

Roy Catalani

Deputy Director

State of Hawaii, Department of Transportation

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PROFESSIONAL EXPERIENCE

Current Position: Deputy Director of the Administration Division, Department of Transportation, State of Hawaii (January 18, 2018 to present). Subject to Senate confirmation, I am responsible for the division's administrative functions, including personnel administration, central computer services, business management activities, environmental compliance, civil rights, emergency management and contract services.

Immediate Past Position: Vice President, Strategic Initiatives and External Affairs, Young Brothers, Limited (2005 to 2017). Provided integrated strategic, legal, regulatory, governmental, customer service, facilities, communications, and external affairs direction and leadership in developing core programs and initiatives and driving improvement.

Key Contributions:

Strategic Direction and Initiatives

In each of the areas enumerated below, directed managers, contractors and other professionals and developed teams to improve company's capabilities and performance. Provided leadership in this Hawai'i legacy company to maintain the strength of its culture and improve its operations as well as further its historical tradition of service to the neighbor islands and its regulatory obligation (as a public utility) of timely, affordable, reliable and universal service.

Development, Management and Completion of Annual Goals

Developed department's annual goals and managed progress and completion. Goals were developed through defining specific commitments to customers, employees, community and shareholders, with a focus on safety, reliability and improvement. Goals and goal reporting served to promote teamwork, coordinate efforts and promote transparency as well as a tool to drive results and accountability. Sample Progress Report is available.

Management of External Affairs

Developed and maintained key external relationships with leaders in public and private (profit and non-profit) sectors. Developed positions and testimony and represented company before State Legislature on matters relating to water carriers, harbor improvements and public utilities regulation; worked with successive gubernatorial administrations and Hawaii Harbor Users Group on similar issues. Shaped company's gratis shipping program to focus on children, education, health, human services, environmental stewardship and agriculture.

Communications

Managed communications strategy and implementation, including development and messaging of themes and focused media releases and other public communications in times of specific need.

Regulatory Results

As part of regulatory oversight responsibilities and over tenure in current position, directed regulatory strategy and execution resulting in substantial increases in revenue (despite an overall decrease in volume).

Directed department responsible for (i) filing general rate cases before PUC (including in major recapitalization), (ii) protecting the company’s franchise, (iii) obtaining approval for statewide scheduling changes to reflect changes in business practices and improve the “just-in-time” system, (iv) developing a more efficient, alternative form of ratemaking, and (v) instituting a neutral, transparent formula to adjust rates to recognize fuel price changes.

Facilities Development

Working with successive Directors and Deputy Directors of the State Department of Transportation, served as company lead for completion of facilities development and improvement initiatives, as well as negotiated facility-related agreements, for seven port facilities owned by DOT and operated by the company; developed conceptual plans and work groups for multiple facilities for the next 5 to 10-year planning window.

Operational Efficiency and Customer Service Improvements

Drove customer service improvements, including (i) development of inventory system to maintain necessary levels of customer-utilized equipment, (ii) customer service analytics (for trucker wait times, on-time arrivals and customer service telephone performance) and, in process of developing (iii) improvements to cold chain process and (iv) timely and more efficient use of auto/RORO barge and delivery of vehicles.

Cost Control through Operational Expense Reviews

Directed regular reviews of facility-related and other contracts and negotiated significant reductions to operating costs. Negotiated to conclusion adverse claims by State Department of Taxation, City and County of Honolulu Board of Water Supply, and City and County of Honolulu Real Property Tax Division.

Management of Transactional Matters

Negotiated and drafted major contracts, such as connecting carrier agreements with interstate carriers, contracts of private carriage and contracts for goods and services, including contracts for vessel repair and facility construction; developed company plain language forms for common contracts for goods and/or services.

Non-Profit Board Positions and Civic Activities: Based upon our host Native Hawaiian culture and shared values, I am committed to building upon our community’s traditions and relationships as well as to implementing initiatives that connect us and make us stronger.

Areas of Focus:

Children

Currently serve on Board of **YMCA of Honolulu** (Executive Committee and Chair of Real Property Committee and Annual Support Campaign) and the Executive Leadership Committee of the **March of Dimes** (Hawai`i Chapter).
Coached American Youth Soccer Organization teams for six years, including U-5 (under age 5) to U-12 (under age 12) leagues.

Economic Opportunity

Currently serve on **O`ahu Economic Development Board** (Exec. Committee).

Environment

Recently appointed to **Sustainability Business Forum**.

Equal Access to Justice

Currently serve as Board Chair of **Native Hawaiian Legal Corporation**. Served several terms as Chair of **Nat’l Asian Pacific American Bar Assoc.** (Hawai’i chapter). Served as **pro bono legal counsel** in political asylum, adoption & WWII redress cases.

Past Professional Experience and Early Employment: Foundational experience includes development of perspective and work ethic in early employment in manual labor positions and later development of leadership and management skills and strategic and planning framework as a law firm partner with a focus in transactions and land use and in State leadership positions with a focus in resource management and land use planning.

Past Legal Positions (Private Practice) – Honolulu Law Firms (1988 to 2005)

Rush Moore, LLP, Partner (2003- 2005); **Catalani Nakanishi & Caliboso, LLP**, Partner (1998- 2003); **Goodsill Anderson Quinn & Stifel, LLP**, Partner (1994, 96-98, head of International Practice Group), Associate (1988-94); **Oregon Supreme Court**, Law Clerk to Chief Justice E.J. Peterson (1986-88).

As a partner in Honolulu law firms, acted as outside general counsel and represented clients in business transactions (including negotiating and drafting agreements for the acquisition real property and/or business assets and the provision of goods and services and structuring business organizations of various types). Appeared before federal, state and county agencies in regulatory and other government matters. Immediately after law school and prior to private practice, clerked for Chief Justice Peterson of the Oregon Supreme Court.

Past State of Hawaii (Appointed) Positions

State of Hawai’i Land Use Commission, Chair (2004–2005), Member (1997-2005); **Office of State Planning, State of Hawai’i**, Deputy Director (1995-96).

As the Deputy Director of the Office of State Planning and later as a State Land Use Commissioner and Chair, reviewed land use reclassification cases and addressed government and community concerns such as affordable housing, job creation, resource protection and cultural issues.

Early Employment

Jobs included field worker, dishwasher, cannery worker, highway survey aide, intake worker, construction laborer on pipeline project, pizza delivery, recreation leader and researcher. Interned at state penitentiary, ethics commission and federal court.

EDUCATION AND CREDENTIALS

Management

Columbia University, Advanced Management Program (2015).

Law

University of Oregon School of Law, Juris Doctor (Order of the Coif, 1986).

Social Sciences

Univ. of Oregon, B.A, Psychology and Political Science (*Phi Beta Kappa*, 1982).

Bar Associations

Member, **Hawai’i State Bar Association** (1988 to present).
Member, **Oregon State Bar** (1986 to present) (currently inactive).