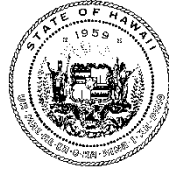


# GM736

Submitting for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, HOWARD GARVAL, for a term to expire 06-30-2017.

DAVID Y. IGE  
GOVERNOR



DOUGLAS MURDOCK  
Comptroller

AUDREY HIDANO  
Deputy Comptroller

**STATE OF HAWAII**  
**DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES**

P.O. BOX 119, HONOLULU, HAWAII 96810-0119

TESTIMONY  
OF  
DOUGLAS MURDOCK, COMPTROLLER  
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES  
TO THE  
SENATE COMMITTEE  
ON  
GOVERNMENT OPERATIONS  
ON  
APRIL 19, 2016  
G.M. 736

RELATING TO CONFIRMATION TO THE PROCUREMENT POLICY BOARD, HOWARD  
GARVAL

Chair Mercado Kim, and members of the Committee, thank you for the opportunity to testify before you on the confirmation to the Procurement Policy Board (the Board), gubernatorial nominee, Mr. Howard Garval. The Department of Accounting and General Services supports Mr .Garval's recommendation for confirmation.

HRS Section 103D-201 requires that the Board shall have two members with significant high level procurement experience in the field of health and human services. Mr. Garval is currently the President and Chief Executive Officer of Child and Family Service. His responsibilities include overseeing all programs and support functions including fiscal integrity of the organization and his appointment fulfills the statutory requirement for representation.

Thank you for the opportunity to testify on this matter.

DAVID Y. IGE  
GOVERNOR



SARAH ALLEN  
ADMINISTRATOR

**STATE OF HAWAII  
STATE PROCUREMENT OFFICE**

P.O. Box 119  
Honolulu, Hawaii 96810-0119  
Telephone: (808) 587-4700  
e-mail: [state.procurement.office@hawaii.gov](mailto:state.procurement.office@hawaii.gov)  
<http://spo.hawaii.gov>

TESTIMONY  
OF  
SARAH ALLEN, ADMINISTRATOR  
STATE PROCUREMENT OFFICE

TO THE SENATE COMMITTEE  
ON  
GOVERNMENT OPERATIONS

April 19, 2016, 1:15 PM

**GOVERNOR'S MESSAGE No. 736**  
**Submitting for consideration and confirmation as a Procurement Policy Board member,  
Gubernatorial Nominee, HOWARD GARVAL, for a term to expire 6-30-2017**

Chair Kim, Vice-Chair Ihara, and members of the committee, thank you for the opportunity to submit testimony on GM 736.

The State Procurement Office (SPO) strongly supports Howard Garval's confirmation as a Procurement Policy Board (PPB) member.

Mr. Garval is the President and Chief Executive Officer (CEO) of Child & Family Service (CFS) and has been with CFS since 2006, where he oversees all program and support functions. He is also responsible for the organization's strategic planning process, fiscal integrity, and quality service delivery as well as provides advice, direction, and support to the Executive Leadership Team. Howard holds a Masters of Social Work and started his post-master's career at Family Service of Greater Boston in 1975.

In Hawaii, Howard is the Chair of the Board of Directors of PHOCUSED (Protecting Hawaii's Ohana, Children, Under-Served, Elderly and Disabled), a statewide advocacy organization for health, human services, and housing organizations, where he provided leadership for its creation. He also serves on the Oahu Workforce Investment Board and chairs the advisory board for the Hawaii Family Support Institute. Nationally, he is on the board of the Executive Leadership Institute Alumni Connections of the Alliance for Children & Families and served as its first chair from 2008-2011. His 36+ years of experience in the human services field as well as his prior responsibilities and accomplishments stand as a testament to his skills as a leader, which will greatly aid the PPB's oversight of the implementation of its rules and the requirements of chapters 103D and 103F, HRS.

Thank you.

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ACCREDITATIONS  
Council on Accreditation  
Better Business Bureau

AFFILIATIONS  
Alliance for Strong Families  
and Communities  
Kauai United Way  
Maui United Way  
Hawaii Island United Way



Aloha United Way

To: Senator Donna Mercado Kim, Chair and Senator Les Ihara, Jr., Vice-Chair and Members of the Senate Committee on Government Operations

From: Howard S. Garval, MSW, President & CEO, Child & Family Service

Hearing Date and Location: April 19, 2016 1:15 p.m. in Room 414 at the State Capitol, 415 South Beretania Street, Honolulu, HI

RE: GM 736-My testimony on being nominated by Governor David Ige to the State Procurement Policy Board

Aloha. My name is Howard S. Garval. I am the President and Chief Executive Officer of Child & Family Service (CFS), Hawaii's oldest human services organization founded in 1899. I have served in this capacity since April 2006 and have responsibility for running the organization that is statewide and touches the lives of over 40,000 of Hawaii's residents each year and directly serves 11,000. Our mission is: **strengthening families and fostering the healthy development of children.**

I serve on the following boards/advisory boards:

#### Hawaii Board Membership

- PHOCUSED- Immediate Past Chair
- Hawaii Family Support Institute Advisory Board-Current Board Chair
- Hawaii Community Reinvestment Corporation-Board member

#### National Board Membership

- Executive Leadership Institute Alumni Connections Board-Board Chair-2008-2011, Board Member currently
- Trustee on the Board of Trustees for the 501c Agencies Trust

I have my Master's in Social Work from the University of Michigan, School of Social Work (1975) and have been a social worker for over 40 years now. I began my social work career providing direct services and clinical social work so I understand what it means to provide direct services. I then moved into middle management and then top leadership positions. I have worked for three great and large nonprofit social service organizations: Family Service Boston-1975-1988, The Village for Families & Children in Hartford, Connecticut-1988-2006, and Child & Family Service in Ewa Beach, Hawaii-2006-Present. I have been a CEO since 2002 at the Village until I came to Hawaii to

**"We're all about FAMILY"**

*Mission: Strengthening Families and Fostering the Healthy Development of Children*

assume my current position as President and Chief Executive Officer at Child & Family Service.

Especially in my last two organizations many of our programs and services were funded through state, Federal, and county contracts or grants. Therefore, I am very familiar with the ways government procures and contracts with nonprofit and for profit human services organizations. My current organization has multiple contracts with the state through procurement under 103F for the purchase of health and human services. I have observed the procurement process over the time I have been here in Hawaii and also know how the State of Connecticut conducted procurement for health and human services. Child & Family Service has successfully competed for RFPs and I am quite familiar with the RFI and RFP process, required sections of proposals, scoring criteria, as well as the process for award notification. I am also familiar with the protest and reconsideration procedures.

I recognize that Hawaii has a decentralized procurement model and that certain improvements in the system may need to be made at an administrative level in state departments vs. actual changes in state procurement laws or procedures, but I believe I have some ideas that would improve the system and hope that serving on the Procurement Policy Board will afford me the opportunity to make some recommendations. Even if some of these recommendations may need to be directed elsewhere, I will at least identify what could be positive procurement changes vs. what may need to be addressed elsewhere in the system. I am also able to seek ideas from a variety of colleagues whose organizations also provide health and human services and will be able to bring forth additional ideas that represent a larger group of providers that contract with the state for services.

I also understand that for 103D contracts there are multiple concerns about the need for streamlining the procurement process either at the state or county levels. I have several board members on both the Child & Family Service Board of Directors and the CFS Real Property Board who will be able to identify their ideas for improving and making more efficient the procurement process for 103D contracts. I also am familiar with recent efforts to include past performance as a factor in determining which bidder should be awarded a contract. While this has mostly focused on 103D contracts for which lowest bid is the primary determining factor, I believe 103F scoring criteria should address past performance in a way that rewards contractors who perform well and

views less favorably a contractor with past performance that has not been up to standards or acceptable.

Those who have worked with me know that I am someone who is analytical and balanced in my approach to addressing problems and solutions. I respect others' ideas even when I don't agree with them, and I am energized constantly by looking for better ways to run CFS and deliver services to the people we serve. I would bring that same desire for making things better to the Procurement Policy Board, if confirmed.

For all of the above reasons in terms of my experience, skills and my wish to make a difference in improving the overall procurement system here in Hawaii, I humbly ask for your vote of confidence.



## CATHOLIC CHARITIES HAWAII

April 11, 2016

To: The Honorable Donna Mercado Kim, Chair  
The Honorable Les Ihara, Jr., Vice Chair  
Members of the Committee on Government Operations

From: Jerry Rauckhorst  
President and Chief Executive Officer  
Catholic Charities Hawaii  
1822 Keeaumoku Street  
Honolulu, HI 96822

RE: GM736 submitting Howard Garval for consideration and confirmation to the  
Procurement Policy Board – **SUPPORT**

Aloha Chair Kim, Vice Chair Ihara, and Members of the Committee:

I am pleased to write this letter in support of Howard Garval's nomination to the State Procurement Policy Board. I have known Mr. Garval since 2006, when he began his tenure at Child & Family Service (CFS) as President and CEO. Catholic Charities Hawaii and CFS collaborate in the delivery of several social services programs, as a result of which Mr. Garval and I have formed a strong working partnership and friendship. I was in support of Mr. Garval's nomination to the Procurement Policy Board in 2012 and my support continues today.

Outside of our collaborative efforts in social services programs, I have also had the pleasure of working alongside Mr. Garval as a co-founding member of PHOCUSED -- Protecting Hawaii's Ohana, Children, UnderServed, Elderly and Disabled – a nonprofit, nonpartisan organization dedicated to increasing the visibility of and investment in children and adults in Hawai'i who are marginalized, impoverished, and underserved.

In all our collaborative efforts, Mr. Garval consistently demonstrated outstanding skills in strategic thinking, as well as an unerring moral compass. His passion for service combined with his dependability and excellent follow-through have enabled many a challenging project to get off the ground with excellent results. He approaches our prevailing social problems with a fine blend of intelligence and compassion, and he has a unique sensibility when it comes to balancing needs and resources in a visionary yet practical way. Not just a well respected leader, but also a trustworthy team player, Mr. Garval continues to be a motivating force for change in our community. A member of Hawaii Family Support Institute and Hawaii Community Reinvestment Corporation, Mr. Garval lends his experience, knowledge and leadership wherever he can make a meaningful impact for the betterment of our community.

In my humble opinion, Mr. Garval is very worthy of being appointed to the State Procurement Policy Board, and I hope this letter of support promotes a favorable view of his nomination.



To: Senator Donna Mercado Kim, Chair  
Senator Les Ihara, Jr., Vice Chair  
Members, Senate Committee on Government Operations

From: Laura Smith, President/CEO  
Goodwill Industries of Hawaii, Inc.

Date: April 8, 2016

Re: **Letter in Support of the Consideration and Nomination of Howard Garval to the Procurement Policy Board**

***Goodwill Industries of Hawaii, Inc. (Goodwill) submits this testimony in strong support of Howard Garval's nomination to the Procurement Policy Board.*** Goodwill has enjoyed a strong working relationship with Mr. Garval and his organization, Child and Family Service, for many years. He continually demonstrates his strong ethics and commitment to serve and partner, and works tirelessly to improve processes and systems to maximize resources and impact.

Mr. Garval possesses exceptional professional, human service and operational experience that will enable him to serve successfully on the Procurement Policy Board. His distinguished background serving the state of Hawaii's most dis-advantaged populations clearly demonstrates his ongoing dedication and commitment to working to benefit Hawaii's citizens. Mr. Garval retains an in-depth understanding of human services issues and the proven best practices to address them – inclusive of partnerships between government and community-based organizations.

He possesses significant knowledge with respect to procurement policies and how these can be operationalized to best serve our most at-risk families and communities. As President and Chief Executive Officer of one of the State's largest non-profit organizations, Mr. Garval has a thorough understanding of the contractual practices and policies that are most effective and fiscally efficient.

Mr. Garval has proven himself to be a strong proponent of partnership and collaboration; our organizations closely collaborate on initiatives to serve our communities in a cohesive, coordinated manner. He prioritizes the competent use of resources and continually looks for innovative methods to achieve high-quality outcomes. He has a strong understanding of both policies and procedures within State government and the non-profit sector; both of which will prove highly useful in his proposed service on the Board.

Goodwill is among the largest human service non-profit organizations in Hawaii. Our mission is to help people find and succeed in employment. Last year, we served over 11,000 people statewide and placed approximately 1,500 into jobs in our community. Goodwill has 55 years of experience assisting people who have employment barriers find jobs and gain self-sufficiency.

Goodwill respectfully urges you to confirm the nomination of an extremely experienced and highly qualified candidate, Howard Garval, to serve on the Procurement Policy Board.



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Steve Metter  
Terri Ann Motosue  
Alan Ong  
Crystal Rose  
Martha Smith  
Earl Stoner  
David Striph  
Jeff Thomas  
Cheryl Walthall  
Rann Watumull  
Joseph A. Young

April 14, 2016

Committee on Government Operations  
Senator Donna Mercado Kim, Chair  
Senator Les Ihara, Jr., Vice Chair  
Tuesday, April 19, 2016  
Conference Room 414  
State Capital  
415 South Beretania Street  
Honolulu, Hawaii 96813

Aloha Chair Kim, Vice Chair Ihara, and Committee members,

I am writing in strong support of Mr. Howard Garval for the gubernatorial nomination to serve on the Procurement Policy Board.

I have known Mr. Garval for over 9 years. He is a leader in Human Services and has worked closely with various government entities on the receiving end of the procurement process. Mr. Garval is passionate about improving the lifestyles of the people in Hawaii. He is active on many Boards and has a way of working with people that is both productive and effective.

Mr. Garval's continued participation on the Procurement Policy Board will most definitely benefit the State of Hawaii. He will bring knowledge and ideas as it relates to how procurement impacts both human services and those they serve. I can be reached at (808) 783-3322 if you have any questions.

Sincerely,

*Karen Tan*  
Karen Tan, LCSW  
Vice President of Programs

ACCREDITATIONS  
Council on Accreditation  
Better Business Bureau

AFFILIATIONS  
Alliance for Strong Families  
and Communities  
Kauai United Way  
Maui United Way  
Hawaii Island United Way



Aloha United Way

“We’re all about FAMILY”

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**Testimony to the Senate Government Operations Committee  
Senator Donna Mercado Kim, Chair  
Senator Les Ihara, Vice Chair  
Tuesday, April 19, 2016 1:15 p.m.  
Conference Room 414  
GM 736 in Support of Howard Garval**

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Dear Chair Kim, Vice Chair Ihara and members of the Government Operations Committee:

On behalf of the Hawai'i Alliance of Nonprofit Organizations, I would like to express strong support for GM 736, which reappoints Mr. Howard Garval to the State Procurement Policy Board by Governor David Ige.

Hawai'i Alliance of Nonprofit Organizations (HANO) is a statewide, sector-wide professional association of nonprofits. Our mission is to unite and strengthen the nonprofit sector as a collective force to improve the quality of life in Hawai'i. Our member organizations provide essential services to every community in the state.

Mr. Garval serves as the President and CEO of Child and Family Service, a full-service, family-centered nonprofit organization dedicated to strengthening families and fostering the healthy development of children. Child and Family Service achieves this through over 45 community programs, many of which are supported through contracts with state government. As such, Mr. Garval's experience in the procurement and contracting arena will continue to serve the Procurement Policy board well in incorporating the perspective of the service provider.

Mr. Garval, a longtime colleague of mine, is a leader in the nonprofit community and is committed to this work to strengthen families and communities. There is no doubt he will serve this board with great responsibility and dedication.

Thank you for the opportunity to provide testimony in strong support of GM 736 for the confirmation of Mr. Garval to the Procurement Policy Board.

Mahalo,  
Lisa Maruyama  
President & CEO



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FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**

April 6, 2016

Committee on Government Operations  
Senator Donna Mercado Kim, Chair  
Senator Les Ihara, Jr., Vice Chair  
Tuesday, April 19, 2016  
Conference Room 414  
State Capitol  
415 South Beretania Street  
Honolulu, Hawaii 96813

**WRITTEN TESTIMONY ONLY**

Aloha Chair Kim, Vice Chair Ihara, and Committee members,

I am writing in strong support of the gubernatorial nomination of Howard Garval to serve on the Procurement Policy Board.

I have known and worked with Howard for a number of years. Howard is bright, hardworking, and very knowledgeable in the areas of health and human services. As you know, the non-profit social service community has many government contacts and, as a result, is significantly impacted by the State Procurement Code and how it is applied. I strongly believe that Mr. Garval can bring a wealth of experience to the question of how to improve the way Hawaii does procurement for health and human services.

Mr. Garval has my unequivocal support. If I can answer any questions, please feel free to contact me.

Thank you for your consideration of Mr. Garval's nomination.

  
Michael Broderick  
President & CEO



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*Ryan Kusumoto*  
*Victor Geminiani*  
*John McComas*  
*Darcie Scharfenstein*  
*Alan Shinn*  
*Michelle Gray*  
*Joanne Lundstrom, Emeritus*

TO: Senator Donna Mercado Kim, Chair  
Senator Les Ihara Jr, Vice-Chair  
Members of the Senate Committee on Government Operations

FROM: Scott Fuji, Executive Director, PHOCUSED

HEARING: **Tuesday, April 19<sup>th</sup>, 2016 at 1:15 p.m. in Conf. Rm. 414**

Testimony in Support of GM736: Submitting for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, HOWARD GARVAL, for a term to expire 06-30-2017.

Thank you for the opportunity to provide testimony in **strong support** of GM736, appointing Howard Garval to the Procurement Policy Board for a term to expire 06-30-2017. PHOCUSED is a nonprofit membership and advocacy organization that works together with community stakeholders to impact program and policy change for the most vulnerable in our community, including homeless individuals and families.

It is my opinion that Mr. Howard Garval is an excellent candidate to continue in his capacity as a member of the Procurement Policy Board. Mr. Garval's resume and body of work is a testament to his understanding of procurement process as well as his understanding of the needs of the health and human service sector.

I strongly believe that Mr. Garval would be an excellent board member to serve on the Procurement Policy Board.

Scott Fuji  
Executive Director  
PHOCUSED



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State of Hawaii  
Senate Committee on Government Operations  
The Honorable Donna Mercado Kim, Chair  
The Honorable Les Ihara, Jr., Vice Chair  
Hawaii State Legislature

April 19, 2016; 1:15 pm  
Room 414

GM 736, Nomination of Howard Garval  
Procurement Policy Board

Good afternoon, Chair Kim, Vice Chair Ihara, and Members of the Committee on Government Operations,

Lanakila Pacific supports the nomination of Howard Garval to the Procurement Policy Board. Given his experience and knowledge he is capable of representing the non-profit community well.

As a non-profit that secures government contracts, we understand the challenges faced during the procurement process and believe Howard Garval will serve the position with integrity and effectiveness.

Thank you for the opportunity to submit testimony in support of Howard Garval's confirmation.

Respectfully submitted,

Marian E. Tsuji  
President & CEO

**From:** [mailinglist@capitol.hawaii.gov](mailto:mailinglist@capitol.hawaii.gov)  
**To:** [GVO Testimony](#)  
**Cc:** [lho@hawaiipublicpolicy.com](mailto:lho@hawaiipublicpolicy.com)  
**Subject:** Submitted testimony for GM736 on Apr 19, 2016 13:15PM  
**Date:** Monday, April 18, 2016 4:50:58 PM

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**GM736**

Submitted on: 4/18/2016

Testimony for GVO on Apr 19, 2016 13:15PM in Conference Room 414

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Present at Hearing</b>
Melissa Pavlicek	Individual	Support	No

Comments: My name is Melissa Pavlicek. I serve as a member of the Procurement Policy Board Nominating Committee. I am writing in support of Howard Garval's appointment to the Procurement Policy Board. Howard has an exemplary record of service of the board. He was selected by the Nominating Committee because of he is highly qualified and committed to public service. Please confirm his selection.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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**From:** [mailinglist@capitol.hawaii.gov](mailto:mailinglist@capitol.hawaii.gov)  
**To:** [GVO Testimony](#)  
**Cc:** [1602mhy@gmail.com](mailto:1602mhy@gmail.com)  
**Subject:** Submitted testimony for GM736 on Apr 19, 2016 13:15PM  
**Date:** Monday, April 11, 2016 9:46:53 AM

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**GM736**

Submitted on: 4/11/2016

Testimony for GVO on Apr 19, 2016 13:15PM in Conference Room 414

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Present at Hearing</b>
Mark Yamakawa	Individual	Support	No

Comments: As a Board member and Treasurer of Child & Family Service and CEO of Hawaii Dental Service, I strongly believe Howard Garval is exceptionally qualified to be a member of the State Procurement Policy Board. Mahalo for your favorable consideration.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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Senator Donna Mercado Kim, Chair  
Senator Les Ihara, Vice Chair  
Senate Committee on Government Operations

Tuesday, April 19, 2016; 1:15 PM  
Hawaii State Capitol, Conference Room 414

**Re: GM 736 - Submitting for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, HOWARD GARVAL, for a term to expire 06-30-2017 – IN STRONG SUPPORT**

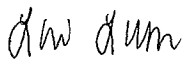
Aloha Chair Mercado Kim, Vice Chair Ihara and Members of the Committee:

I am submitting testimony in support of Howard Garval's nomination to the Procurement Policy Board.

Howard has served on the Procurement Policy Board for two years so has an understanding of its mission. I have had the pleasure of working with him in his current role as President & CEO of Child & Family Service. In the years that I have known and worked with Howard, I have been impressed by his integrity, professionalism, leadership and analytical skills, and collaborative approach to solutions.

Your favorable action on his confirmation is respectfully requested. The State will be well-served by his participation on the Procurement Policy Board. Mahalo for the opportunity to provide comments.

Sincerely,



Lori Lum  
98-1008 Piku Place  
Aiea, HI 96701



ANNE MARIE RIZZO  
WAIMANALO, HI 96795

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April 17, 2016

**Committee on Government Operations**  
**Senator Donna Mercado Kim, Chair**  
**Senator Les Ihara, Jr., Vice Chair**  
GM 736

Tuesday, April 19, 2016  
Conference Room 414  
State Capitol  
415 South Beretania Street  
Honolulu, HI 96813

Aloha Chair Kim, Vice Chair Ihara, and Committee Members,

My name is Anne Marie Rizzo and I serve as the chief fundraising officer for Child & Family Service. I am writing to submit my support for the gubernatorial nomination of Howard Garval to serve on the Procurement Policy Board.

In the 6 years I have worked with Mr. Garval, I have found him to be a man of integrity and serious commitment to the wellbeing of the citizens of Hawaii. As my mentor, Mr. Garval has consistently demonstrated his ability to deliberate issues from all sides, build consensus, and make tough decisions for the greater good. He has a profound understanding of social issues facing Hawaii and a sense of responsibility to improving conditions, processes, and policies impacting Hawaii, wherever possible.

I wholeheartedly believe that Mr. Garval's leadership, critical thinking, and sincere care for the people of Hawaii make him uniquely qualified for this nomination.

Thank you for your consideration of Howard Garval to serve on the Procurement Policy Board.

Sincerely,



Anne Marie Rizzo, Waimanalo HI 96795

**From:** [mailinglist@capitol.hawaii.gov](mailto:mailinglist@capitol.hawaii.gov)  
**To:** [GVO Testimony](#)  
**Cc:** [micheles@dtrc.com](mailto:micheles@dtrc.com)  
**Subject:** Submitted testimony for GM736 on Apr 19, 2016 13:15PM  
**Date:** Tuesday, April 12, 2016 8:23:13 AM

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**GM736**

Submitted on: 4/12/2016

Testimony for GVO on Apr 19, 2016 13:15PM in Conference Room 414

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Present at Hearing</b>
Michele Saito	Individual	Support	No

Comments: As a board member of Child & Family Service, I've had the pleasure of working closely with Howard. He is an outstanding administrator and a passionate advocate for human services in our community. I highly support his reappointment to the State Procurement Policy Board.

Please note that testimony submitted less than 24 hours prior to the hearing, improperly identified, or directed to the incorrect office, may not be posted online or distributed to the committee prior to the convening of the public hearing.

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