
Key Skills

Strategic Planning – lead major processes on highly-complicated issues to drive consensus on strategy:

- As a consultant with KPMG LLP, assisted in the development of the *Kamehameha Schools 2000 – 2015 Strategic Plan*, as recommended by the Court Master. Headed KPMG's effort by spearheading the *KS Endowment Core Planning Team* on matters relating to the real estate and financial assets of the Trust including conducting internal interviews and assessments, designing surveys for community input, working with the Core Planning Teams and facilitating the overall Strategic Planning process for the Endowment.
- Lead efforts with KPMG in the preparation of a **Statewide Tourism Strategic Plan** for the *Hawaii Tourism Authority (HTA)*. This included preparation of an assessment of the Hawaii tourism resources through conducting workshops, collecting stakeholder input and analyzing information. Assembled and spearheaded a four-firm consultant team, serving as overall Project Manager and primary client liaison.
- Lead planning charrettes comprised of commercial, agricultural/conservation, cultural, educational, legal and community relations divisions and external consultants to develop a comprehensive strategy for Kamehameha School's lands in Kaka'ako, Mo'ilili and Hawaii Kai.

Project and Team Management for Complex Real Estate Development Projects: Led internal and consultant teams to plan, entitle, design and execute commercial investments for Kamehameha Schools. Established project goals, evaluation processes & underwriting criteria; obtained internal and external approvals; established policies and procedures; and hired and oversaw staff and consultants. Projects included:

- Royal Hawaiian Center - successfully pioneered KS' first re-development project in over 27 years. Accomplishments included balancing multiple economic, community, cultural, stewardship and education objectives. Developed greater "sense of place" while adding significant retail square footage, achieving better market and tenant repositioning, award winning project design and multi-faceted cultural enhancements which resulted in \$465 million in value creation. Hired, oversaw and served as prime owner representative with a fee developer. Lead KS in creating a framework to actively engage KS cultural and educational staff for the first time on a commercial real estate project to incorporate multiple organizational values.
- Hale'iwa Store Lots – recognized by many as a model for community engagement and planning, spearheaded the KS team to rezone and revitalize this iconic community asset which is home to Matsumoto Shave Ice.
- Windward Mall Initial Renovation - initiated a major repositioning of a dying mall by re-tenanting, rebranding and revitalizing the mall. Cultural & community enhancements and value creation goals were also advanced.
- Kahala Marketplace – planning, market, design, feasibility and project justification for the consolidation and redevelopment of four independent commercial parcels in the Kahala area.

Community Master Planning: Led multidisciplinary teams to create value and align projects based on owner, community and governmental objectives and market demand with both previous employers.

Kamehameha Schools – Commercial Real Estate Division: Spearheaded planning charrettes with internal KS and external team members to plan and strategically align KS lands and initiatives, including:

- Kaka’ako Area Master Plan
- Kahala Area Plan
- Mo’ili’ili Gateway Plan
- Initiated the Kapalama Area Master Plan
- Hawaii Kai Strategic Plan

KPMG LLP – Real Estate and Hospitality Consulting: Participated in studies, charrettes, community outreach, public testimony and team planning efforts on about 25 resorts or master planned communities in Hawaii or internationally.

Financial Analysis and Problem Solving: Adept at developing and utilizing numerous analytical and real estate forecasting models, to project future operating results, cash flows and feasibility. Created standardized ways to analyze, benchmark and report performance both internally and/or externally.

Policy and Procedure Development: Created commercial leasing, real estate development and planning policies to bring structure, proper delegation and best practices into KS’ real estate activities.

Relationship Building: In various roles, have served as Board/committee member, community outreach contact, fundraiser, or partnering liaison due to corporate, governmental, professional and community relationships cultivated over my career.

Work Experience

Area Development Director Kamehameha Schools

(Jan. 2003 to Oct. 2015)

- Helped form the Development and Planning Department (D&P) in the Commercial Assets Division (CAD), structured and hired staff and create policies and plans for this new division.
- Responsible for creating strategic value and returns in master planning and redevelopment efforts. Spearheaded master planning efforts for Kaka’ako, Kahala, Mo’ili’ili Gateway and Hawaii Kai. Initiated the master planning process in Kapalama.
- Responsible for major development efforts, including due diligence, financial analysis and implementation of redevelopment projects. Conceptualized, planned, and executed the successful development of *KS’ first redevelopment projects*, including:
 - Royal Hawaiian Center
 - Windward Mall (planning, entitlement, design, bidding, tenanting, FF&E and graphics)
 - Hale’iwa Store Lots
 - Kahala Marketplace
- Led team efforts to conduct due diligence, plans, concepts, alternatives, feasibility analysis for Kahala Marketplace, Kahala Corner, Kahala McDonald’s projects, Kuapa and Kalama Village Shopping Center.
- Proved KS’ ability to deliver on economic and non-economic values within the organization’s Five Values framework (economics, education, environment, culture and community)
- Actively involved in community outreach and relationship building in Mo’ili’ili, Hale’iwa, Hawaii Kai
- Responsible for overall team project management including working with asset managers, property managers, other operating divisions including communications and community relations, finance legal, cultural, and external parties such as fee developers, architects, contractors, consultants.

**Director – Mainland Investments
Kamehameha Schools**

(November 2000 to December 2002)

- Managed a \$360 million portfolio of 28 assets (direct equity investments, limited partnerships, stock, REITS, and promissory notes), representing nearly 7% of the entire asset value of the KS Endowment.
- Prepared and executed sales or exit strategies for various investments to achieve the asset migration objectives and minimize Mainland real estate holdings.
- Worked with investment partners; property managers; investment advisors; legal and tax advisors and others to resolve business issues.
- Served as Board Member on KS' for-profit entities, including **Pauahi Management Corp.**, **Kamehameha Investment Corp.** and **Bishop Holdings Corp. Boards.**

**Director of Real Estate and Hospitality Consulting
KPMG LLP**

(March 1981 to October 2000)

Over 19 years of experience in real estate development and hospitality consulting throughout the Hawaiian Islands and in Japan, Hong Kong, Guam, Korea and Thailand. Responsible for consulting on strategy and project development, sales and marketing, developing consulting, hiring/counseling consulting staff, and supervising the conduct of consulting engagements.

Worked with both public agencies and private entities including major corporations, closely-held businesses, real estate trusts and major Japanese lenders and investors. Major areas of technical expertise include market and financial feasibility analysis; development planning; valuation analysis; strategic planning; economic and fiscal impact assessments; and litigation support/expert witness testimony.

Progressed steadily through the ranks from Para-professional, Staff Technician, Consultant, Senior Consultant, Manager, Senior Manager and Director positions. Responsibilities included:

- Oversight of the Real Estate and Hospitality Consulting Group (7 to 14 people) and participated in Divisional management of the overall Management Consulting Department (14 to 32 people) including staffing, counseling and allocation of resources.
- Business development and marketing efforts to attract new client and engagement services including networking, public relations, developing seminars, proposal preparation and presentations.
- Oversight of client consulting services such as determining detailed work plans, staffing resources (both internal and external), budgets & timetables, analyses, report preparation and reviews, client presentations and billings.
- Preparation of business plans, goals and strategies and product development.

Education

Awarded a Bachelors of Business Administration from the University of Hawaii at Manoa

Attended 32 to 80 hours every year in continuing education classes, seminars or other personal development training as part of continuing professional advancement. Courses included construction project management, real estate development, construction specifications, mixed-use projects, land use, placemaking, financial forecasting, risk management, strategic planning, hospitality, appraisal, business valuation, media training, public speaking, general management training, consulting process and industry/audit updates, among others.

Community Involvement

- **Board Chair, Waikiki Community Center**
- **Evaluation Committee Chair, Confidential State of Hawaii project**
- **Past Authority Member, Hawaii Community Development Authority (HCDA)** – Appointed as the City and County of Honolulu’s representative and confirmed by Governor John Waihee. Served from 1992 to 1995 to provide the regulatory oversight of development of Kaka’ako.
- **Past Vice Chair, Waikiki Improvement Association**
- **Past Business Improvement District (BID) advisory committee** - Waikiki Improvement Association
- **Past Board Member – Hawaii Capital Cultural Coalition** (arts coalition)
- **Past Vice Chair, Old Town Mo’ili’ili Business Association**
- **Former Board Member – Historic Hawaii Foundation**
- Former member of the **Visitor Industry Coalition (VIC)** which provides input on tourism issues/legislation and on the "Waikiki Vision for 2020" planning committee.

Professional Affiliations

- **Current (and former) Board President, Lambda Alpha International** – Honorary Land Economics Society
- **Past Board Chair and former Member of the *Counselors of Real Estate***
- **Past Affiliate Member, National Association of Realtors**
- **Past Member International Council of Shopping Centers**
- **Past Member and Past Executive Committee Member, Urban Land Institute**
- **Past Treasurer and an Executive Committee Member of the American Resort Development Association** (timeshare assn.)

Invited to speak on retail and resort development, the master planning process and hotel management in Hawaii, the mainland and Japan. Lectured at the School of Travel Industry Management, the East-West Center, the Executive Development Institute for Tourism (EDIT) program at the University of Hawaii and Hawaii Pacific University Travel Industry Management School.

Personal Background

Born in Honolulu and raised in Kaneohe as the eldest child in a family of four. Currently retired and have been actively engaged in community pursuits including President of Lambda Alpha International, Board Chair of the Waikiki Community Center as and as the Evaluation Committee Chair of a confidential State project.

Proficient in Microsoft Word, Excel, MS Project, Argus, and PowerPoint. Resides in East Honolulu; family includes David Todani, former Treasurer – American Savings Bank, and two daughters. Interests include travel, hula (Halau Hula Kamamolikolehua), music, jewelry making, arts, photography, crafts, cooking, fine dining and organizing events.