

EXECUTIVE PROFILE

Executive-level professional with 30+ years of experience in the public and private sector with a demonstrated record of achievement and success in both growth and turnaround environments. Led the development and execution of multi-billion dollar budgets dealing with complex situations and with significant financial and organizational results. Developed and managed multi-disciplinary teams to successful execution of projects, achieving tangible outcomes and positive performance. Results-driven individual with the technical expertise and vision to formulate strategic plans and execute on them effectively and efficiently.

PROFESSIONAL EXPERIENCE

Sr. Director of Government Affairs • 2018 to 2022
SanHi Government Strategies, L.L.P.

Responsible for government relations, advocacy, and business development consulting for multiple Fortune 500 companies, non-profit organizations, trade associations, and small businesses. Drafted and passed and/or deferred legislation on behalf of clients, supported business development efforts for entities doing business with government agencies, and developed strategic plans for private entities doing business in the State of Hawaii.

Significant Achievements

- Supported and drafted legislation to support preferred utility rates for agricultural enterprises engaged in greenhouse and ultra-controlled environment farming.
- Supported legislation grandfathering investment tax credits for regulated utilities engaged in renewable energy development.
- Supported and drafted legislation legalizing the sale of cannabidiol (CBD) in the State of Hawaii.
- Assisted in the approval of 20-year renewable energy power purchase agreements before the Public Utilities Commission.
- Advocated on behalf of Big Tech companies on issues related to government use of information technology, privacy, and broadband.
- Developed a campaign of charitable giving for corporate entities in support of Hawaii's affordable housing initiatives.

Director • 2014 to 2018
Department of Business, Economic Development and Tourism, State of Hawaii

Served as cabinet-level official to the Governor of the State of Hawaii accountable for the state's economy. Responsible for the development and execution of economic policies on behalf of the Administration in the areas of business development, domestic and international trade, energy, housing, and statewide planning; worked with all levels of federal, state, and county governments on legislation, economic issues and programs; testified in front of legislative committees on economic issues and budgetary requests; coordinated efforts among various nongovernmental organizations on a variety of issues and initiatives; served as the State's liaison with foreign governments and businesses; implemented strategic initiatives for entrepreneurship and business creation; worked with private industry to establish business presence in the state; supported local businesses secure investors and funding to expand or continue operations; led official delegations domestically and internationally promoting business and investment in the State of Hawaii; and served as ex-officio member to various boards and commissions in the State.

Significant Achievements

- Secured approval of various legislative packages for economic incentives, new programs, and new regulatory standards for business and industry in the State of Hawaii.
- Successfully negotiated with Disney and Marvel Studios for the filming of network television series “Marvel’s Inhumans” in the State of Hawaii resulting in the establishment of a new film studio in the State and an estimated \$40 million in economic activity.
- Established Hawaii’s Opportunity Zone designation for investments in conjunction with the Federal Tax Cut and Jobs Act of 2017.
- Established new government and business partnerships in Japan, Korea, China, and the Philippines. Completed Sister-State Agreements with Hokkaido, Japan and Goa, India.
- Advocated for and obtained funding and resources to begin establishment of the “Kakaako Innovation Block” beginning with the \$7.5 million Entrepreneur Sandbox.
- Doubled the number of Hawaii companies participating in Asia’s largest international trade show in Japan. Awarded “Best in Show” Pavilion in the 2018 Tokyo International Gift Show.
- In conjunction with the US-Japan Council supported the establishment of the first “Japan-Hawaii Economic Summit”
- Created new international student program “Student Ambassador” increasing foreign students to the State of Hawaii
- Executed memorandums of cooperation with the United States Military for energy initiatives and projects.
- Successfully turned around Hawaii’s first green bank – Hawaii Green Infrastructure Authority, by increasing loan commitments and products.
- Established first statewide Economic Development Council comprising of County government economic development offices and county nongovernmental economic development boards.

Deputy Director of Finance • 2011 to 2014

Department of Budget and Finance, State of Hawaii

Responsible for the planning, design and management of the annual \$12 billion operational and \$3 billion capital improvement budgets of the State of Hawaii; managing the State Treasury with over \$3 billion in assets; conducting general obligation and revenue bond issuances; introducing and implementing fiscal and economic legislation and policies; conducting public affairs and stakeholder outreach; and administering the operations of all divisions and attached agencies (Employee Retirement System, Employer Union Trust Fund, Public Utilities Commission, and Public Defenders Office) of the 300+ employee department.

Significant Achievements

- Assisted in the management of the State’s multi-year financial plan resulting in a turnaround of over \$1 billion in 3 years with an ending balance of over \$844 million.
 - Successfully issued the largest bond transaction (\$1.2 billion) and achieving one of the lowest bond interest rates (2.65%) in the state.
 - Through implemented policies and achievements enhanced the State’s credit profile and obtained a “Positive Economic Outlook” for Hawaii from S&P rating agency.
 - Introduced legislation and state policy on pre-funding other post-retirement benefit (OPEB) obligations resulting in a reduction of \$5 billion in long-term liabilities.
 - Supported the development of pension reforms to fix inefficiencies in the Employee Retirement System and achieve a path to solvency.
 - Accelerated the completion of the State’s Comprehensive Annual Financial Report (CAFR) and achieved the Standard of Excellence in Government Reporting for the first time in 6 years.
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- Fast-tracked the conclusion of the multi-million dollar settlement of student loan auction rate securities
- Implemented a new “Investor Outreach Program” for all state financial instruments resulting in greater awareness and broader investor participation.
- Initiated the procurement of a new statewide enterprise resource program for financial, human resource, and budgeting.
- Implemented policies and procedures to correct audit findings in backlogged bank reconciliations for the State of Hawaii

Finance Manager • 2001 to 2011
Kaiser Permanente Hawaii

Provided financial and accounting oversight of Kaiser Permanente's National Facilities Services in Hawaii with an annual \$30 million operational and \$60 million capital investment budget. Responsible for all financial operations of facilities related expenses for eighteen medical facilities and six administrative buildings, totaling 1.3 million square feet of operations and 75 employees.

Significant Achievements

- Designed and launched the national structure of Kaiser Permanente – National Facilities Services' Finance Division and was presented the regional “Total Quality Management” Award for this achievement.
- Secured over \$350 million in capital investment funding for new facility development, real estate acquisitions, and renovation projects in the State of Hawaii.
- Led the regional implementation of Sarbanes-Oxley Compliance and passing both internal and external audits.
- Analyzed and developed business cases for major investments to Kaiser Permanente's regional infrastructure portfolio (Moanalua Medical Center, and Koolau Clinic) and new clinics (Waipio, Maui Lani, and Mapunapuna).
- Member of a national team of cross-functional experts in the development of a standard economic and financial model for investments, used throughout the national organization of Kaiser Permanente.
- Lead a national team of Sr. Financial Analysts in the reconciliation and clean-up of Kaiser Permanente Southern California's legacy project management system. Received the “National Service Excellence Award” for the effort
- Implemented rolling three-year physical inventory cycle of capital equipment throughout the Hawaii region and supported the clean up the regional fixed asset accounting system.
- Developed a cashflow forecasting training program for large-scale capital projects. Took the program nationwide and conducted training sessions for financial and project management staff in Colorado, Oregon, and California.

ADDITIONAL CAREER HISTORY

- **Sr. Budget/Financial Analyst** • State of Hawaii Department of Defense, Honolulu HI: 1997 – 2001
 - **Director of Research** • Monroe & Friedlander (Colliers International), Honolulu HI: 1997
 - **Committee Clerk** • Committee on Transportation, Military and Government Affairs: 1996 – 1997
 - **Budget Supervisor** • Senate Committee on Ways and Means: 1995 – 1996
 - **Staff/Labor Planner** • Otaka Inc. (aka Hawaiian Regent Hotel): 1994 – 1995
 - **Budget Analyst** • Senate Committee on Ways and Means: 1993 – 1994
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EDUCATION AND PROFESSIONAL DEVELOPMENT

University of Hawaii - 1993

*Bachelors of Arts (BA), Economics
Minor degree (Minor), Political Science*

National Manager's Leadership Program

Kaiser Permanente

Lean Six-Sigma Program

Kaiser Permanente

Fiduciary Trustee Certificate

International Foundation of Employee Benefit Plans

BOARD EXPERIENCE AND COMMUNITY VOLUNTEERISM

- **Filipino Community Center (FilCom Center)** – Board of Directors, Treasurer (2013 to Present)
- **Employer Union Trust Fund (EUTF)** – Board of Trustees (2012 to 2014)
- **Hale Kipa Inc.** – Board of Directors, Member (2006 to 2009)
- **Aloha United Way Campaign** - 2004 & 2005 Member, Health and Safety Community Building Team
- **Habitat for Humanity** – Volunteer Services 2010
- **Adopt-a-School Program McKinley H.S.** - Educational Outreach Program 1995

EX-OFFICIO BOARD MEMBERSHIP

- Hawaii Community Development Authority
 - Hawaii Housing Finance and Development Corporation
 - Hawaii High-Tech Development Corporation
 - Hawaii Strategic Development Corporation
 - Hawaii Broadband Assistance and Advisory Council
 - Natural Energy Laboratory of Hawaii Authority
 - Small Business Regulatory Review Board
 - Board of Agriculture
 - Agribusiness Development Corporation
 - Aloha Tower Development Corporation
 - Pacific International Space Center for Exploration Systems (PISCES)
 - Hawaii Green Infrastructure Authority (Chair)
 - State Climate Commission
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