for implementation.

Federal NEPA and State HRS Chapter 343 Compliance (EIS, EA, and Categorical Exclusion)

We are well versed in the regulatory requirements and procedures associated with preparing and processing NEPA environmental compliance documents, including State of Hawaii HRS Chapter 343 documents. In addition to being the primary authors, we manage specialized teams preparing technical studies involving traffic, archaeology, culture, biological resources, socioeconomics, air quality, noise, marine and fresh water quality, and hazardous materials. We coordinate all project team work tasks and deliverables to meet established schedules, achieve project milestones, and ensure quality of reports. We are experienced in developing environmental mitigation tracking databases for use during design and construction.

Assistance with Federal NEPA Agency Consultations

We regularly prepare for and assist federal agencies who need to conduct consultations in compliance with federal and requirements for Section 7 of the Endangered Species Act, Section 106 of the Historic Preservation Act, Section 4(f) of the Department of Transportation Act, Section 404, Section 6(f) of the Land and Water Conservation Act and Essential Fish Habitat. We understand the importance of conducting consultations early and often with resource agencies.

Discretionary Land Use Approvals and Permitting

We maintain a close working relationship with Federal, State and County resource agencies that accept, process and approve discretionary permits such as, USACE Honolulu District Section 10 and 404 Permits, Department of Health Section 401 Water Quality Certification, Coastal Zone Management, County Special Management Areas and Shoreline Setbacks Areas, zoning and land use approvals.

Policy Planning, Inter-agency Agreements and Creative Re-Organization

We utilize our experiences and network to seek collaboration for the benefit of all parties. A significant element of SSFM's value to clients is over a half century of relationships and knowing who to call. Success means that new strategies achieve client goals while adding to the benefits and returns for all collaborators, partner agencies, stakeholders, and the community at large.

Traffic Engineering, Traffic Impact Analysis and Transportation Planning

Our Traffic Engineers provide analysis and engineering design to forecast, model and plan for multi-modal transportation systems. We are experts at identifying and programming effective complete streets improvements to maximize multi-modal opportunities and efficiency. We provide transportation planning to help transportation systems effectively and efficiently move people and goods, influence urban development, affect economic vitality, and impact quality of life.

Climate Change Adaptation and Resilience

SSFM has been instrumental in projects to address resilience and climate adaptation across the state. This work has included preparing an economic recovery strategy to safeguard Hawai'i's small businesses from natural disasters, leading a project to explore managed retreat as a key part of Hawai'i's climate adaptation strategy, and establishing resilient design principles for urban development in Honolulu. Our team stays at the forefront of climate science and policy through our projects and participation in events and conversations statewide.

Master & Implementation Planning

We provide long-range strategic guidance for orderly development and support to guide projects through environmental, government and community processes.

Environmental Planning & Compliance

We provide environmental planning and impact analysis that result in strategies which are contextually sensitive, sustainable and garner approvals.

Context Sensitive Solutions, Public Engagement and Outreach

We develop innovative and inclusive public and agency participation plans for managing community relations, public outreach and stakeholder involvement as necessary to meet NEPA or other requirements. We engage stakeholders through a variety of digital and in-person methods to gather and document input and support throughout the planning process.

GIS, Graphics, and Mapping

We provide a comprehensive suite of graphic design services to effectively communicate project goals and proposed solutions. We utilize the latest practical applications of GIS in projects which may include use of custom applications, out-of-the-box solution applications, and real-time data entry and sharing via cloud storage databases.

Transit-Oriented Development

We provide master planning, engineering, project and construction management to take TOD projects from inception through construction.

PUBLIC PARTICIPATION & INFORMATION QUALIFICATIONS

Public participation and the timely release of pertinent information is crucial for a major public improvement or private sector improvement involving public infrastructure since projects of this nature directly affect not only the facility users but also the surrounding businesses and residents. All of these stakeholders need to be kept fully informed, updated and involved in the process. Adequate public input and communication greatly reduces both the public's collective concerns and potential project delays due to misinformation. Many times the goal in our public participation process is to achieve higher levels of commitment toward change.

Our basic approach involves:

- **Interactive Approach:** Establishing and maintaining throughout the process meaningful regular and interactive contact among all of the parties.
- **Work Sessions:** Regular work sessions involving all of the interested parties.
- **Consensus Building Process:** A process that includes initial meeting with the entire decision-making group, interviews and/or focus groups, and charrettes/workshops.
- **Our Principals and Project Managers** have extensive experience in preparing and delivering presentations to Clients, Facility Users, Owners, and to the general public for project planning, announcements, utility outages and other potential topics of concern.

GIS AND INFORMATION TECHNOLOGY SYSTEMS EXPERIENCE & QUALIFICATIONS

SSFM provides application based GIS and information technology services with a focus on providing cost-efficient, flexible, and user-friendly desktop, enterprise, or web-based management tools. These services provide our clients with efficient management of substantial amounts of geo-based information data which allow our clients to successfully manage complex and large-scale project development and operations. We help our clients collect data and implement visualization tools which use state-of-the-art software and systems.



Representative services that SSFM provides are:

- Geographic Information Systems (GIS)
- Document and Data Asset Management

-
- System Integration and Web-based Enterprise Systems
 - Graphic Design and Presentation Development
 - 3D Rendering and Modeling
 - Web Development and Hosting

SSFM works closely with clients to design and implement cost-effective spatial solutions and routinely uses GIS to capture, manage, manipulate, analyze, model and display geographically referenced data. We integrate GIS with other capabilities such as Global Positioning Systems and numerical modeling. SSFM's GIS and IT specialists will design the architecture and data schemas, integrate functional systems and deploy robust database solutions, including Oracle, MS Access, SQL and other database technologies. We will customize maps, views, user interfaces and databases to meet client needs and specifications as well as planned and developed .NET and .ASP web-based solutions for consolidated systems.

SSFM has applied GIS for:

- Land development project assignments including planning, engineering, marketing, and operations/maintenance databases
- Facilities and infrastructure planning, engineering, and operations/maintenance databases
- Database archiving and retrieval
- Document Management
- Public Outreach and Hearings
- Environmental Mitigation Compliance Tracking

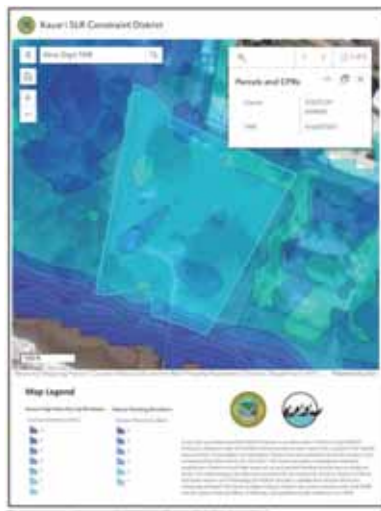
The balance of this page is intentionally blank....

Performance Awards and Commendation Letters

SSFM International is an award winning firm, serving a wide variety of clients, and is recognized throughout the State of Hawaii and the Pacific Region for high quality project management, planning, design and engineering. We approach each project candidly and never promise more than we can deliver; we listen to our clients and look out for their best interests; and, we care about our work and believe in our product. **For SSFM, quality is an expectation.**

The following is a listing of awards and recognition that SSFM International has received from local and national organizations:

PERFORMANCE & RECOGNITION AWARDS

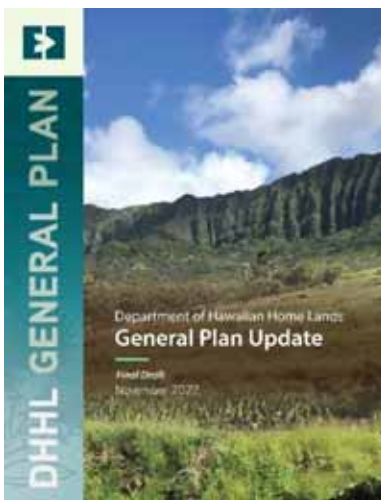


County of Kaua'i Sea Level Rise Constraint District

2024 American Planning Association, National Award for Resilience and Sustainability.

2023 American Planning Association, Hawaii Chapter, Community-Based Planning Award.

The County of Kauai adopted a new Sea Level Rise (SLR) Constraint District within its Comprehensive Zoning Ordinance to do just that, making it the first county in Hawaii and among the first in the nation to incorporate scientific modeling for climate change induced hazards into land use regulations. The Sea Level Rise Constraint District represents a proactive approach to community resilience that can be used in conjunction with shoreline setback rules and other land use regulations to minimize the threat to public health and safety, promote resilient planning and design, and reduce the expenditure of public monies for costly flood control projects necessitated by accelerating SLR.



Department of Hawaiian Home Lands General Plan Update 2020

2024 American Planning Association, Sustainable Communities Division Awards for Excellence in Sustainability.

2023 American Planning Association, Hawaii Chapter, Outstanding Planning Award.

This comprehensive, long-range plan update involved extensive outreach to Hawaiian Home Lands trust beneficiaries and incorporated many new subjects that had heretofore not been addressed by the DHHL General Plan. This General Plan Update, for the first time, incorporated the most current information on climate change in a technical background white paper that became the basis for climate change-related policies that were integrated throughout the Plan and were mutually reinforcing with policies on land use, infrastructure and other related areas.

PERFORMANCE & RECOGNITION AWARDS



North Shore Coastal Resilience Working Group

2023 American Planning Association, Hawaii Chapter, Community Based Planning Award.

In 2021, Surfrider Foundation and Hawaii Sea Grant partnered with SSFM International to convene the North Shore Community Resilience Working Group (NSCRWG). The NSCRWG was developed to discuss and identify possible solutions and address increased impacts from coastal erosion and flooding within the North Shore planning district, which includes the shoreline from Kaena Point to Velzyland. The NSCRWG represents the first community-driven coastal resilience focused working group in Hawaii. It brought together diverse public and private stakeholders to facilitate meaningful, community driven discussions about climate resilience and the future of coastal management on the North Shore through the blending of technical, regulatory and community perspectives. This effort laid important groundwork for the community to advocate for plans, policies, and solutions to increase coastal resilience and educate others in the community.



Keaukaha Quick Build County of Hawai'i Planning Department

September 2022, recognized by the American Planning Association, Hawaii Chapter. Community-Based Planning Award.

The project represented a State/County collaboration in a predominantly native Hawaiian community. The majority of Keaukaha is owned by the State Department of Hawaiian Home Lands, including the schools, roadways, and surrounding residences, which are predominantly Hawaiian Homesteads.

This project sought to promote complete streets principles by transforming the way public rights of way are used for the benefit, health, and enjoyment of all. To achieve this, the continuous walking and biking pathway repurposed space within the existing right of way to provide additional space for pedestrians and bicyclists.

PERFORMANCE & RECOGNITION AWARDS



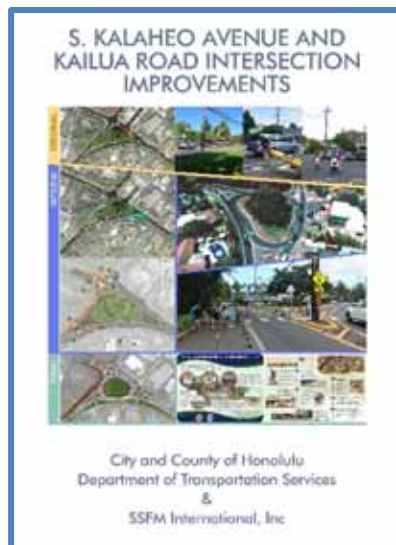
Vision Zero Action Plan County of Hawaii

October 2021, recognized by the American Planning Association, Hawaii Chapter. Transportation Planning Award.

The County of Hawai'i's Vision Zero Action Plan identifies a path for the County to achieve its goal of eliminating traffic related fatalities and serious injuries in accordance with Vision Zero, a fundamentally new approach to traffic safety that is being adopted in states and municipalities worldwide.

This Vision Zero Plan is the first to be completed and adopted in the State of Hawai'i. The plan was produced through the efforts of a multi-disciplinary Vision Zero Task Force comprised of representatives from the County and State, as well as emergency response, the health industry, and advocacy.

The Task Force used the data analysis to identify priority Vision Zero actions in four categories: Education and Encouragement, Enforcement, Engineering, and Evaluation. The actions in the Plan are organized into short-term, mid-term, and long-term priorities.



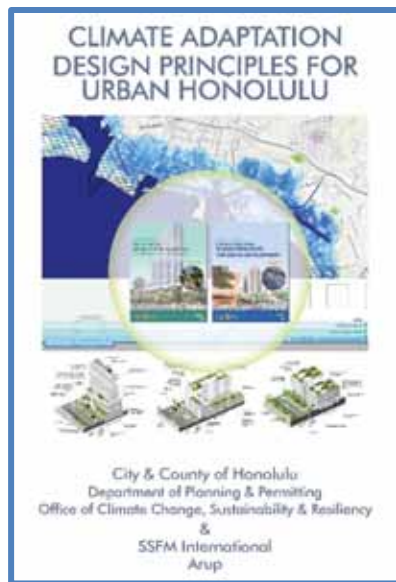
S. Kalaheo Avenue and Kailua Road Intersection Improvements, Kailua, Hawaii

October 2021, recognized by the American Planning Association, Hawaii Chapter. Implementation Award.

The intersection of Kalaheo Avenue and Kailua Road serves as the gateway to Kailua Beach Park and provides the sole vehicular access to the Lanikai neighborhood. Traffic congestion, delayed emergency response, and multimodal safety/accessibility had long been concerns. The Kalaheo Avenue and Kailua Road Intersection Improvements project was initiated by the City and County of Honolulu's Department of Transportation Services (City), under contract with SSFM International, with the goal to address operational and safety concerns at the intersection.

A "Lighter, Quicker, Cheaper" interim pilot project was implemented to reconfigure the stop-sign controlled intersection into a non-standard single-lane "triangle-about" roundabout. The success of the interim pilot project improved the community's understanding of how roundabouts work. It also enabled the City to pursue full reconstruction that will result in a more standard modern roundabout that includes geometric, drainage, and lighting enhancements to improve automobile operations while continuing to prioritize multimodal safety/accessibility.

PERFORMANCE & RECOGNITION AWARDS



Climate Adaptation Design Principles for Urban Honolulu Honolulu, Hawaii

October 2021, recognized by the American Planning Association, Hawaii Chapter. Best Practice Award.

The objective of this project was to develop preliminary climate adaptation design guidance for development projects in Honolulu transit-oriented development (TOD) and other urban areas that are vulnerable to sea level rise (SLR). It is intended to provide developers with information and best practices for adapting urban building sites and structures to climate change-related hazards including sea level rise, flooding, heat, and groundwater inundation. This is an initial step toward developing comprehensive climate resilience design guidelines for the City and County of Honolulu ("City"), as called for in Action 14 of the O'ahu Resilience Strategy.

The Climate Adaptation Design Principles project exemplifies the proactive, forward-thinking planning approach needed for municipalities to address the significant challenges posed by climate change. With development of TOD areas along the rail corridor a City priority, DPP TOD Division and OCCSR recognized an urgent need and opportunity to ensure that the impacts of climate change are considered in new development. Guidance was also needed to inform updates to regulations, codes, and policies around built environment resilience, which can take years to implement.

The Background Research and Design Principles documents help outline a path forward for the City while also educating the public and development community about climate adaptation science and best practices. The Design Principles can also be referred to in reviewing discretionary permits for planned developments, thereby having an immediate potential effect as the City moves ahead with regulatory updates. Both documents are available for download at www.honolulu.gov/tod.



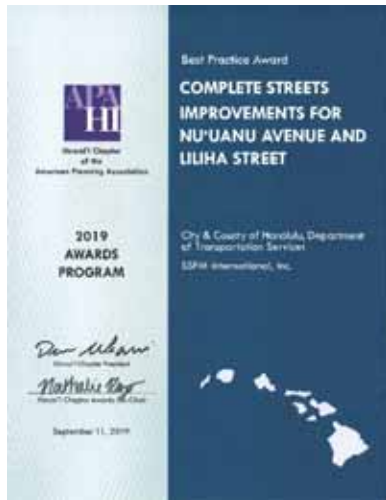
County of Hawaii, Transit and Multimodal Transportation Plan

September 2019, recognized by the American Planning Association, Hawaii Chapter. Transportation Planning Award.

The County of Hawaii's Transit and Multi-Modal Master Plan (Master Plan) presents a set of programs to provide a wider range of transportation options, reduce dependence on the automobile, and reduce the negative effects of transportation on the environment and climate change.

In the first year of implementation, the Master Plan has supported applications for federal grants to purchase buses, state and local efforts for alternative energy for transportation and a wide variety of other efforts. New buses arrive in early 2020 and they will be deployed first on the cross-island route and the Puna hub and spoke, which were top priorities in the Master Plan.

PERFORMANCE & RECOGNITION AWARDS

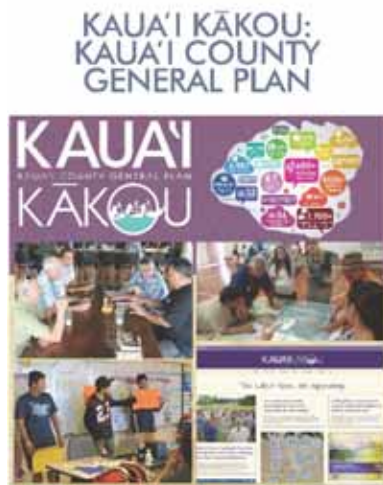


Complete Streets Improvements for Nuuanu Avenue and Liliha Street, Honolulu, Hawaii

September 2019, recognized by the American Planning Association, Hawaii Chapter. Best Practice Award.

The Complete Streets Improvements for Nuʻuanu Ave and Liliha St project was undertaken by the City and County of Honolulu Complete Streets Program and a consultant team from SSFM International. The project goal was to identify community-driven context sensitive complete streets solutions to enhance livability, safety, and neighborhood character along Nuʻuanu Avenue and Liliha Street.

The project team designed a context-sensitive process that combined technical analysis and educational outreach with community input led by a stakeholder advisory group.



Update of the Kauai County General Plan Island of Kaua'i, Hawai'i

October 2018, recognized by the American Planning Association, Hawai'i Chapter as its *2018 Outstanding Planning Project*.

In February of 2018, the update of the Kaua'i County General Plan was adopted by the Kaua'i County Council, following a three year planning effort. It was signed into law by Mayor Bernard Carvalho the following month. The plan, entitled Kaua'i Kākou, was prepared by the Kaua'i County Planning Department, along with a consultant team led by planners from SSFM International's Strategic Services Group.

The project team deployed an extensive community engagement program that sought widespread participation in developing a new and improved General Plan Framework consisting of a Vision statement, four overarching Goals, nineteen key Policies, 42 Objectives, and 607 Actions. The Objectives and Actions were organized into ten topical areas, or Sectors: The Watershed, Housing, Land Transportation, Critical Infrastructure, Shared Spaces, Economy, Heritage Resources, Energy Sustainability & Climate Change, Public Safety & Hazards Resiliency, and Opportunity & Health for All.

PERFORMANCE & RECOGNITION AWARDS

DOWNTOWN HILO MULTIMODAL MASTER PLAN



Downtown Hilo Multimodal Master Plan Hilo, Hawai'i

October 2018, recognized by the American Planning Association, Hawai'i Chapter as its *2018 Transportation Planning Project*.

The Downtown Hilo Multimodal Master Plan (DHMMP) was a multi-year planning effort undertaken by the County of Hawai'i Planning Department, assisted by lead consultant SSFM International and a team of technical consultants. Hundreds of Hilo residents, organizations, and agencies were participated in the highly inclusive planning process with the collective goal of making Downtown Hilo a more vibrant, walkable and bike friendly community for people of all ages and abilities.

The DHMMP calls for complete streets improvements that elevate Downtown Hilo as a destination and gathering place through improvements that support walkability and increased transportation choices for all modes. To achieve the desired Downtown environment, the DHMMP intentionally shifts the modal priority away from the current vehicle-dominated paradigm, and adopts a new "transportation hierarchy" that prioritizes non-motorized modes (walking and biking), as well as transit, over single occupancy cars.



Hale Kula Elementary School, Classroom Building Wahiawa, Oahu, Hawaii

January 2016, the Masonry Institute of Hawaii recognized this project as their 2015 Project of the Year.

SSFM served as the structural engineer and civil engineer for this project that included a new 8 classroom building, library, administration building, covered play court, covered dining building; custodial center and special education classroom additions; and, reroofing, painting and abatement of 40 existing classrooms. The project added 4 major buildings and numerous renovations and additions to the existing K-5 campus with 969 students.

The Architect-of-Record was Design Partners, Inc.

PERFORMANCE & RECOGNITION AWARDS



Complete Streets Designs Manual Island of Oahu, Hawaii

On 15 October 2015, this project was recognized by the American Planning Association, Hawaii Chapter, as its *Outstanding Transportation Planning 2015 Project*. SSFM provided professional planning services for the implementation of the goals and requirements of the City & County of Honolulu's Complete Streets Ordinance.

On 10 January 2016, this project was also recognized by the American Council of Engineering Companies, Hawaii. The project received an *Engineering Excellence, Honor Award*.

The Manual identifies cost-effective opportunities to implement complete streets and recommend ways to integrate multimodal traffic engineering improvements into projects that originate outside the scope of Complete Streets.



Emergency Relocation of Keonepoko Elementary School Pahoa, Island of Hawaii

June 2015, the Building Industry Association of Hawaii recognized this project with a Merit Award in the Public Works Category.

SSFM provided emergency management and support services for the construction and relocation of assets from Keonepoko Elementary School due to the Puu Oo Vent lava flow crossing Highway 130 and impacting Pahoa Town. The project included planning, design, and construction management services for construction of a temporary elementary school campus for 450 students at the Keaau High School Athletic Parking Lot.

Estimated construction cost: \$3 million

PERFORMANCE & RECOGNITION AWARDS



2015 Engineering Firm of the Year Honolulu, Hawaii

The Hawaii Chapter of the National Association of Industrial and Office Properties (NAIOP) has served as the state's leading association for the commercial real estate industry's decision-makers since 1988. This influential group of developers, owners, investors, asset managers, lenders and other industry professionals plays an active role in legislative representation, professional development and networking at both the local and national levels.

Each year, NAIOP Hawaii's Kukulu Hale Awards recognize the achievements of those who have made significant contributions to Hawaii's commercial real estate industry, enriching our community through their projects, professionalism and civic service.

On 8 May 2015, NAIOP Hawaii recognized SSFM International as its 2015 Engineering Firm of the Year during an award gala held at the Royal Hawaiian Hotel in Honolulu, Hawaii.



Crater Rim Drive, Hawaii Volcanoes National Park Island of Hawaii Contract DTFH68-06-D-00011, Task Order T-09-002

On 19 January 2014, this project was awarded a Honor Award for the 2014 Engineering Excellence Awards Competition by the American Council of Engineering Companies of Hawaii. SSFM was the Prime Consultant responsible for the rehabilitation of a 2.8 mile segment of this roadway within the Hawaii Volcanoes (HAVO) National Park. Estimated construction cost \$6.4 million.



Parking Structure for the Joint Traffic Management Center and the Alapai Transit Center, Corner of Alapai and King Streets Honolulu, Hawaii

SSFM provided overall program management services, 30% design and construction management for the 411-car Joint Traffic Management Center Parking Structure and program and construction management of the Alapai Transit Center. \$24 million.

JTMC Parking Structure: Award of Excellence 2014, GCA of Hawaii; and; Award of Excellence 2013, Post-tensioning Institute of America

Alapa'i Transit Center: Award of Excellence 2014, American Institute of Architects, Honolulu Chapter

PERFORMANCE & RECOGNITION AWARDS



Evaluation and Update of Hawaii 2006 Ocean Resources Management Plan Statewide, Hawaii

On 19 September 2013, this project was recognized by the American Planning Association, Hawaii Chapter, as its *Outstanding Planning 2013 Project*. SSFM provided professional planning services for the evaluation and update of The *Hawaii Ocean Resources Management Plan* (ORMP).

The ORMP plan provides a framework for integrated coastal management that aligns the management agency jurisdictions of the federal, state and county level to support the cultural, environmental, and socio-economic needs of the State of Hawaii.



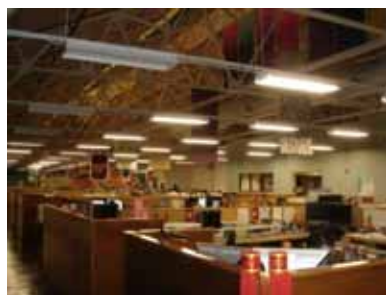
Asian Tropical Forest Elephant Exhibit, Honolulu Zoo Honolulu, Hawaii

In January 2013, this project was awarded the 2013 Engineering Excellence award by the American Council of Engineering Companies of Hawaii. SSFM International was the Prime Consultant for the planning and design of this new elephant habitat that was designed as a natural jungle setting to bring the elephants as close as possible to visitors for viewing while maintaining both visitor security and elephant privacy.



Construction Management Services Market Street Improvements, Phase II (Kahawai Street to Mokuau Road) FAP No. ARR-3045(2) Wailuku, Maui, Hawaii

This project was selected by the Hawaii Society of Professional Engineers, Maui Chapter for the 2012 Project of the Year.



SSFM Honolulu Office LEED Gold Certification, Existing Building Operations & Maintenance (EBOM) Honolulu, Hawaii

In January 2012, this project was recognized by the American Council of Engineering Companies of Hawaii (ACEC) for demonstrated environmental leadership in creating a sustainable office through efficient and sustainable practices. This was the 1st LEED Gold EBOM Certification in the State of Hawaii. The project also received the 2012 ASHRAE Technology Award, Honorable Mention, in the Category I for Existing Commercial Buildings.

PERFORMANCE & RECOGNITION AWARDS



Ka Haka 'Ula O Ke'elikolani, College of Hawaiian Language Building, University of Hawaii at Hilo Hilo, Hawaii

In May 2014, this project was recognized by the National Association of Industrial and Office Properties (NAIOP) with the 2014 NAIOP Kukulu Hale Award of Excellence for in the Public / Government Project Category.

In July 2010, this project was recognized by the American Institute of Architects for creativity, originality, power and potential for this 60,000 sf building on the University of Hawaii at Hilo Campus. SSFM is the Prime Consultant of the project and WCIT Architecture is the architect-of-record responsible for the design of the facility.



Hawaii Water Systems Technical Studies Program Statewide Dam Break Analysis, Hawaii Contract No. W9128A-05-D-0001 TO 0017

In May 2010, SSFM received an Award of Excellence from the US Army Corps of Engineers, Honolulu District in recognition of outstanding performance for the dam break analyses of the Aepo and Elua Reservoirs, Kauai, Hawaii. Work products were described as technically correct, complete, prepared in a timely manner, and responsive to the government objectives. The methodologies developed in this study are now standard for the conduct of dam break studies.



Context Sensitive Solutions (CSS) Process for the Keaau-Pahoa Road Improvement Project, Keaau to Pahoa Project No. STP-13-(24) Island of Hawaii

In November 2009, SSFM received an Honor Award from the American Council of Engineering Companies for the management of the context sensitive solutions process for this project. The CSS process promotes highly focused public outreach and continuous community involvement and, applied to this important transportation project, played a pivotal role in moving the community from a position of distrust to a position of "ownership", as residents became true stakeholders in helping ensure the ultimate success of this critical roadway improvements project.



FY08 MCON P-587, Sub Drive-In Magnetic Silencing Facility (MSF), Beckoning Point Pearl Harbor, Hawaii.

In recognition of exceptional performance, SSFM and joint venture partner, Moffatt & Nichol, were recognized by the Naval Facilities Engineering Command, Pacific, for "...extraordinary professionalism, technical excellence and total commitment to the project that were required to expedite the completion of the final design for the Sub Drive-In MSF. This complicated project design was delivered on time and within budget despite numerous changes in scope with no schedule or budget revisions." This is an \$87.6 million new

PERFORMANCE & RECOGNITION AWARDS



submarine facility. Additional awards received include the following:

- 1) American Society of Civil Engineers, Hawaii Section (ASCE-H), 2011 Outstanding Civil Engineering Award in the Building/Structural Systems Project Category.
- 2) American Council of Engineering Companies, Hawaii (ACECH), 2012 Grand Conceptor Engineering Award.
- 3) Project Management Institute, Hawaii, 2011 Project of the Year, 2nd Place.
- 4) American Council of Engineering Companies, California (ACEC-California), 2012 Engineering Excellence Honor Award.
- 5) American Council of Engineering Companies (Washington DC), 2012 Engineering Excellence Honor Award (1 of 16 national awards in 2012)



Pedestrian Accessibility Route Improvements, Honokaa, Hawi, and Kapaau Island of Hawaii

SSFM received the Award of Merit in the Public Design Category for this project in the 2008 Accessible Design Awards sponsored by the Disability and Communication Access Board (DCAB). SSFM was the Prime Consultant for this project for the State of Hawaii, Department of Transportation, Highways Division.

The purpose of the project was to upgrade the highway through the towns of Honokaa, Hawi and Kapaau to meet the requirements of the Americans with Disabilities Act and provide an accessible route through each of the towns.



University of Hawaii, John A. Burns School of Medicine Kakaako, Honolulu, Hawaii

SSFM was the Structural Engineer of record for this \$115 million this new medical complex under a design/assist project delivery method. The facility consists of four buildings: Research Building, Education/Administration Building, Central Plant Building and Ancillary Building. In 2006, SSFM received the Concrete Achievements, 2006 Judges Award for engineering excellence using concrete and concrete products for this project.

The balance of this page is intentionally blank....

Mitchell D. Roth
Mayor

Lee E. Lord
Managing Director

West Hawai'i Office
74-5044 Ane Keohokulani Hwy
Kailua-Kona, Hawai'i 96740
Phone (808) 323-4770
Fax (808) 327-3563



County of Hawai'i
PLANNING DEPARTMENT

Zendo Kern
Director

East Hawai'i Office
101 Pauahi Street, Suite 3
Hilo, Hawai'i 96720
Phone (808) 961-8288
Fax (808) 961-8742

April 22, 2021

Mr. Michael Matsumoto, President & CEO
SSFM International Inc.
501 Sumner St., Suite 620
Honolulu, HI 96817

Aloha Mr. Matsumoto,

It is with great pleasure that I write to thank you and the SSFM team for the great work you have done for Hawai'i County and in partnership with the County Planning Department. As you know, we have contracted with SSFM on numerous projects and most recently included: Downtown Hilo Multimodal Master Plan - 2018; Complete Streets Manual - 2020; and Vision Zero Action Plan - 2020.

Complete Streets, led by Melissa May of your staff, was a particularly large and complex planning project. Ms. May was an excellent project manager delivering the final product of exactly what we needed, on time and within budget. This project included significant outreach, plus the need to traverse challenging conversations and collaborate with various departments that were not always on the same page.

Vision Zero Action Plan was a grassroots effort started with our community. The project needed further assistance in synthesizing a wide array of data and safety needs across our county. Ms. May and her team were able to synthesize all the available data and aid the County and stakeholders in creating action items. The work was minimal, Ms. May identified where SSFM could best support the project and deliver a final action plan that met community needs and was adopted.

We highly recommend SSFM for planning and engineering projects, and we look forward to cross on various projects as we and other County agencies plan for the future. Should you have any questions, please contact me directly at 808-961-4770 or april.surprenant@hawaii-county.gov.

Sincerely,

April J. Surprenant
Planning Manager

www.planning.hawaii-county.gov

Hawai'i County is an Equal Opportunity Provider and Employer



**Maui Metropolitan
Planning Organization**

209 South High Street
Wailuku, HI 96793
www.maui-mpo.org

January 24, 2022

Michael Y. Packard
Complete Streets Program Administrator
SSFM International, Inc.
501 Sumner Street, Suite 602
Honolulu, Hawaii 96817

SUBJECT: Commendation for Papa Avenue Quick Build Street Art Project

Dear Michael,

Maui Metropolitan Planning Organization (MPO) commends you and the SSFM International team for creating a successful Quick Build project on Papa Avenue in Kahului, Maui. From initial project scoping to design and public engagement, your team delivered a high-quality street art project that improved safety for people walking and biking in the neighborhood.

With the support of State of Hawai'i Department of Health funds, SSFM led the Quick Build project team that included Maui MPO, County of Maui, and Hawaii Public Health Institute's Healthy Eating + Active Living (REAL) Coalition. Their prior experience developing the Papa Avenue Complete Street Feasibility Study and other Quick Build projects statewide brought sound technical competence to the scoping and design of the street improvements. Curb bulb outs reduced crossing distance for pedestrians, buffered bike lanes improved bicyclist safety, and back in angled parking increased visibility for drivers.

Public engagement was a major component of the project's success. SSFM designed, disseminated and compiled online surveys and organized meetings with Lihikai School representatives. SSFM also coordinated with artist Matthew Agcolico to ensure that locally relevant themes and imagery were included in the project. The street art was inspired by the area's cultural diversity, plantation history and the Lihikai Surfers.

SSFM organized volunteers from Lihikai School and the surrounding community to help paint the street mural. The school and neighbors loved how the artwork turned out and appreciated being involved in the process. SSFM provided responses to concerns about changes in traffic flows during school pick up and drop off times. They also provided the County and MPO with guidance about evaluating the project with vehicle speeds and bicyclist and pedestrian counts.

Due to the project's success, there is continued interest on Maui for more Quick Build projects and Complete Streets. Mahalo to SSFM for helping carry out this exciting Quick Build project on Maui!

Sincerely,

Lauren Armstrong, Executive Director

UNIVERSITY OF HAWAII AT HILO

121 Hilo Administration
Office of the Chancellor

May 5, 2010

Mr. Michael P. Matsumoto, P.E.
President
SSFM International, Inc.
501 Sumner Street, Suite 620
Honolulu, HI 96817

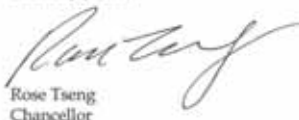
Dear Mr. Matsumoto:

Re: Ka Haka 'Ula O Ke'elikolani / College of Hawaiian Language Building

We wish to commend SSFM International, Inc. for a project well done and the special effort to assure that this special project was kept on schedule under extreme and challenging circumstances.

A special thanks to Mr. Steve Yee, your project manager and his team that saw this through. Because of these efforts, the University of Hawaii proceeded with the construction of this facility on schedule and budget.

Sincerely yours,


Rose Tseng
Chancellor

200 W. Kawili Street, Hilo, Hawaii 96720-4391
Telephone: (808) 934-3444, Fax: (808) 934-7032, www.uhi.hawaii.edu
An Equal Opportunity/Affirmative Action Institution

Hawaii Electric Light Company, Inc. • PO Box 1027 • Hilo, HI 96721-1027



January 26, 2010

Mr. Michael P. Matsumoto, P.E., FACEC
SSFM International, Inc.
501 Sumner Street, Suite 620
Honolulu, Hawaii 96817

Dear Mr. Matsumoto,

Subject: Commendation for Professional Services
HELCO Pepe'ekeo Substation Grading Plan

Issues with the grading and drainage for our Pepe'ekeo Substation has been an issue we've been planning to get resolved for a number of years.

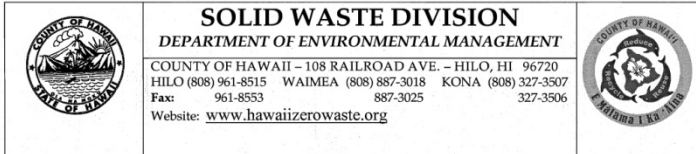
We commend SSFM International for its responsiveness and quality of design, and are indeed pleased with the completed work.

We look forward to more opportunities to continue our working relationship in the years to come.

Sincerely,


Thomas W. Cummins, L.P.L.S.
Manager, Engineering Department

TWC:bb



Michael P. Matsumoto, PE, FACEC
SSFM International, Inc.
501 Sumner Street, Suite 620
Honolulu, HI 96817

Subject: Commendation for Professional Services
East Hawaii Regional Sort Station Construction Management

Dear Mr. Matsumoto,

On behalf of the Solid Waste Division of the County of Hawai'i Department of Environmental Management I would like to express my appreciation for the high level of professional Construction Management services provided by Bill DeMent of SSFM International, Inc. The responsive changes involved in the progress and completion of the project were a testament to the level of professionalism. The responsive quality of service and attention to detail were a success. We look forward to further opportunities to work together.

Best Regards,


Terin Gloor, PE

Hawai'i County is an equal opportunity provider.

LINDA LINGLE
GOVERNOR



STATE OF HAWAII
DEPARTMENT OF TRANSPORTATION
HIGHWAYS DIVISION

HAWAII DISTRICT
50 MAKAALA STREET
HILO, HAWAII 96720
TELEPHONE: (808) 933-8866 • FAX: (808) 933-8869

January 25, 2010

BRENNON T. MORIOKA
DIRECTOR

Deputy Directors
MICHAEL D. FORMBY
FRANCIS PAUL KEENO
BRIAN H. SEKIGUCHI
JIRO A. SUMADA

IN REPLY REFER TO:

Michael P. Matsumoto, PE, FACEC
SSFM International, Inc.
501 Sumner Street, Suite 620
Honolulu, HI 96817

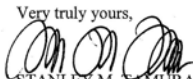
Dear Mr. Matsumoto:

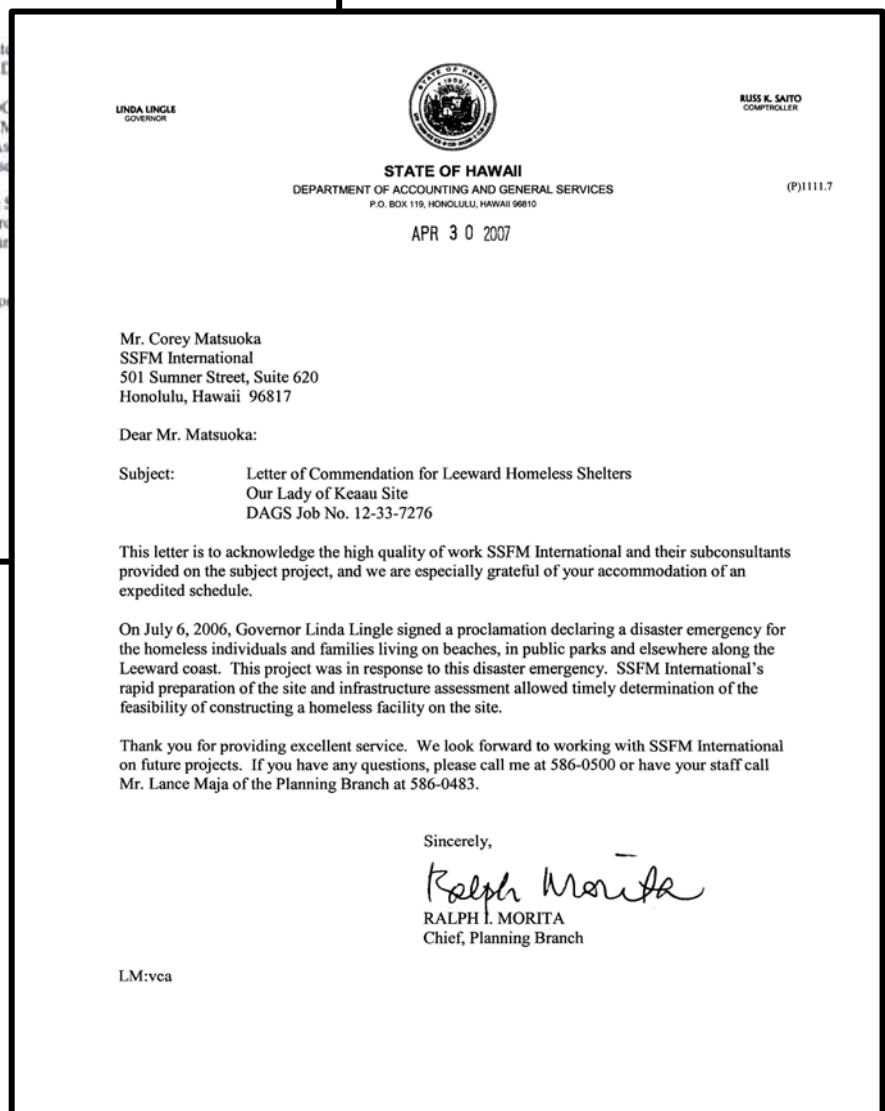
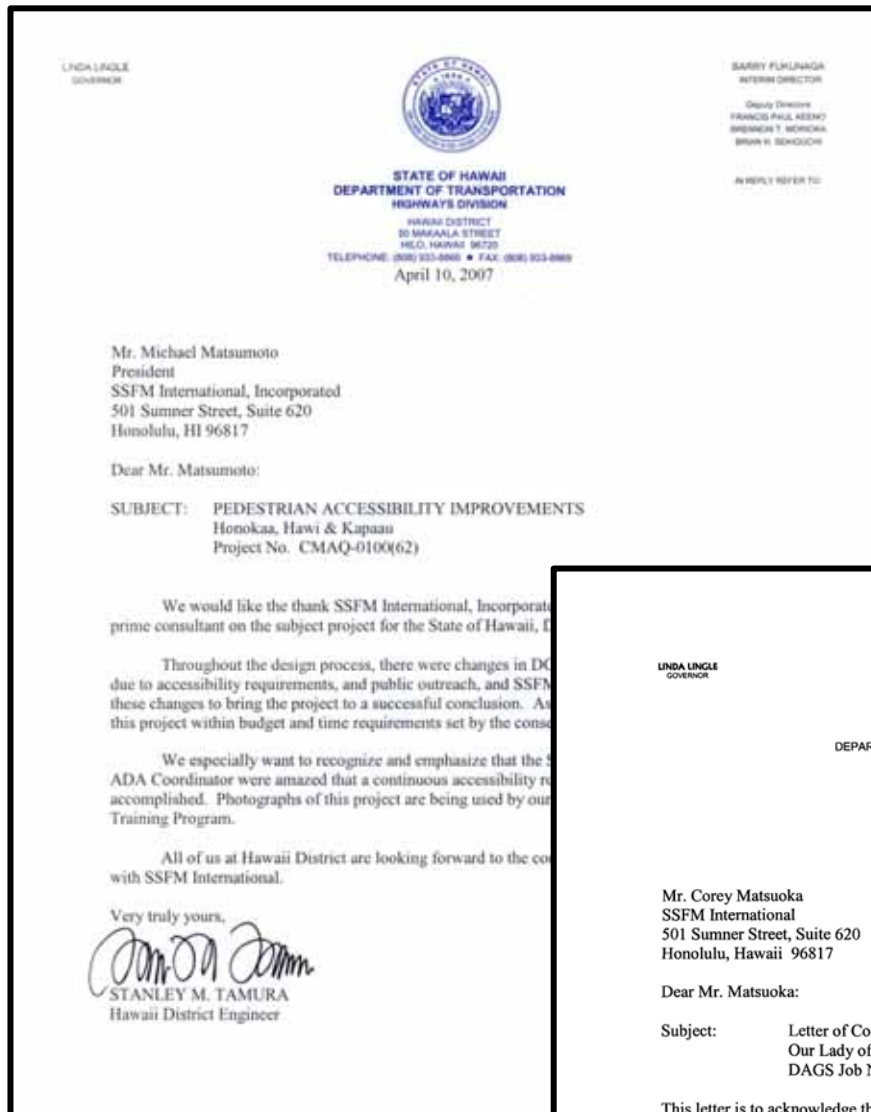
SUBJECT: Commendation for Professional Services
Emergency Earthquake Rockfall Repairs
Federal-Aid Project No. ER-15(19)

This is to express Hawai'i District's appreciation for the professional support received from SSFM International, Inc. on the above-referenced project. The responsive and high quality project management and professional engineering design services provided were essential for on-time delivery of an extremely fast-tracked project.

We look forward to continuing our working relationship in the years to come. Mahalo.

Very truly yours,


STANLEY M. TAMURA
Hawaii District Engineer



Innovate | Adapt | Sustain

SSFM
International

