

EXECUTIVE CHAMBERS  
KE KE'ENA O KE KIA'ĀINA

JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA

Testimony of  
**Josh Green, M.D.**  
Governor, State of Hawaii

Before the  
**Senate Committee on Transportation and Culture and the Arts**

Thursday, March 30, 2023  
3:00 p.m.  
State Capitol, Conference Room 224 and Videoconference

In consideration of  
**Governor's Message No. 530**

Chair Lee, Vice Chair Inouye, and members of the Senate Committee on Transportation and Culture and the Arts:

I respectfully request your favorable consideration of Governor's Message No. 530, appointment of Tammy Lee to serve as First Deputy Director for Administration, Department of Transportation.

As the First Deputy Director for Administration-nominee, Tammy brings over 16 years of solid experience, understanding, and knowledge of the Department of Transportation to the position. During her public service career with the Department, Tammy strengthened her management and leadership capabilities, and enhanced her knowledge of the administration and operations of the Department of Transportation and the processes and functions of state government.

Tammy has served in several senior management positions, including Civil Rights Specialist, Contracts Officer, and Business Management Officer of the Department's Administration Division. From 2019 until her nomination, Tammy held the position of Administrative Services Officer of the Department's Highways Division, which included serving as Program Director of the Highways Financial Management System Project, and leading the Highways Revenue Bond 2019A, 2019B, and 2021 Transactions, with a total of \$300 million in bond proceeds. This firsthand work experience has enabled Tammy to acquire a strong understanding and extensive

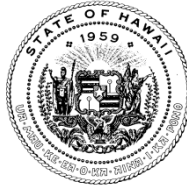
experience in the areas of administration; organization; procurement; contracts; budget and fiscal management; and other operations of the Department.

Tammy's career with the Department of Transportation has further equipped her with extensive knowledge and understanding of federal laws impacting the Department. Lastly, Tammy's long-standing employment with the Department has also enabled her to cultivate a sound working relationship with Department staff and other employees. Her reliability and hard work ethic, commitment to enhancing the Department of Transportation toward achievement of its goals, and highly valued interpersonal skills with employees make her an asset to serving as a part of the leadership team of the Department and its three divisions.

Tammy earned a Bachelor of Arts in Sociology from the University of Hawaii at Manoa and Juris Doctor from Gonzaga University School of Law.

I have every confidence that Tammy Lee will serve the State and community well as First Deputy Director for Administration of the Department of Transportation.

Mahalo for your consideration.



**TESTIMONY BY:**  
EDWIN H. SNIFFEN  
DIRECTOR  
  
Deputy Directors  
DREANALEE K. KALILI  
TAMMY L. LEE  
ROBIN K. SHISHIDO  
JAMES KUNANE TOKIOKA

**LATE**

**STATE OF HAWAII**  
**DEPARTMENT OF TRANSPORTATION**  
869 PUNCHBOWL STREET  
HONOLULU, HAWAII 96813-5097

Thursday, March 30, 2023  
3:00 P.M.  
Conference Room 224 & Videoconference  
State Capitol

In consideration of  
**Governor's Message 530**  
Submitting for consideration and confirmation as the First Deputy Director for  
Administration, Department of Transportation, Gubernatorial Nominee, Tammy Lee

Senate Committee on Transportation and Culture and the Arts

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The Department of Transportation (DOT) **expresses strong support** for the confirmation of Tammy Lee as the First Deputy Director, Department of Transportation (DOT).

Ms. Lee received her Juris Doctorate from Gonzaga University School of Law and her B.A. degree in sociology from the University of Hawai'i at Mānoa.

Ms. Lee has held various key positions within the DOT including the Office of Civil Rights and Contracts Officer. Most recently she served as the Highways Administrative Services Officer where she led the Highways Revenue Bond transactions with a total of \$300 million in bond proceeds, improved workflow processes to streamline approvals, track appropriations and expenditures, upgraded record management systems, and expedited hiring processes through improved delegated processes and establishing the wikiwiki hiring program.

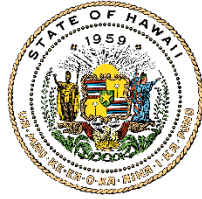
Ms. Lee is a dedicated, thoughtful, and collaborative public servant who has demonstrated she possesses the skills, tenacity, temperament, and aptitude needed to push the DOT forward by building efficiency and consistency across the DOT in procurement, HR, financial management, and attracting and retaining talent.

We ask for your support in Ms. Lee's nomination.

Thank you for the opportunity to provide testimony.

**JOSH GREEN, M.D.**  
GOVERNOR | KE KIA'ĀINA

**SYLVIA LUKE**  
LIEUTENANT GOVERNOR | KA HOPE KIA'ĀINA



**STATE OF HAWAII | KA MOKU'ĀINA 'O HAWAII'  
DEPARTMENT OF LAND AND NATURAL RESOURCES  
KA 'OIHANA KUMUWAIWAI 'ĀINA**

P.O. BOX 621  
HONOLULU, HAWAII 96809

**DAWN N.S. CHANG**  
CHAIRPERSON  
BOARD OF LAND AND NATURAL RESOURCES  
COMMISSION ON WATER RESOURCE  
MANAGEMENT

**LAURA H.E. KAAKUA**  
FIRST DEPUTY

**M. KALEO MANUEL**  
DEPUTY DIRECTOR - WATER

AQUATIC RESOURCES  
BOATING AND OCEAN RECREATION  
BUREAU OF CONVEYANCES  
COMMISSION ON WATER RESOURCE  
MANAGEMENT  
CONSERVATION AND COASTAL LANDS  
CONSERVATION AND RESOURCES  
ENFORCEMENT  
ENGINEERING  
FORESTRY AND WILDLIFE  
HISTORIC PRESERVATION  
KAHOOLAWE ISLAND RESERVE COMMISSION  
LAND  
STATE PARKS

**Testimony of  
DAWN S. CHANG  
Chairperson**

**Before the Senate Committee on  
TRANSPORTATION AND CULTURE AND THE ARTS**

**Thursday, March 30, 2023  
3:00 PM**

**State Capitol, Conference Room 224 and Videoconference**

**In Consideration of  
GOVERNOR'S MESSAGE 530  
SUBMITTING FOR CONSIDERATION AND CONFIRMATION  
AS THE FIRST DEPUTY DIRECTOR FOR ADMINISTRATION,  
DEPARTMENT OF TRANSPORTATION  
GUBERNATORIAL NOMINEE  
TAMMY LEE  
FOR A TERM TO EXPIRE ON DECEMBER 7, 2026**

**The Department of Land and Natural Resources (Department) strongly supports Governor's Message 530 nominating Tammy Lee as the First Deputy Director for Administration for the Department of Transportation (HDOT), for a term to expire on December 7, 2026.**

Tammy Lee's entire career has been spent at HDOT, where she has used her legal and people skills to modernize HDOT across various sectors. Along the way, she has gained the respect of her peers as her work is always professional and she is always well prepared.

Ms. Lee started as a Civil Rights Specialist where she developed both the Title VI Program Plan and HDOT's Language Access Plan. She also worked across the HDOT to educate staff about civil right requirements which lead to enhanced compliance.

Ms. Lee then became a Contracts Officer where she tackled the related problems of procurement compliance and bidder challenges. During her five years as a Contracts Officer, she helped to develop policies and procedures to resolve procurement protests, developed solutions to bidder challenges, guided managers in developing contracts to avoid liabilities and created policies, procedures and

guidelines to ensure compliance with procurement standards. Ms. Lee was the HDOT's Employee of the Year for her work as a Contracts Officer.

Ms. Lee then became a Business Management officer, where she helped HDOT move to paperless procedures and electronic storage, enhancing efficiency and minimizing labor requirements.

In 2019, Ms. Lee became the Administrative Services Officer where she continued her quest to modernize HDOT. Ms. Lee was a part of the team that developed and implemented the WikiWiki Hire Program. She also reorganized the Administrative Service Office to better align with the needs to HDOT. She brought the budget into alignment with legislative budget policies and priorities and through better management resolved financial discrepancies. She is the Program Director for the Highways Financial Management System Project. She has implemented automatic workflow approvals, record tracking and record management, greatly increasing the HDOT's efficiency. She led the Highways Revenue Bond 2019A, 2019B and 2021 Transactions with a total of \$300 million in bond proceeds.

Ms. Lee is intimately familiar with the administrative functions of the HDOT. As the First Deputy for Administration, she will continue to guide HDOT into a future that is paperless and electronic. She has the skills to help the department lead the way as the State faces the many challenges of climate change.

Mahalo for the opportunity to provide testimony in strong support of Governor's Message 530.

JOSH GREEN, M.D.  
GOVERNOR

SYLVIA LUKE  
LIEUTENANT GOVERNOR



JADE T. BUTAY  
DIRECTOR

WILLIAM G. KUNSTMAN  
DEPUTY DIRECTOR

STATE OF HAWAII  
KA MOKU'ĀINA O HAWAII  
DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS  
KA 'OIHANA PONO LIMAHANA

March 30, 2023

To: The Honorable Chris Lee, Chair  
The Honorable Lorraine R. Inouye, Vice Chair, and  
Members of the Committee on Transportation and Culture and the Arts

Date: Thursday, March 30, 2023

Time: 3:00 p.m.

Place: Conference Room 224 & Videoconference, State Capitol

From: Jade T. Butay, Director

Department of Labor and Industrial Relations

**Re: G.M.; Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.**

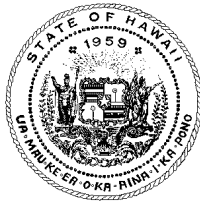
The Department of Labor and Industrial Relations **strongly supports** the confirmation of Tammy Lee as First Deputy Director to the Department of Transportation (DOT).

Ms. Lee possesses the knowledge and experience to serve as the First Deputy Director of the DOT. For over sixteen years, Ms. Lee has served in numerous positions at the DOT. As a Civil Rights Specialist, Ms. Lee used her legal knowledge to develop and implement the DOT's critical Title VI and Language Access plans. Ms. Lee excelled in procurement and managed millions of dollars' worth of contracts as the Business Management Officer and Contracts Officer. She also managed risks, revenues and expenditures as the Administrative Services Officer. Ms. Lee's dedication and knowledge of the DOT's organization, budgetary, procurement, and fiscal initiatives and issues will enable her to successfully serve as the First Deputy Director.

The DLIR greatly admires Ms. Lee's demeanor and believes she has the drive that continues to provide a safe, efficient, accessible, and sustainable inter-modal transportation system that ensures the mobility of people and goods to enhance our economic prosperity and quality of life.

Thank you for the opportunity to provide testimony in strong support of Governor's Message 530.

JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA



STATE OF HAWAII | KA MOKU'ĀINA 'O HAWAII  
**DEPARTMENT OF PUBLIC SAFETY**  
*Ka 'Oihana Ho'opalekana Lehulehu*  
1177 Alakea Street  
Honolulu, Hawaii 96813

**TOMMY JOHNSON**  
DIRECTOR

**Melanie Martin**  
Deputy Director  
Administration

**Michael J. Hoffman**  
Acting Deputy Director  
Corrections

**William F. Oku**  
Deputy Director  
Law Enforcement

No. \_\_\_\_\_

Testimony on Governor's Message 530  
Consideration and Confirmation as the  
First Deputy Director for Administration, Department of Transportation,  
Gubernatorial Nominee, TAMMY LEE

By  
Melanie Martin, Deputy Director for Administration

Senate Committee on Transportation and Culture of the Arts  
Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair

March 30, 2023; 3:00 p.m.  
State Capitol, Conference Room 224 & Videoconference

Dear Chair Lee, Vice Chair Inouye and Members of the Committee:

It is with great honor that I submit testimony in support of Tammy Lee for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation ("HDOT"). Ms. Lee is a licensed attorney who could easily work in the private sector and get paid a much higher salary. Instead, Ms. Lee chooses public service because of her commitment and dedication to the people of Hawai'i.

I've known Ms. Lee for over 20 years and have worked alongside her in the HDOT's Office of Civil Rights where she began her career in an entry-level position as a Program Certifier. From there, she quickly climbed the career ladder to the position she currently holds. She has won numerous awards, including HDOT's Employee of the Year, and was part of a Team of the Year that implemented the Wiki Hire Program. I have seen many employees come and go within HDOT, and I can honestly say that Ms. Lee is one of the brightest, hard-working, and most competent individuals that I have ever worked with in my 32 years of government service. She is the best person to serve as HDOT's First Deputy for Administration.

Thank you for allowing me to submit testimony in support of Governor's Message 530 and the confirmation of Tammy Lee.

JOSH GREEN, M.D.  
GOVERNOR



**STATE OF HAWAII**  
**DEPARTMENT OF TRANSPORTATION**  
869 PUNCHBOWL STREET  
HONOLULU, HAWAII 96813-5097

EDWIN H. SNIFFEN  
DIRECTOR  
  
Deputy Directors  
DREANALEE K. KALILI  
TAMMY L. LEE  
ROBIN K. SHISHIDO  
JAMES KUNANE TOKIOKA

IN REPLY REFER TO:

HWY-P 2.1278

March 28, 2023

The Honorable Senator Chris Lee  
Hawaii State Senator, District 25  
Thirty-Second State Legislator  
Chair, Senate Committee on Transportation and Culture and the Arts  
Hawaii State Capitol, Room 219  
Honolulu, Hawaii 96813

Dear Honorable Senator Chris Lee, Vice-Chair Inouye, and Committee Members:

Subject: GM 530 Consideration and Confirmation as the First Deputy Director for  
Administration, Department of Transportation, Gubernatorial Nominee,  
Tammy Lee

I respectfully request your support in confirming the appointment of Tammy Lee as the Deputy Director of the Hawaii Department of Transportation.

In the Department, Tammy has worked as the Administrative Services Officer, Business Management Officer, Contracts Officer, and Civil Rights Specialist, which in each position we have worked together. She has led these offices to be more effective through their support of the Department's administrative objectives and needs.

I am confident that Tammy's government experience, leadership and work ethic will be an important asset to the Department and as the Deputy Director.

Thank you for the opportunity to provide a testimony.

If you have any questions, please contact Ken Tatsuguchi, Engineering Program Manager, Highways Planning Branch, at (808) 587-1830 or by email at [ken.tatsuguchi@hawaii.gov](mailto:ken.tatsuguchi@hawaii.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Ken K. Tatsuguchi".

KEN K. TATSUGUCHI  
Engineering Program Manager  
Highways Planning Branch



JOSH GREEN, M.D.  
GOVERNOR



LUIS P. SALAVERIA  
DIRECTOR

SABRINA NASIR  
DEPUTY DIRECTOR

EMPLOYEES' RETIREMENT SYSTEM  
HAWAII EMPLOYER-UNION HEALTH BENEFITS TRUST FUND  
OFFICE OF THE PUBLIC DEFENDER

STATE OF HAWAII  
DEPARTMENT OF BUDGET AND FINANCE  
*Ka 'Oihana Mālama Mo'ohelu a Kālā*  
P.O. BOX 150  
HONOLULU, HAWAII 96810-0150

ADMINISTRATIVE AND RESEARCH OFFICE  
BUDGET, PROGRAM PLANNING AND MANAGEMENT DIVISION  
FINANCIAL ADMINISTRATION DIVISION  
OFFICE OF FEDERAL AWARDS MANAGEMENT

WRITTEN TESTIMONY BY  
LUIS P. SALAVERIA  
DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

TO THE  
SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS  
GOVERNOR'S MESSAGE NO. 530

**March 30, 2023**  
**3:00 p.m.**  
**Room 224 & Videoconference**

SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE FIRST DEPUTY DIRECTOR FOR ADMINISTRATION, DEPARTMENT OF TRANSPORTATION, GUBERNATORIAL NOMINEE, TAMMY LEE, FOR A TERM TO EXPIRE 12-07-2026.

Chair Lee, Vice Chair Inouye, and Members of the Committee:

I strongly support the appointment of Tammy Lee to the position of First Deputy Director for Administration of the Department of Transportation (DOT). I am working with Ms. Lee in my professional capacity as Director of Finance.

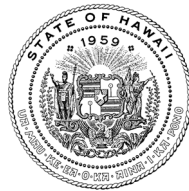
Governor Green's administration shares his priorities of homelessness and housing, the cost of living, climate change, and health care for the people of Hawai'i. We are committed to take action to make the needed changes to move Hawai'i forward.

Ms. Lee is an integral part of a team that is dedicated to achieving the goals of this administration in an honest, transparent, accountable, and responsive manner.

Ms. Lee has been serving as the First Deputy Director of Administration at DOT since December 2022. Prior to that, she worked in various capacities at DOT for over 16 years; most recently as the Administrative Services Officer for the Highways Division. Her work experience will benefit the department and the State; therefore, I support her confirmation.

Thank you for the opportunity to provide testimony.

JOSH GREEN, M.D.  
GOVERNOR



LUIS P. SALAVERIA  
DIRECTOR

SABRINA NASIR  
DEPUTY DIRECTOR

EMPLOYEES' RETIREMENT SYSTEM  
HAWAII EMPLOYER-UNION HEALTH BENEFITS TRUST FUND  
OFFICE OF THE PUBLIC DEFENDER

STATE OF HAWAII  
DEPARTMENT OF BUDGET AND FINANCE  
*Ka 'Oihana Mālama Mo'ohelu a Kālā*  
P.O. BOX 150  
HONOLULU, HAWAII 96810-0150

ADMINISTRATIVE AND RESEARCH OFFICE  
BUDGET, PROGRAM PLANNING AND MANAGEMENT DIVISION  
FINANCIAL ADMINISTRATION DIVISION  
OFFICE OF FEDERAL AWARDS MANAGEMENT

WRITTEN TESTIMONY BY  
SABRINA NASIR  
DEPUTY DIRECTOR, DEPARTMENT OF BUDGET AND FINANCE

TO THE  
SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS  
GOVERNOR'S MESSAGE NO. 530

**March 30, 2023**  
**3:00 p.m.**  
**Room 224 & Videoconference**

SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE FIRST DEPUTY DIRECTOR FOR ADMINISTRATION, DEPARTMENT OF TRANSPORTATION, GUBERNATORIAL NOMINEE, TAMMY LEE, FOR A TERM TO EXPIRE 12-07-2026.

Chair Lee, Vice Chair Inouye, and Members of the Committee:

I strongly support the appointment of Tammy Lee to the position of First Deputy Director for Administration of the Department of Transportation (DOT). I am working with Ms. Lee in my professional capacity as Deputy Director of Finance.

Governor Green's administration shares his priorities of homelessness and housing, the cost of living, climate change, and health care for the people of Hawai'i. We are committed to take action to make the needed changes to move Hawai'i forward.

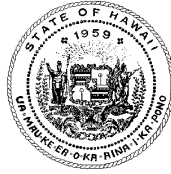
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Ms. Lee has been serving as the First Deputy Director of Administration at DOT since December 2022. Prior to that, she worked in various capacities at DOT for over 16 years; most recently as the Administrative Services Officer for the Highways Division. Her work experience will benefit the department and the State; therefore, I support her confirmation.

Thank you for the opportunity to provide testimony.

JOSH GREEN, M. D.  
GOVERNOR  
KE KIA'ĀINA

SYLVIA LUKE  
LT. GOVERNOR  
KA HOPE KIA'ĀINA



BRENNA H. HASHIMOTO  
DIRECTOR  
KA LUNA HO'OKELE

RYAN YAMANE  
DEPUTY DIRECTOR  
KA HOPE LUNA HO'OKELE

**STATE OF HAWAII | KA MOKU'ĀINA O HAWAII**  
**DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT**  
**KA 'OIHANA HO'OMŌHALA LIMAHANA**  
235 S. BERETANIA STREET  
HONOLULU, HAWAII 96813-2437

Statement of  
**Ryan Yamane**  
Deputy Director, Department of Human Resources Development

Before the  
**SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS**  
Thursday, March 30, 2023  
3:00PM  
State Capitol, Conference Room 224

In consideration of  
**GM530** Submitting for consideration and confirmation as the Deputy Director,  
Department of Transportation, Gubernatorial Nominee, TAMMY L. LEE, for a term  
to expire 12-07-2026

Chair Lee, Vice Chair Inouye, and the members of the committee.

I would like to submit my testimony in support for the appointment of Tammy Lee to the position of Deputy Director of the Department of Transportation. Ms. Lee has a wealth of knowledge regarding the fiscal matters of the department and has the dedication and experience to support this administration.

Ms. Lee is a dedicated public servant who displays the highest levels of transparency, accountability, and responsiveness. She has earned the support from her peers and has the skills to address various issues that may arise within the department.

Prior to Ms. Lee's position as Deputy Director of the Transportation, she served as an Administrative Services Officer for HDOT, where she helped lead the department on major highways projects. Please consider supporting Ms. Lee as the next Deputy Director for the Department of Transportation.

Thank you for the opportunity to provide testimony on this measure.

JOSH GREEN, M.D.  
GOVERNOR  
KE KIA'ĀINA



BONNIE KAHAKUI  
ACTING ADMINISTRATOR

**STATE OF HAWAI'I | KA MOKU'ĀINA O HAWAI'I**  
**STATE PROCUREMENT OFFICE**

P.O. Box 119  
Honolulu, Hawaii 96810-0119  
Tel: (808) 586-0554  
email: [state\\_procurement\\_office@hawaii.gov](mailto:state_procurement_office@hawaii.gov)  
<http://spo.hawaii.gov>

TESTIMONY  
OF  
BONNIE KAHAKUI, ACTING ADMINISTRATOR  
STATE PROCUREMENT OFFICE  
  
TO THE SENATE COMMITTEE  
ON  
TRANSPORTATION AND CULTURE AND THE ARTS  
March 30, 2023

G.M. 530  
Submitting for consideration and confirmation as the  
First Deputy Director for Administration, Department of Transportation,  
Gubernatorial Nominee, TAMMY LEE,  
for a term to expire 12-07-2026.

Chair Lee, Vice Chair Inouye, and members of the committee, thank you for the opportunity to submit testimony on G.M. 530. The State Procurement Office (SPO) is in **strong support** of the nomination of Tammy Lee to the position of First Deputy Director for Administration of the Department of Transportation (DOT).

The SPO has had the honor of close partnership with Ms. Lee through the years since 2012, in her capacity as Contracts Officer, Business Management Officer, and Administrative Services Officer for DOT. As the Contracts Officer for DOT, she worked closely with the SPO in ensuring that DOT procurement complies with the Hawaii Procurement Code (Chapter 103D, Hawaii Revised Statutes) and Federal Acquisition Regulation, and making sure that DOT staff who work on any type of purchasing has taken the necessary procurement training. Procurement and contracts for DOT can be daunting due to the complex nature of highly visible construction contracts worth as much as \$300 million, and Ms. Lee worked diligently on contracts, seeking guidance from the SPO as needed. As she was promoted to Business Management Officer and Administrative Services Officer, and now as First Deputy for Administration for DOT, the SPO continues to work with her on various projects. We appreciate her commitment to improving procurement processes for DOT, as well as her dedication to ethics, procurement compliance, and spirit of collaboration, which serve as a positive role model for other public employees.

Ms. Lee's expertise in state government and having the perspective of working with employees at all levels in the DOT are valuable assets for our State. We cannot think of a better nominee for the position of First Deputy Director for Administration of the Department of Transportation.

For these reasons we respectfully ask that your committee advise and consent to Ms. Lee's nomination.

Thank you for the opportunity to submit testimony on G.M. 530.

JOSH GREEN M.D.  
GOVERNOR

SYLVIA LUKE  
LT. GOVERNOR



STATE OF HAWAII  
DEPARTMENT OF TAXATION

Ka 'Oihana 'Auhau  
P.O. BOX 259

HONOLULU, HAWAII 96809  
PHONE NO: (808) 587-1540  
FAX NO: (808) 587-1560

GARY S. SUGANUMA  
DIRECTOR

KRISTEN M.R. SAKAMOTO  
DEPUTY DIRECTOR

**TESTIMONY OF  
GARY S. SUGANUMA, DIRECTOR OF TAXATION**

**TESTIMONY ON THE FOLLOWING MEASURE:**

In consideration of G.M. No. 530

Submitting for consideration and confirmation as the First Deputy Director for Administration of the Department of Transportation, Gubernatorial nominee, Tammy Lee

**BEFORE THE:**

Senate Committee on Transportation and Culture and the Arts

**DATE:** Thursday, March 30, 2023

**TIME:** 3:00 p.m.

**LOCATION:** State Capitol, Room 224

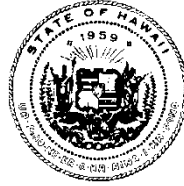
Chair Lee, Vice-Chair Inouye, and Members of the Committee:

Thank you for the opportunity to offer testimony in support of the confirmation of Ms. Tammy Lee as the First Deputy Director for Administration of the Department of Transportation (DOT).

Given her past leadership roles with DOT and her experience with financial and organizational management, I believe Ms. Lee is an excellent candidate for the First Deputy Director position. I believe Ms. Lee is committed to serving the best interests of the State and am confident that she possesses the experience, skillset, and leadership abilities to do a great job in that role for DOT.

Thank you for the opportunity to provide testimony in support of Governor's Message 530.

JOSH GREEN, M.D.  
GOVERNOR



HAKIM OUANSAFI  
EXECUTIVE DIRECTOR

**LATE**

**STATE OF HAWAII**  
HAWAII PUBLIC HOUSING AUTHORITY  
1002 NORTH SCHOOL STREET  
POST OFFICE BOX 17907  
HONOLULU, HAWAII 96817

BARBARA E. ARASHIRO  
EXECUTIVE ASSISTANT

IN REPLY, PLEASE REFER TO:

Statement of  
**Hakim Ouansafi, Executive Director**  
**Hawaii Public Housing Authority**

**SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS**

**Thursday, March 30, 2023**  
**3:00 PM**  
**Room 224, Hawaii State Capitol**

In consideration of  
**GM 530**

**SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE FIRST DEPUTY DIRECTOR FOR ADMINISTRATION, DEPARTMENT OF TRANSPORTATION, GUBERNATORIAL NOMINEE, TAMMY LEE, FOR A TERM TO EXPIRE 12-07-2026.**

Honorable Chair Lee, and Members of the Senate Committee on Transportation and Culture and the Arts, thank you for the opportunity to provide testimony in **STRONG SUPPORT** of GM 530, to consider and confirm Tammy Lee to the position of First Deputy Director for Administration of the Department of Transportation.

I am honored to be working alongside her in Governor Green's Administration. She is an integral part of a team that is committed to addressing the many issues facing our State and I believe that she will be able to effectively fulfill her role through her life experiences and professional expertise.

There is no doubt in my mind that she will continue to bring a fresh perspective on how to deliver services, improve the experience of those we serve, and strive to maximize taxpayer dollars efficiently and effectively.

The HPHA urges the Committee to pass GM 530 and confirm Tammy Lee to the position of First Deputy Director for Administration of the Department of Transportation.

**JOSH GREEN, M.D.**  
Governor

**SYLVIA LUKE**  
Lt. Governor



**SHARON HURD**  
Chairperson, Board of Agriculture

**MORRIS M. ATTA**  
Deputy to the Chairperson



State of Hawai'i  
**DEPARTMENT OF AGRICULTURE**  
KA 'OIHANA MAHI'AI  
1428 South King Street  
Honolulu, Hawai'i 96814-2512  
Phone: (808) 973-9600 FAX: (808) 973-9613

**TESTIMONY OF SHARON HURD  
CHAIRPERSON, BOARD OF AGRICULTURE**

**BEFORE THE SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND  
THE ARTS**

**THURSDAY, MARCH 30, 2023  
3:00 PM  
CONFERENCE ROOM 224 & VIDEOCONFERENCE**

**GOVERNORS MESSAGE NO. 530**

Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

Chairperson Lee, Vice Chair Inouye and Members of the Committee:

Thank you for the opportunity to testify in support of Gubernatorial Nominee, Tammy Lee, as First Deputy Director for Administration for Department of Transportation (DOT).

Tammy has worked at the DOT for over 15 years, starting in the Administration Division as the Civil Rights Specialist, Contracts Officer, and Business Management Officer, before serving as the Administrative Services Officer for the DOT Highways Division, which is her current position.

Respectfully requesting your vote to confirm Tammy Lee's nomination as the First Deputy for Administration, DOT.

Thank you for the opportunity to testify on this measure.





**TESTIMONY BY EXECUTIVE STEERING GROUP (ESG)**

**DEPARTMENT OF TRANSPORTATION – AIRPORTS**

**REGARDING**

**LATE**

**GOVERNOR’S MESSAGE 530 – SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE FIRST DEPUTY FOR ADMINISTRATION, DEPARTMENT OF TRANSPORTATION, GUBERNATORIAL NOMINEE, TAMMY LEE, FOR TERM TO EXPIRE DECEMBER 7, 2026**

**Senate Committee on Transportation and Culture and the Arts  
March 30, 2023, 3:00 p.m.  
Room 224 & Teleconference**

Aloha Chair Lee, Vice-Chair Inouye, and Members of the Committee:

It is with honor and pleasure that we, the Executive Steering Group (ESG) at Hawaii Airports, submit this testimony and support of Gubernatorial Nominee, Ms. Tammy Lee as First Deputy Director for Administration, Department of Transportation. For the past four months, we have worked with Ms. Lee in her capacity as First Deputy Director, and have found her to be passionate, hardworking, and knowledgeable. Ms. Lee’s thirteen plus years of work experience in various positions for the DOT, provides her the ability to quickly transition and assume the role as First Deputy Director.

In her role leading the DOT’s Administration, she will be responsible for the Department’s administrative functions, including personnel administration, central computing services, business management activities, environmental compliance, civil rights, and emergency management and contract services. Her experience and business knowledge will be an asset and we are confident she will make positive impacts on our department.

In the short time since she has assumed the position, Ms. Lee has helped the ESG with various complex challenges and initiatives such as: 1) the expedited procurement of emergency transport services at Daniel K. Inouye International Airport, 2) streamlining the hiring process for “hard to fill” vacant positions, and 3) centralizing the procurement process for the department. Ms. Lee understands the challenges facing the department with the goal of fostering synergy between the administrative functions and other divisions within the department.

Approving Ms. Tammy Lee’s nomination as the First Deputy Director for Administration, Department of Transportation, will provide proven leadership and experience, which will bring improvements for the department.

We respectfully ask your committee to advise and consent to this nomination, and we thank you for your consideration of our testimony.

Executive Steering Group

James Kunane Tokioka, Airports Deputy Director

Guy Ichinotsubo, Engineering Program Manager

Alex Tamoria, Airports Operations Officer

Amy Saito, Information Technology Specialist VII

Chauncey Wong-Yuen, Hawaii District Manager

Marvin Moniz, Maui District Manager

Craig Davis, Kauai District Manager

Malcom Smith, Oahu District Manager

Martinez Jacobs, Airports Fire Chief

Tiffnie Smith, Hilo District Manager (T/A)

Candice Shintani, Human Resources Specialist VI

Lillian Lareau, Property Manager VI

Karen Honda, Management Analyst IV

DEPARTMENT OF TRANSPORTATION SERVICES  
CITY AND COUNTY OF HONOLULU

711 KAPIOLANI BOULEVARD, SUITE 1600  
HONOLULU, HAWAII 96813  
Phone: (808) 768-8305 • Fax: (808) 768-4730 • Internet: www.honolulu.gov

RICK BLANGIARDI  
MAYOR



J. ROGER MORTON  
DIRECTOR

JON Y. NOUCHI  
DEPUTY DIRECTOR

TESTIMONY OF J. ROGER MORTON  
DIRECTOR OF TRANSPORTATION SERVICES

BEFORE THE SENATE COMMITTEE ON  
TRANSPORTATION AND CULTURE AND THE ARTS  
**Thursday, March 30, 2023, 3:00 PM, Via Videoconference**

- TO: Senator Chris Lee, Chair, Senator Lorraine R. Inouye, Vice Chair, and Members of the Committee on Transportation and Culture and the Arts
- RE: SUPPORT FOR Governor's Message 530 for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, **TAMMY LEE**, for a term to expire 12-07-2026

The City and County of Honolulu, Department of Transportation Services (DTS) **supports** Governor Green's appointment of Tammy Lee as First Deputy Director for Administration for the Department of Transportation.

The DTS works closely with the Department of Transportation to develop policy, promote safe and efficient operations of our interconnected roadway systems, and facilitate and coordinate the expenditure of federal funds through development of the Statewide Transportation Improvement Program (STIP). We look forward to working with Ms. Lee on our collaborative projects over the next four years as she is a solid partner and an effective leader.

In her previous role as the administrative services officer for the Highways Division, we found that Ms. Lee was instrumental in creating operational efficiencies as she streamlined internal processes that benefited all counties, coordinated the transfer of federal resources to support our transit system and complete streets program, and crafted creative solutions to work through long-standing barriers. Ms. Lee is a vehicle/an agent for thoughtful and coordinated two-way communication between county and State partners focused on eliminating silos and implementing results for the immediate benefit of all of our constituents.

Ms. Lee is an excellent choice for First Deputy and we request your Committee's favorable consideration of her appointment. Thank you for the opportunity to provide this testimony.



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March 30, 2023

Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair  
Committee on Transportation and Culture and the Arts  
Hawaii State Capitol, Room 224  
Honolulu, HI 96813

**RE: In support of Governor's Message 530 for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.**

Chair Lee, Vice Chair Inouye and Members of the Committee:

I respectfully request your support for Governor's Message No. 530 appointment of Tammy Lee as the First Deputy Director for Administration for the Department of Transportation.

Tammy has extensive experience and knowledge to successfully serve as the First Deputy Director for Administration for the Department of Transportation. She has been with the Department of Transportation for 17 years. She is currently an Administrative Services Officer at Department of Transportation. She started working at the Department of Transportation as a Civil Rights Specialist in June 2006. She was a Contracts Officer from May 2012 through March 2017 before becoming a Business Management Officer in March 2017.

Thank you for the opportunity to submitted written testimony in support of Governor's Message 530.

Respectfully Submitted,

Bruce A. Coppa  
President

Hawaii Harbor Users Group  
In Strong Support of GM530  
Before the Committee on Transportation and Culture & Arts  
March 30, 2023

Dear Chair Lee, Vice Chair Inouye, and Members of the Committee:

The Hawaii Harbor Users Group (HHUG) is a non-profit maritime transportation industry group comprised of key commercial harbor users statewide. HHUG strongly supports GM530, which nominates Tammy Lee to serve as the First Deputy Director for Administration of the Department of Transportation. Ms. Lee has been a dedicated, longtime public servant in the Department of Transportation. Her years of experience the Department of Transportation strongly qualifies to serve as the First Deputy Director for Administration of the Department of Transportation.

HHUG has worked with Ms. Lee. Our members have found her to be open, fair, and collaborative. We believe she will execute her duties with fairness and competence.

Thank you for considering our testimony in strong support.

Matson Navigation Company, Inc.  
In Strong Support of GM530  
Before the Committee on Transportation and Culture & Arts  
March 30, 2023

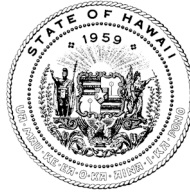
Dear Chair Lee, Vice Chair Inouye, and Members of the Committee:

Matson Navigation Company, Inc. (Matson) strongly supports GM530, which nominates Tammy Lee to serve as the First Deputy Director for Administration of the Department of Transportation. Ms. Lee has been a dedicated, longtime public servant in the Department of Transportation. Her years of experience the Department of Transportation strongly qualifies to serve as the First Deputy Director for Administration of the Department of Transportation.

Matson has worked with Ms. Lee. We have found her to be open, fair, and collaborative. We believe she will execute her duties with fairness and competence.

Thank you for considering our testimony in strong support.

JOSH GREEN, M.D.  
GOVERNOR



DOUGLAS MURDOCK  
CHIEF INFORMATION  
OFFICER

## OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

P.O. BOX 119, HONOLULU, HI 96810-0119  
Ph: (808) 586-6000 | Fax: (808) 586-1922  
ETS.HAWAII.GOV

Testimony of  
DOUGLAS MURDOCK  
Chief Information Officer  
Enterprise Technology Services

Before the

SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS

GOVERNOR'S MESSAGE NO. 530  
NOMINATION OF TAMMY LEE, FIRST DEPUTY DIRECTOR FOR ADMINISTRATION,  
DEPARTMENT OF TRANSPORTATION  
Thursday, March 30, 2023

Dear Chair Lee, Vice Chair Inouye, and members of the committee:

I am writing in support of Governor Josh Green's nomination Tammy Lee as First Deputy Director for Administration at the Department of Transportation (DOT).

Ms. Lee has served in numerous administrative positions for the Department of Transportation for more than 18 years including as the Administrative Services Officer, Business Management Officer, Contracts Officer, and as a Civil Rights Specialist.

Her record shows that she is a dependable, ethical, and reliable leader with extensive experience in organizational, budgetary, procurement, and fiscal initiatives and issues.

I am pleased to support her confirmation.

Thank you for the opportunity to provide testimony on this measure.



HAWAII THINK TANK LLC.

March 28<sup>th</sup>, 2023

Senator Chris Lee Committee Chair Transportation and Culture and the Arts  
Senator Lorraine R. Inouye Committee Vice Chair Transportation and Culture and the Art  
415 South Beretania Street  
Honolulu, Hawaii 96813

Senator Chris Lee Committee Chair Transportation and Culture and the Arts  
Senator Lorraine R. Inouye Committee Vice Chair Transportation and Culture and the Art,

I would like to support the confirmation of Ms. Tammy Lee for the position of Deputy Director of Administration for the Hawaii Department of Transportation.

I have had the pleasure of working with Ms. Lee on our project to bring REGENT Craft electric powered seagliders to Hawaii for inter-island and intra-island service, she has provided valuable guidance and has been very insightful in helping us to understand the proper process, providing suggestions and assisting in networking with other departments as well as organizations to work towards collaborative outcomes.

She is very knowledgeable having spent over 10 years in this department and having her law degree provides her with a rich background necessary to progressively help lead this team forward.

I have always found Ms. Lee to have the best interest of the state in mind, with a good understanding of the obstacles that we face as an island community with this changing environment.

I respectfully ask the committed to confirm Ms. Tammy Lee to the Deputy Directors of Administration position for the Hawaii Department of Transportation.

Please feel free to contact me should you have any questions, my number is (808) 286-1888.

Sincerely,

A handwritten signature in black ink, appearing to read 'David H. Uchiyama', followed by a horizontal flourish.

David H. Uchiyama  
President & CEO





March 30, 2023

TO: HONORABLE CHRIS LEE, CHAIR, HONORABLE LORRAINE R. INOUE,  
VICE CHAIR, COMMITTEE ON TRANSPORTATION AND CULTURE AND  
THE ARTS

SUBJECT: **SUPPORT OF GM 530.** Submitting for consideration and confirmation as the  
First Deputy Director for Administration, Department of Transportation,  
Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

HEARING

DATE: Thursday, March 30, 2023  
TIME: 3:00 p.m.  
PLACE: Capitol Room 224

Dear Chair Lee, Vice Chair Inouye and Members of the Committee,

The General Contractors Association of Hawaii (GCA) is an organization comprised of approximately five hundred (500) general contractors, subcontractors, and construction related firms. The GCA was established in 1932 and is the largest construction association in the State of Hawaii. Our mission is to elevate Hawaii's construction industry and strengthen the foundation of our community.

GCA is in **support** of GM 530, which submits for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

Ms. Lee has demonstrated a history of being an outstanding public servant. Her experience in the Department of Transportation provides the necessary background to serve as the First Deputy for Administration of the Department of Transportation. GCA has worked with Ms. Lee on several occasions and have found her to be responsible, fair, and competent.

Thank you for considering out testimony in support.



*WRITTEN TESTIMONY ONLY*

March 30, 2023

Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair  
Senate Committee on Transportation and Culture and the Arts

**RE: Governor’s Message No. 530 – Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, Tammy Lee, for a term to expire on December 7, 2026  
Hearing date: March 30, 2023, 3:00 p.m.**

Aloha Chair Lee, Vice Chair Inouye, and Members of the Committee:

Thank you for allowing me to submit testimony on behalf of Young Brothers, LLC (“YB”) offering **SUPPORT** of Tammy Lee’s nomination.

YB is a common carrier by water, transporting property by tug and barge between the islands of Oahu, Hawaii, Kauai, Maui, Molokai, and Lanai. YB is currently the only water common carrier authorized to transport property under Chapter 271G, Hawaii Revised Statutes (“HRS”) (i.e., the Hawaii Water Carrier Act), subject to the regulatory authority of the Public Utilities Commission of the State of Hawaii (“PUC”). Since 1900, customers across Hawaii have relied on YB’s frequent, regular, and universal sailings to serve as the bridge that connects all communities in this island-state.

Tammy Lee has been a dedicated, longtime public servant who has a deep understanding of transportation issues in Hawaii. Ms. Lee’s decades of experience in state government make her well qualified to serve as the First Deputy Director for Administration of the Department of Transportation. We believe she will execute her duties with fairness and competence.

Thank you for the opportunity to testify in support of Tammy Lee’s nomination.

Sincerely,

Jay Ana  
President

Kris Nakagawa  
Vice President, External and Legal Affairs

**GM-530**

Submitted on: 3/29/2023 11:54:13 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Joon Kwock	Testifying for Ohanasoft	Support	Written Testimony Only

Comments:

I had a great experience working with Ms. Tammy Lee. I was impressed by the organized, efficient, and detail-oriented leadership she demonstrated when I worked with her and her team during the last four years on the various tasks in the DOTH project. As with any project of this scale, there have been many challenges and obstacles. However, she has continued to provide the guidance and stability necessary for the continued advancement of the project. It continues to be a real pleasure working with her.



**LOCAL 142**

**INTERNATIONAL LONGSHORE & WAREHOUSE UNION**

**LOCAL OFFICE • 451 ATKINSON DRIVE • HONOLULU, HAWAII 96814 • PHONE 949-4161**

**HAWAII DIVISION:** 100 West Lanikaula Street, Hilo, Hawaii 96720 • **OAHU DIVISION:** 451 Atkinson Drive, Honolulu, Hawaii 96814  
**MAUI COUNTY DIVISION:** 896 Lower Main Street, Wailuku, Hawaii 96793 • **KAUAI DIVISION:** 4154 Hardy Street, Lihue, Hawaii 96766  
**HAWAII LONGSHORE DIVISION:** 451 Atkinson Drive, Honolulu, Hawaii 96814

March 29, 2023

Aloha Chair Chris Lee, Vice Chair Lorraine Inouye and members of the Committee,

The International Longshore and Warehouse Union (ILWU) Local 142 Hawaii Longshore Division strongly supports Tammy Lee for First Deputy Director for Administration of the Department of Transportation.

Mahalo for the opportunity to provide this testimony,

Dustin Dawson  
ILWU Local 142  
Hawaii Longshore Division Director

“AN INJURY TO ONE IS AN INJURY TO ALL”

Testimony of  
Pacific Resource Partnership

Senate Committee on Transportation and Culture and the Arts  
Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair

GM 530—Confirmation Ms. Tammy Lee as the First Deputy Director for Administration, Department of  
Transportation  
Wednesday, March 30, 2023  
3:00 P.M.

Aloha Chair Lee, Vice Chair Inouye, and Members of the Committee:

Pacific Resource Partnership (PRP) is a non-profit market recovery trust fund which represents approximately 7,000 men and women union carpenters and 240 large and small contractors. With our expertise in research, compliance, marketing, and project advocacy, we are committed to building a stronger, more sustainable Hawaii in a way that promotes a vibrant economy, creates jobs, and enhances the quality of life for all residents of Hawaii.

PRP writes in **strong support** of GM 530, confirming as the First Deputy Director for Administration, Department of Transportation, gubernatorial nominee, Ms. Tammy Lee. Ms. Lee has extensive experience working at the Department of Transportation. Her work and educational background and commitment to public service renders her well suited to serve as the First Deputy Director for Administration of the Department of Transportation.

Given the above, we respectfully ask for your favorable consideration on Ms. Lee's confirmation.





**INTERNATIONAL LONGSHORE & WAREHOUSE UNION**  
LOCAL OFFICE • 451 ATKINSON DRIVE • HONOLULU, HAWAII 96814 • PHONE 949-4161

**HAWAII DIVISION:** 100 West Lanikaula Street, Hilo, Hawaii 96720 • **OAHU DIVISION:** 451 Atkinson Drive, Honolulu, Hawaii 96814  
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**HAWAII LONGSHORE DIVISION:** 451 Atkinson Drive, Honolulu, Hawaii 96814

**LOCAL 142**

March 29, 2023

The Thirty-Second Legislature  
Regular Session of 2023

THE SENATE

Committee on Transportation and Culture and the Arts

Senator Chris Lee, Chair

Senator Lorraine R. Inouye, Vice Chair

State Capitol, Conference Room 224 & Videoconference

Thursday, March 30, 2023; 3:00 p.m.

**STATEMENT OF THE ILWU LOCAL 142 ON GM 530 –  
SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS FIRST  
DEPUTY DIRECTOR FOR ADMINISTRATION, DEPARTMENT OF  
TRANSPORTATION, GUBERNATORIAL NOMINEE, TAMMY LEE, FOR A  
TERM TO EXPIRE 12-07-2026.**

The ILWU Local 142 strongly **supports** the nomination of Tammy Lee as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee for a term to expire 12-07-2026.

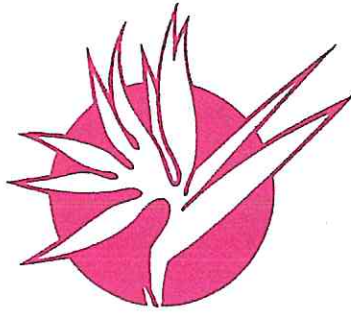
We believe her demonstrated leadership in numerous administrative positions for the Department of Transportation make her the most qualified person for this job.

Thank you for the opportunity to testify in **support of GM 530.**

Respectfully,

Christian West  
President





*AIRPORT CONCESSIONAIRES COMMITTEE*

Honorable Chris Lee, Chair  
Committee on Transportation and  
Culture and The Arts  
Hawaii State Senate  
State Capitol Building  
Honolulu, Hawaii 96813

Hearing: March 30, 2023, Room 224

Re: GM 530 – Nomination of Tammy Lee

Dear Chair Lee, Vice-Chair Inouye and Honorable Committee Members,

The Airports Concessionaires Committee represents the majority of airport concessions that do business at Hawaii's public airports.

We support the nomination of Tammy Lee as First Deputy Director for the Department of Transportation.

We believe her 18 years of past experience with the Department in a variety of administrative positions (Administrative Services Officer, Business Management Officer, Contracts Officer, Civil Rights Specialist) and education has well prepared her to be the First Deputy Director for the Department.

In addition, she has been recognized as being dependable, ethical and reliable.

We respectfully urge you to support Ms. Lee's nomination. Any questions, please don't hesitate to contact our Government Affairs Liaison, Jim Stone, at 808-223-7810. Mahalo.



**SanHi**

GOVERNMENT STRATEGIES

A LIMITED LIABILITY LAW PARTNERSHIP

DATE: March 30, 2023

TO: Senator Chris Lee  
Chair, Committee on Transportation and Culture and the Arts  
*Submitted Via Capitol Website*

FROM: Tiffany Yajima

RE: **GM530 - Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire on 12-07-2026. Hearing Date: Thursday, March 30, 2023 at 3:00 p.m. Conference Room: 224**

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Dear Chair Lee, Vice-Chair Inouye, and Members of the Committee on Transportation and Culture and the Arts:

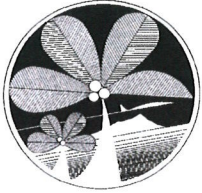
Thank you for the opportunity to support the nomination of Tammy Lee as the First Deputy Director for Administration of the Department of Transportation.

Ms. Lee has a lengthy and accomplished career with the Department of Transportation, having worked in the department for over 17 years in various roles. In her current role as Administrative Services Officer for the Highways Division, Ms. Lee led the management processes that were necessary to the effective and efficient administration of the highways division. Her experience, organizational skills, and familiarity with budget and fiscal, procurement, human resources procedures for the division will be invaluable in executing efficiencies for the department as a whole in her new role as First Deputy Director for Administration for the Department of Transportation.

Thank you for the opportunity to provide testimony in support of this nominee. We would urge your committee to approve Ms. Lee's confirmation.



# AIRLINES COMMITTEE OF HAWAII



Honolulu International Airport  
300 Rodgers Blvd., #62  
Honolulu, Hawaii 96819-1832  
Phone (808) 838-0011  
Fax (808) 838-0231

Senator Chris Lee, Chair  
Senator Lorraine Inouye, Vice Chair  
Committee on Transportation and Culture and the Arts

**Re: GM 530 - Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026 – In Support  
March 30, 2023; 3:00 p.m.; Conference room 224 & Videoconference**

Aloha Chair Lee, Vice Chair Inouye and members of the committee:

The Airlines Committee of Hawaii is in support of Tammy Lee's nomination as First Deputy Director for Administration, Department of Transportation.

Ms. Lee is well qualified to serve in this position. She is an attorney and since 2006, has served in various administrative positions for the Department of Transportation, including Administrative Services Officer, Business Management Officer, Contracts Officer and Civil Rights Specialist. Ms. Lee is a proven leader with organizational, budget, procurement and fiscal understanding.

Thank you for the opportunity to provide comments. We ask for your favorable action on her confirmation.

Sincerely,

Airlines Committee of Hawaii Executive Committee

Brendan Baker

Mark Berg

David Sellers

Randall Fiertz

Richard Ide

\*ACH members are Air Canada, Air New Zealand, Alaska Airlines, All Nippon Airways/Air Japan, Aloha Air Cargo, American Airlines, China Airlines, Delta Air Lines, Federal Express, Fiji Airways, Hawaiian Airlines, Japan Airlines, Korean Air, Philippine Airlines, Qantas Airways, Southwest Airlines, Sun Country Airlines, United Airlines, United Parcel Service, and WestJet.

Johnson Controls, Inc.  
Honolulu Branch  
550 Paiea St #210  
Honolulu, HI 96819



March 30, 2023

Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair  
Committee on Transportation and Culture and the Arts  
Hawaii State Capitol, Room 224  
Honolulu, HI 96813

Subject: In support of Governor's Message 530 for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

Dear Chair Lee, Vice Chair Inouye, and Members of the Committee:

First, thank you for allowing Johnson Controls to submit this letter in support of Governor's Message No. 530 appointment of Tammy Lee as the First Deputy Director for Administration for the Department of Transportation.

Johnson Controls (JCI) has been the Hawaii Department of Transportation's energy savings and sustainability partner since 2011. During that time, we have had the distinct pleasure to work with their strong leadership team including Tammy Lee.

Tammy has experience and knowledge to successfully serve as the First Deputy Director for Administration for the Department of Transportation. She is the ultimate professional, a strong advocate and an individual that has earned this opportunity based on her continued commitment to the Department of Transportation.

Respectfully Appreciated,

Michael Trovato  
Senior Account Executive  
JCI Sustainable Infrastructure  
(916) 996-9920  
michael.trovato@jci.com

**LATE**



March 30, 2023

TESTIMONY OF THE ASSOCIATION OF HAWAIIAN CIVIC CLUBS  
To the Senate Committee on Transportation and Culture and the Arts

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**Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.**

Aloha Chair Lee, Vice Chair Inouye, and members of the Committee:

The Association of Hawaiian Civic Club **supports** GM 530, which confirms Tammy Lee as First Deputy Director for Administration for the Department of Transportation. Ms. Lee is a member of the Elizabeth Kahanu Hawaiian Civic Club and she is well-qualified for this appointment. Ms. Lee's tenacity, solution-oriented problem-solving skills, and strategic thinking will serve her well in her duties as a member of Governor Green's administration. Further, confirming a Native Hawaiian woman to the cabinet increases its diversity and ensures our state government better reflects the communities it serves.

Founded by Prince Kūhiō in 1918, the Hawaiian Civic Club movement is the oldest Native Hawaiian community-based advocacy movement. The Association of Hawaiian Civic Clubs is a not-for-profit organization that is a confederation of 61 individual and autonomous Hawaiian Civic Clubs located across Hawai'i and across the continental United States. With more than 3,000 members, we advocate for improved welfare of Native Hawaiians in culture, health, economic development, and education.

We appreciate your favorable consideration of our support for Tammy Lee.



Email: [communications@ulupono.com](mailto:communications@ulupono.com)

SENATE COMMITTEE ON TRANSPORTATION & CULTURE & THE ARTS  
Thursday, March 30, 2023 — 3:00 p.m.

**Ulupono Initiative supports GM 530, Submitting for Consideration and Confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, Tammy Lee, for a Term to Expire 12-07-2026.**

Dear Chair Lee and Members of the Committee:

My name is Micah Munekata, and I am the Director of Government Affairs at Ulupono Initiative. We are a Hawai'i-focused impact investment firm that strives to improve the quality of life throughout the islands by helping our communities become more resilient and self-sufficient through locally produced food, renewable energy and clean transportation choices, and better management of freshwater resources.

**Ulupono supports GM 530**, which submits for consideration and confirmation Tammy Lee as the First Deputy for Administration at the Department of Transportation.

Tammy Lee has served in many important roles at the Hawai'i Department of Transportation (HDOT) over her career. Her experience as a contracts officer, business management officer, and administrative services officer at the HDOT has provided her with a solid foundation to step into a leadership role for the State of Hawai'i. Ms. Lee has the background and skills to provide efficiency and productivity in support of HDOT's goals and objectives. We look forward to working with Ms. Lee in her role as the First Deputy.

Ulupono humbly asks this committee and the Legislature for their support of the nomination of Tammy Lee for the First Deputy for Administration at the Department of Transportation.

Thank you for the opportunity to testify.

Respectfully,

Micah Munekata  
Director of Government Affairs

*Investing in a Sustainable Hawai'i*

Testimony of  
**CHRIS J. SADAYASU**  
to the  
**SENATE COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS**

Thursday, March 30, 2023  
3:00 PM  
State Capitol, Conference Room 224

In consideration of  
**GM 530**  
**Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.**

Chair Lee, Vice Chair Inouye and Members of the Committee.

I support the appointment of Tammy Lee to serve as the First Deputy Director of the Department of Transportation.

With over sixteen years with the Department, Ms. Lee has experience serving as Administrative Services Officer, Business Management Officer, Contracts Officer, and Civil Rights Specialist. In her most recent role as Administrative Services Officer, she was also the Program Director for the Highways Financial Management System Project. Ms. Lee's understanding of government operations and procurement, along with her background in law, will continue to be beneficial to the State of Hawai'i in this role.

I respectfully ask for Ms. Lee's confirmation as the First Deputy Director of the Department of Transportation. Thank you for the opportunity to testify.

**GM-530**

Submitted on: 3/24/2023 3:59:52 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Audrey Hidano	Individual	Support	Written Testimony Only

Comments:

I respectfully submit testimony in SUPPORT of GM 530 relating to Nominee Tammy Lee for First Deputy Director for Administration - Department of Transportation.

Thank you for the opportunity to provide testimony in SUPPORT of GM 530.

**GM-530**

Submitted on: 3/24/2023 6:33:34 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
robin shishido	Individual	Support	Written Testimony Only

Comments:

Chair Lee, Vice Chair Inouye and Committee members,

I respectfully request your support in confirming the appointment of Tammy Lee as the Deputy Director of the Department of Transportation.

Tammy has a law degree from Gonzaga University and a bachelor's degree from the University of Hawaii. She has 22 years of experience with the Department of Transportation in various roles with increasing responsibility. In the time that we have worked together at the DOT, Tammy has proven to be a leader and person of high integrity. Tammy has led initiatives such as streamline hiring (Wikiwiki program), replacement of the Highways Financial Management System and developed policies for telework during the pandemic.

I am confident that Tammy's background and previous government service will be a great asset the the Department as the Deputy Director.

Thank you for the opportunity to provide testimony in SUPPORT of G.M. 530.

**GM-530**

Submitted on: 3/25/2023 10:45:25 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Scot Urada	Individual	Support	Written Testimony Only

Comments:

Dear Chair, Vice Chair, and Members of the Committee,

I would like to express my strong support of Tammy L. Lee for First Deputy Director of Administration, Department of Transportation. She is a person of high integrity, people first, innovative, progressive, and a tireless worker who has produced results that improved and assisted the Department of Transportation in fulfilling its mission in different ways.

Thank you for the opportunity to offer testimony.



**GM-530**

Submitted on: 3/24/2023 6:46:23 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Ellen Ichishita	Individual	Support	Written Testimony Only

Comments:

Support

**GM-530**

Submitted on: 3/26/2023 9:03:13 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Estelle Kang	Individual	Support	Written Testimony Only

Comments:

Dear Senate Committee on Transportation and Culture and the Arts,

I am writing in strong support of the confirmation of Ms. Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

For the past 4 years, I have had the honor of working for Tammy at the Department of Transportation, Highways Division. Tammy is a wonderful person to work for and with, someone everyone can depend on. She not only has an extensive knowledge base but she cares not only about the work but about her people. She is hands on and involved and dedicated, and she has a high level of integrity. It has been truly an honor and privilege working for Tammy.

She will be a tremendous asset to the Department of Transportation as the First Deputy Director for Administration and her confirmation will truly benefit our State. I respectfully ask for your vote in support of Governor's Message 530.

Thank you for the opportunity to provide this testimony.

Sincerely,  
Estelle Kang

**GM-530**

Submitted on: 3/27/2023 3:16:03 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Robert Sequeira	Individual	Support	Written Testimony Only

Comments:

Chair Lee, Vice Chair Inouye and Committee members,

Thank you for the opportunity to submit testimony in support of G.M. 530, the appointment of Tammy Lee as First Deputy Director for the Department of Transportation.

I have had the honor of both working with Tammy professionally and knowing her personally for many years. She has, in all those years, demonstrated the utmost level of professionalism in every position she has held. Her ability to keep calm and see all sides of an issue has allowed her to successfully settle contract issues that allowed projects to go forward and stimulate the economy. She has managed complex projects that span multiple organizations. She tirelessly researches details of new initiatives to insure she has a full understanding of how it will impact all stakeholders.

Tammy Lee is passionate about her service to the people of the State of Hawaii and I am confident she will perform as Deputy Director for the Department of Transportation with the highest level of professionalism and dedication.

I humbly request your support in confirming the appointment of Tammy Lee as First Deputy Director of the Department of Transportation.

With respect,

Robert W. Sequeira

Kailua, Hawaii

Committee on Transportation and Culture and the Arts  
Conference Room 224 & Videoconference  
State Capitol  
415 S. Beretania Street  
Honolulu, Hawaii

March 30, 2023

Reference: Gm 530 Confirmation of First Deputy Director of Administration, Department of Transportation, Tammy Lee

Senator Chris Lee, Chair; Senator Lorraine Inouye, Vice-Chair; and Members of the Committee,

I am writing in support of Ms. Tammy Lee for First Deputy of Director of Administration of the Department of Transportation. I have worked with Ms. Lee during her tenure as the Department of Transportation - Highways Administration Services Officer. She has demonstrated her willingness to listen, learn and make rationale decisions, as well as being compassionate to the needs of her staff. I believe Ms. Lee will be able to help lead the Department of Transportation and will be an asset to the state of Hawaii.

Mahalo for your consideration.

  
Nathan Higa

**GM-530**

Submitted on: 3/28/2023 8:43:06 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
William Oku	Individual	Support	Written Testimony Only

Comments:

Aloha Chair Sen.Lee, Vice Chair Sen.Inouye, and members of the Committee on Transportation and Culture and the Arts,

I support the consideration and confirmation, of Tammy Lee to serve as the First Deputy to the Director for Administration of the Department of Transportation.

Thank you for the opportunity to comment.

**WILLIAM M. KANEKO, ESQ.**

American Savings Bank Tower  
1001 Bishop Street, Suite 1800  
Honolulu, Hawai'i 96813  
808-222-5389

TO: Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair  
Senate Committee on Transportation and Culture and the Arts

DATE: Thursday, March 30, 2023  
TIME: 3:00 PM  
PLACE: Conference Room 224 & Videoconference

RE: GM530 Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

Chair Lee, Vice Chair Inouye, and members of the Committee on Transportation & Culture and the Arts:

My name is Bill Kaneko, and I am a licensed attorney in Hawai'i. I have known Tammy Lee for over four years, and have worked with her in her official capacity as Administrative Services Officer at the Department of Transportation -- Highways Division.

In so doing, I have had numerous meetings, interactions and discussions with Tammy when she led the DOT Highways Division's issuance of over \$300 million in municipal bond proceeds to finance DOT infrastructure projects. Tammy has always been well-prepared, diligent and skilled in her technical capabilities. She also has a collaborative and inclusive leadership style which enables participants to achieve common goals on behalf of the Department.

I strongly support Tammy Lee's nomination as First Deputy Director for Administration. She has served in various capacities at the Department of Transportation, including Administrative Services Officer; Business Management Officer; Contracts Officer; and Civil Rights Specialist. Tammy also is a licensed attorney in Hawai'i. With her vast administrative knowledge and experience at DOT, coupled with her legal background, Tammy is well prepared to assume the position as First Deputy Director. As I understand the role of the First Deputy, that person is responsible for various operational, administrative and personnel functions of the Department. With Tammy's background, she is well-suited to lead that important aspect of the Department's operations.

Additionally, Tammy understands the programmatic and administrative functions of the DOT. She is very familiar with the various policies, programs, and mandates of the department, including the highways, airports and harbors divisions. Tammy has the skills and talent to lead and assist the Department in fulfilling its vision and mandate.

I urge this Committee to support the nomination of Tammy Lee as First Deputy Director for Administration. Thank you for the opportunity to testify on this matter.

Sincerely,



WILLIAM M. KANEKO

## Craig Scully, Esq.

50 Rockefeller Plaza  
New York, New York 10020  
973-216-7197

TO: Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair  
Senate Committee on Transportation and Culture and the Arts

DATE: Thursday, March 30, 2023  
TIME: 3:00 PM  
PLACE: Conference Room 224 & Videoconference

RE: GM530 Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

Chair Lee, Vice Chair Inouye, and members of the Committee on Transportation & Culture and the Arts:

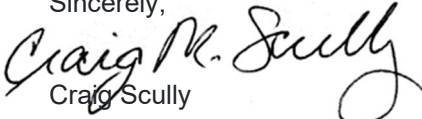
My name is Craig Scully and I am an attorney with over 35 years of experience advising states and municipalities. Additionally, I have had the honor of advising the State of Hawai'i and its various departments since 1995. In my capacity as bond counsel to the State of Hawai'i Department of Transportation I have had the privilege of working with Tammy Lee, in her capacity as Administrative Services Officer at the Department of Transportation -- Highways Division, since 2019. During that time, I have had numerous interactions and discussions with Tammy, including working with Tammy on two bond financings for the State of Hawai'i Department of Transportation -- Highways Division.

I have been very impressed by Tammy. Throughout all my interactions with Tammy she has demonstrated great attention to detail, a strong work ethic, professionalism, dedication and substantial analytical and administrative expertise. Her experience, knowledge and insightful questions add tremendous value to all discussions and decisions. Tammy is solution oriented and her encouraging and collaborative leadership style is well respected by her colleagues and the members of the financing teams.

Tammy consistently advocates for the best interests of the State of Hawai'i, including the Department of Transportation, and evaluates all her decisions with the State of Hawai'i's present and future interest in mind. Tammy has a deep understanding of the various policies and programs of the Department of Transportation and works tirelessly to fulfil and implement the Department of Transportation's visions and goals.

I strongly support Tammy Lee's nomination as First Deputy Director for Administration. I believe Tammy would be an integral and valued asset to the Department of Transportation as First Deputy Director for Administration. As a licensed attorney in Hawai'i and having served the Department of Transportation in various capacities for over 17 years, Tammy's dedication to the State of Hawai'i, coupled with her legal, analytical and administrative expertise and capacities and tremendous organizational knowledge position her to excel in the role of First Deputy Director for Administration.

I urge the Committee to support this nomination of Tammy Lee as First Deputy Director for Administration. Thank you for this opportunity to testify on this matter.

Sincerely,  
  
Craig Scully

## Julia Kim

Tel: 310.924.2234

Email: juliajek@gmail.com

TO: Senator Chris Lee, Chair  
Senator Lorraine R. Inouye, Vice Chair  
Senate Committee on Transportation and Culture and the Arts

DATE: Thursday, March 30, 2023  
TIME: 3:00 PM  
PLACE: Conference Room 224 & Videoconference

RE: GM530 Submitting for consideration and confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.

Chair Lee, Vice Chair Inouye, and members of the Committee on Transportation & Culture and the Arts:

My name is Julia Kim and I have been a public finance investment banker for nearly two decades. I have had the honor of working directly with Tammy Lee since she first became Administrative Services Officer of the Department of Transportation -- Highways Division in 2019. Over that time, we have worked together on two bond transactions for a total of \$219 million of Highway Revenue Bonds.

Throughout the bond financing process, Tammy was intimately involved with documentation, structuring of the bond transaction and the ongoing administrative tasks including annual compliance disclosure, debt service payments, and bond rating surveillance – all key components to access the capital markets for funding the State's transportation projects.

Since she first began her role as Administrative Services Officer of the Department of Transportation -- Highways Division, she has embraced the opportunity with integrity, curiosity, and poise. She has treated each challenge as a learning opportunity and has not wavered on her heavily evaluated decisions. Over these past several years, she has garnered tremendous knowledge for the integral programs of the Highways Division, which can easily transcend to the Department of Transportation's various divisions. Indeed, she is trusted by her peers and financing partners.

I strongly support Tammy Lee's nomination as First Deputy Director. As a licensed attorney in Hawai'i and serving the State in various other capacities for over a decade, she is very well positioned to embrace the role of First Deputy Director.

I have no doubt that Tammy will be successful and excel upon her appointment as First Deputy Director for Administration. I urge this Committee to support this nomination of Tammy Lee. Thank you for this opportunity to testify on this matter.

Sincerely,

Julia Kim



**GM-530**

Submitted on: 3/28/2023 4:40:26 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
davis yogi	Individual	Support	Written Testimony Only

Comments:

**WRITTEN ONLY**

March 28, 2023

COMMITTEE ON TRANSPORTATION AND CULTURE AND THE ARTS

SENATOR CHRIS LEE, CHAIR

SENATOR LORRAINCE R. INOUE, VICE CHAIR

DATE: Thursday, March 30, 2023

TIME: 3:00 PM  
Conference Room 224 & Videoconference

PLACE: State Capitol  
415 South Beretania Street

RELATING TO SUBMITTING FOR CONSIDERATION AND CONFIRMATION AS THE FIRST DEPUTY DIRECTOIR FOR ADMINISTRATION, DEPARTMENT OF TRANSPORTATION, GUBERNATORIAL NOMINEE, TAMMY LEE

Dear Chair Lee, Vice Chair Inouye, and members of the committee:

I support Ms. Tammy Lee’s nomination as the First Deputy Director for Administration, Department of Transportation.

Ms. Lee has served as the Manager of the Department of Transportation’s Contract office where solicitation of DOT contracts is reviewed, posted, opened, and publicly read, and, when having a law degree benefits the offices of the various modes of transportation with providing guidance regarding procurement protests and other means to award and execute contracts for materials to

be ordered, work to be performed, and taxes paid. Ms. Lee also has served as the Business Management Officer that supports the various attached agencies and trust accounts.

From her most recent position as the Highways Administrative Service Officer, Ms. Lee has expanded her experience to include addressing human resources and IT issues. Her cumulative experience certainly qualifies Ms. Lee to oversee the same DOT offices from which she gained valuable experience of the laws, rules, policies, and processes that the DOT executes.

Having knowledge and quality experience is often time enough to measure success. Ms. Lee also has the skill to transform her knowledge and experience into a leadership role for the whole DOT. Ms. Lee will do well as First Deputy and support the Director over the term of appointment in achieving the goals of the DOT.

Thank you for the opportunity to testify.

Sincerely

Davis K. Yogi

Harbors Administrator

**TESTIMONY BY JAMES KUNANE TOKIOKA  
REGARDING**

**GOVERNOR'S MESSAGE 530 – SUBMITTING FOR CONSIDERATION AND  
CONFIRMATION AS THE FIRST DEPUTY DIRECTOR FOR ADMINISTRATION,  
DEPARTMENT OF TRANSPORTATION, GUBERNATORIAL NOMINEE TAMMY LEE,  
FOR TERM TO EXPIRE  
DECEMBER 7, 2026.**

**Senate Committee on Transportation and Culture and the Arts  
March 30, 2023, 3:00 p.m.  
Room 224 & Teleconference**

Aloha Chair Lee and Vice-Chair Inouye and Members of the Committee:

Thank you for the opportunity to submit testimony in support for the confirmation of Tammy Lee to serve as the First Deputy for Administration for the State of Hawaii, Department of Transportation.

I have worked alongside Tammy and in her short time as First Deputy for Administration, I have had the opportunity to observe her as a leader who is passionate about her job and excited about the possibilities to make positive changes in the department. I find her to be extremely intelligent and thoughtful and I have been impressed by her creativity to develop innovative solutions.

Approving Ms. Lee's nomination as the First Deputy of Administration will provide proven leadership and experience for the Department of Transportation.

I respectfully ask your committee to advise and consent to this nomination and thank you for your consideration of my testimony.

**GM-530**

Submitted on: 3/28/2023 4:57:13 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Curt Otaguro	Individual	Support	Written Testimony Only

Comments:

I am testifying in support of Tammy Lee's appointment to serve as Deputy Director for Administration, Department of Transportation. I've had the opportunity to work with Tammy over the past four years as State Comptroller. She is an asset to the State, well organized and a team builder. She will serve the DOT well as a deputy director. Thank you for your consideration.

Curt Otaguro

**GM-530**

Submitted on: 3/28/2023 4:57:23 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Pam Chambers Consulting	Individual	Support	Written Testimony Only

Comments:

I wish to testify on behalf of Tammy Lee as incoming Deputy Director of Department of Transportation. Though I have not worked with her on any government affairs, I have worked with her as her presentation coach. Following an admittedly disappointing presentation several months ago, she sought my help to improve her presentation skills. We completed six one-hour weekly sessions. I found myself looking forward to each session because she was the ideal client! She was consistently curious and readily applied the techniques I shared with her. She was prompt, well-prepared, and industrious. I witnessed her steady improvement and can say with confidence that in her new position, she will be prepared, professional, and inspiring. ~ Pam Chambers, Pam Chambers Consulting

**Melissa Pavlicek**  
1099 Alakea Street, Suite 2530  
Honolulu, Hawai'i 96813

Date: March 30, 2023  
Committee: Senate Transportation and Culture & the Arts  
Re: GM 530, Nomination of Tammy Lee as Deputy Director, Department of  
Transportation

Aloha Chair Lee, Vice Chair Inouye, and members of the committee!

My name is Melissa Pavlicek. I am an attorney and small business owner who resides in Honolulu. I am a graduate of Baldwin High School in Maui, the University of Hawai'i at Mānoa, and the Wm. S. Richardson School of Law. These educational experiences – and the life experiences that come with them -- have given me a deep appreciation for the kind of diligent leader that I know Tammy Lee would be if confirmed as deputy director of the Department of Transportation.

Since our work paths have aligned, I have come to respect and value Tammy's commitment to public service, her always being diligent and prepared, and her outreach to community stakeholders. She is accessible and responsive.

For many years, I worked as outside legal counsel and an in-house attorney for Aloha Airlines prior to its closure. I vividly recall the winding path that preceded the company's closure and all of the elected and appointed officials who tried to assist in various ways in preventing over 3,000 people from losing their jobs. That experience more than any other has heightened my sense of the importance of having qualified people in leadership positions at the state Department of Transportation. I support Tammy Lee.

Please favorably approve her nomination.

**GM-530**

Submitted on: 3/28/2023 6:55:41 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Ronald Lee	Individual	Support	Written Testimony Only

Comments:

Chair Lee, Vice Chair Inouye and Committee members,

My name is Ron Lee, and I am the DOTH project manager implementing the new DOTH Highways Financial Accounting System. Prior to joining the Hawaii DOT in 2019, I was a Senior Vice President at BEI Hawaii and a Managing Director at the accounting firm Deloitte & Touche.

Having worked with Tammy Lee for the past 3 years, I have observed the trust and respect that the DOT management and staff have for her. Tammy leads by example and is dedicated to improving operational efficiencies at DOT. Tammy has a can-do attitude and has been very effective at team building and overcoming obstacles on our Highways Financial Accounting System project.

Based on my previous experience working with many senior executives in large private and public sector organizations in Hawaii and the mainland, I strongly believe Tammy has the qualifications, management experience, leadership skills, and integrity to be an outstanding Deputy Director for Administration, Department of Transportation.

Thank you for opportunity to submit my testimony in support of Tammy Lee.

Sincerely,  
Ron Lee

March 29, 2023

The Honorable Chris Lee  
Chair, Committee on Transportation and Culture and the Arts,  
Hawai`i State Senate  
415 S. Beretania Street, Room 219  
Honolulu, Hawaii 96813

Re: GM 530:Nomination of Tammy Lee for First Deputy Director of Department of  
Transportation

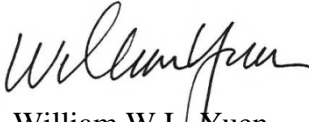
Dear Senator Lee and Members of the Committee:

I write to support the nomination of Tammy Lee for First Deputy Director for Administration of the Department of Transportation. I first met Ms. Lee about four years ago when she was serving as Administrative Services Officer for the Department of Transportation Highways Division. Ms. Lee is a graduate of the University of Hawai`i Law School. Although she does not work as an attorney, she has put legal analytical skills to good use at DOT.

I have worked with Ms. Lee for the past four years on the DOT Highways System Revenue Bond program. Ms. Lee assumed the responsibility for leading the Highways Division's finance team. Ms. Lee had little prior experience in public finance, but through hard work and effort has learned the many nuances of the DOT's public finance program.

Ms. Lee has demonstrated her ability to lead a team and to make complicated multi-million dollar strategic decisions. I am confident she will do an outstanding job as a Deputy Director of the Department of Transportation.

Very truly yours,



William W.L. Yuen



March 29, 2023

The Honorable Ronald D. Kouchi, President  
and Members of the Senate  
Thirty-Second State Legislature  
Hawaii State Capitol, Room 409  
Honolulu, Hawaii 96813

Subject: GM530 - Confirmation as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, Tammy Lee

Dear President Kouchi and Members of the Senate:

I strongly support the appointment of Tammy Lee as our First Deputy Director for Administration and urge the legislature to approve her appointment. I have worked with her for many years in various capacities and she is an excellent and experienced leader for the Department. Tammy has strong ethical values and character and is a very personable leader.

Thank you for this opportunity to provide support for Tammy's appointment.

Sincerely,  
Christine Yamasaki

**GM-530**

Submitted on: 3/29/2023 8:51:51 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
David Rodriguez	Individual	Support	Written Testimony Only

Comments:

I've worked very closely with Tammy Lee during my time at the DOT and strongly support her as First Deputy to the DOT. She has been very helpful to me and highly regarded by her colleagues for her knowledge, work ethic and professionalism. Thank you for the opportunity to provide testimony in support of GM530.

Aloha, David Rodriguez

**GM-530**

Submitted on: 3/29/2023 9:01:53 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
David Chew	Individual	Support	Written Testimony Only

Comments:

I strongly support the consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation. Thank you for the opportunity to provide testimony.

**GM-530**

Submitted on: 3/29/2023 9:02:47 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Dane Kaluhiwa	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:03:38 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Pomai Kalama	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:04:41 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Keoni Mendiola	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:04:45 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Jacob Ramos	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:05:05 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
anthony padilla	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

GM530 Support!!!



**GM-530**

Submitted on: 3/29/2023 9:05:07 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Blair Nahale	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:05:46 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Chad Amasiu	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:06:02 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Paquito KHD Capillan	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:06:14 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Alana Kaili	Individual	Support	Written Testimony Only

Comments:

I support GM530

**GM-530**

Submitted on: 3/29/2023 9:06:45 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Sierra Revilla	Individual	Support	Written Testimony Only

Comments:

I support this bill.

**GM-530**

Submitted on: 3/29/2023 9:06:48 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Seth Holck	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

GM530 Support!!

**GM-530**

Submitted on: 3/29/2023 9:07:24 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Kekoa masutani	Individual	Support	Written Testimony Only

Comments:

I support the consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:08:03 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Collin Mansanas	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation. Thank you for the opportunity to testify.



**GM-530**

Submitted on: 3/29/2023 9:08:58 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Clinton Blackman	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation

**GM-530**

Submitted on: 3/29/2023 9:08:04 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Brenson Hansen	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation

**GM-530**

Submitted on: 3/29/2023 9:09:04 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Jordon kapu	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the first Deputy Director for administration, department of transportation.

**GM-530**

Submitted on: 3/29/2023 9:10:23 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Alfred Horner	Individual	Support	Written Testimony Only

Comments:

I Alfred Horner support GM530

**GM-530**

Submitted on: 3/29/2023 9:10:02 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Kelsey Beck	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:11:10 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Wade Terlep	Individual	Support	Written Testimony Only

Comments:

In strong support

**GM-530**

Submitted on: 3/29/2023 9:10:44 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Ka'ena Paikai	Individual	Support	Written Testimony Only

Comments:

I support

**GM-530**

Submitted on: 3/29/2023 9:13:06 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Adrian Kaleo Nakashima	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.



**GM-530**

Submitted on: 3/29/2023 9:17:02 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Chaz Bajet	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:16:22 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Louis Mansanas jr	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:23:33 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Deb Kuwaye	Individual	Support	Written Testimony Only

Comments:

To Chair Lee and members,

Please accept my support for Tammy Lee to be the Deputy Director for Administration at the Department of Transportation. Tammy is a true leader with an excellent work ethic. With all her experience, she will be an asset to the department. She is also a very kind person and an inspiration to me. Thank you for the opportunity to submit my written testimony.

Aloha, Deb Kuwaye

**GM-530**

Submitted on: 3/29/2023 9:24:09 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Manny Kulukulualani	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

Dear President Kouchi and Members of the Senate:

My name is Vanessa Lau, Fiscal Management Officer at the Highways Division, Department of Transportation.

I'm happy to provide testimony in support of Tammy Lee being the first Deputy Director for the Department of Transportation.

As you may not know, Tammy was my supervisor and the former Administrative Services Officer for the Highways Division. As an Administrative Services Officer, Tammy worked tirelessly; oversaw a total staff of fifty (50) and was responsible for the Division's budget formulation and justification, fiscal management, personnel management and organizational/operational research and analysis.

Tammy is a seasoned professional with a wealth of experience in the transportation industry. She is a strong leader and has always demonstrated good problem-solving skills in resolving complex issues. Her dedication and commitments to the department is second to none. In addition to her expertise, she is also an excellent manager and mentor. She has a proven record of building a strong team and empowering us to reach our full potential. She is skilled at fostering a collaborative and supportive work environment that encourages creativity, innovation, and continuous improvement. Under Tammy's leadership, the Highways Division is implementing a new financial management system, which will go live in 2023; without Tammy's help and support, I don't think we can go this far.

In summary, I'm confident that Tammy would be an excellent choice for the position of First Deputy Director of the Department of Transportation. Her extensive knowledge, experience, and leadership skills would be an asset to the Department and the State of Hawaii.

Thank you very much for your consideration!

Vanessa Lau

**GM-530**

Submitted on: 3/29/2023 9:40:56 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Aaron Miyashiro	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:48:38 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Ted Scott	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 9:49:04 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
kainalu paikai	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the first deputy director for administration, department of transportation.



**GM-530**

Submitted on: 3/29/2023 10:01:38 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Zorich Palimoo	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 10:04:10 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Conan K Donahue	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 10:07:53 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Jonovan Tuinei	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 10:09:07 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Noah Campbell	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Dueputy Director for administration, department of transportation

**GM-530**

Submitted on: 3/29/2023 10:32:05 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Jeremy Inferrera	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation

**GM-530**

Submitted on: 3/29/2023 10:46:58 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Kia Kapana	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the first deputy Director for administration, department of transportation.

**GM-530**

Submitted on: 3/29/2023 11:01:40 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Robert Enriquez	Individual	Support	Written Testimony Only

Comments:

Strongly support!!! GM530

i support consideration and confirmation of Tammy Lee as the first deputy director for administration, department of transportation.

**GM-530**

Submitted on: 3/29/2023 11:08:05 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Melissa Miranda-Johnson	Individual	Support	Written Testimony Only

Comments:

Chair Lee, Vice-Chair Inouye and Members,

I respectfully submit my **strong support** for the confirmation of Tammy Lee for First Deputy Director for Administration, Department of Transportation (DOT).

Ms. Lee has been very effective solving problems, increasing efficiency and productivity during her years of service with the Department of Transportation. Her background, professional credentials and extensive career in State government makes her well-qualified for this appointment.

I urge you to confirm Ms. Lee to serve as the First Deputy Director of DOT so that she may continue to provide leadership and service to the public.

Thank you for the opportunity to provide testimony.



**GM-530**

Submitted on: 3/29/2023 11:23:07 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
John Rabanal	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 11:46:38 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Clayton Glass	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 11:29:17 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Dave Teriirere	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

TESTIMONY BY  
VERONICA A.M. FUENTES  
TO THE SENATE COMMITTEE ON TRANSPORTATION  
AND CULTURE AND THE ARTS

March 30, 2023

3:00 p.m.

Conference Room 224

**Submitting for consideration and confirmation Governor's Message 530 as the First Deputy Director for Administration, Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire at noon on 12-07-2026.**

I am submitting this testimony in **Strong Support** of the nomination and confirmation of Tammy Lee as First Deputy Director for the Department of Transportation (DOT). First Deputy, Tammy Lee's knowledge and understanding of DOT, and the essential services it provides to our multi modes of Transportation, puts her at the forefront of leading the department. Her experiences as a public service employee in various positions within DOT, uniquely qualifies her to assist in leading the department.

With her leadership and guidance, DOT will continue to thrive as sustainable inter-modal transportation system that ensures the mobility of people and goods. I am in **strong support** of Ms. Lee's nomination to serve as the First Deputy Director for the Department of Transportation.

Thank you for the opportunity to provide testimony.

**GM-530**

Submitted on: 3/29/2023 12:35:51 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
DANIEL ORTIZ	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 12:48:06 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Tyler Yuu	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the first deputy director for administration, department of transportation.

Testimony of  
**Morris M. Atta**  
**Deputy Director**  
**Hawaii Department of Agriculture**

Before the  
**SENATE COMMITTEE ON**  
**TRANSPORTATION AND CULTURE AND THE ARTS**

March 30, 2023  
3:00 p.m.  
Conference Room 224 & Videoconference  
State Capitol

In consideration of  
**Governor's Message No. 530**  
**Submitting for consideration and confirmation as the First Deputy Director for Administration,**  
**Department of Transportation, Gubernatorial Nominee, TAMMY LEE, for a term to expire 12-07-2026.**

Chair Lee, Vice Chair Inouye, and Members of the Committee,

Thank you for the opportunity to testify in support of Gubernatorial Nominee, Tammy Lee, as First Deputy Director for Administration, Department of Transportation.

Tammy's has demonstrated an impeccable and thorough understanding of the complex workings of government infrastructure management as the Administrative Services Officer, Business Management Officer, Contracts Officer, and Civil Rights Specialist for the Department of Transportation over the last 17 years. She is a graduate of the University of Hawaii at Manoa and the Gonzaga University School of Law and is the right person for the position.

I respectfully request your vote to confirm Tammy Lee's nomination to serve as the First Deputy Director for Administration, Department of Transportation.

Thank you for the opportunity to testify on this measure.

**GM-530**

Submitted on: 3/29/2023 1:45:03 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Brandon Parker	Individual	Support	Written Testimony Only

Comments:

I support Tammy Lee



**GM-530**

Submitted on: 3/29/2023 2:34:06 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Montgomery Meyer	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 2:37:41 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Ging Ging Fernandez	Individual	Support	Written Testimony Only

Comments:

**Chair Lee, Vice Chair Inouye and honorable members of the Senate Transportation and Culture and the Arts committee,**

Mahalo for the opportunity to submit testimony on behalf of Tammy Lee’s nomination to serve as First Deputy Director of DOT for Administration. Tammy holds the requisite qualifications, as well as the character and integrity to fulfill her obligations as Deputy Director, and I strongly encourage you to support her confirmation.

For the last four years, I have had the privilege of working with Tammy as a member of the private sector on the Hawai‘i Road Usage Charge Demonstration project, which is a federal grant-funded project to explore road usage charging as a sustainable replacement for the fuel tax. Through my years of work with Tammy, I have come to know her as an extraordinarily bright, multi-faceted, and dedicated leader. She has carefully guided the team in the design and execution of this innovative research and policy exploration, which released its final report last year. Without her unwavering support, key contributions to stakeholder and public engagement, and her servant leadership style, the project would not have been the success it was. Along with her hard work and skills to perform the critical functions of her role, I have also come to know her as a humble woman of extraordinary character and authentic kindness. She treats every person with respect and compassion. Clearly, her motivation for her work is always the betterment of the people her agency serves—every Hawai‘i resident. These are the traits we should all look for as those serving in government.

I am not only confident in her skills to perform the job of First Deputy Director for Administration, I am highly appreciative of her ability to do it in a thoughtful, inclusive way that values and improves the lives of all of us who live here in Hawai‘i.

Thank you for the opportunity to send this testimony. I encourage you to support for nomination for First Deputy Director for Administration of DOT.

Mahalo,

Ging Ging Fernandez

**GM-530**

Submitted on: 3/29/2023 2:36:21 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Galen Wong	Individual	Support	Written Testimony Only

Comments:

I submit testimony in support of Tammy Lee as the First Deputy Director for Administration for the Department of Transportation. Tammy is an excellent choice for the First Deputy Director for the department. She has full knowledge of whole department, its various operations, and the staff. She has served many years within the department in various positions. In addition, she has an even keel demeanor and can work to meet the various demands in the 4 divisions of Department of Transportation. Please confirm Tammy since she is a great person and leader and is already missed by her previous staff office.

**GM-530**

Submitted on: 3/29/2023 6:02:33 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Kaleo Buck	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.

**GM-530**

Submitted on: 3/29/2023 5:21:59 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Stephen Paling IV	Individual	Support	Written Testimony Only

Comments:

I support GM530

**GM-530**

Submitted on: 3/29/2023 6:34:38 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Annette Matsuda	Individual	Support	Written Testimony Only

Comments:

Chair Lee, Vice Chair Inouye and Committee members,

I respectfully request your support in confirming the appointment of Tammy Lee as Deputy Director of the Department of Transportation. Tammy has outstanding credentials in both education and experience to qualify for this essential appointment. She has worked in various leadership positions during her 22 years with the Department of Transportation and is respected by her colleagues. Tammy Lee has been a key person in the DOT leadership team for years and is an excellent candidate for Deputy Director.

Thank you for the opportunity to provide testimony in support of G.M. 530.

**GM-530**

Submitted on: 3/29/2023 7:20:56 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
seth ilae	Individual	Support	Written Testimony Only

Comments:

My name is Seth Ilae and I am in strong support of GM530.

Mahalo,

Seth

**GM-530**

Submitted on: 3/29/2023 11:23:51 PM

Testimony for TCA on 3/30/2023 3:00:00 PM



Submitted By	Organization	Testifier Position	Testify
Micah Kahumoku	Individual	Support	Written Testimony Only

Comments:

I support consideration and confirmation of Tammy Lee as the First Deputy Director for Administration, Department of Transportation.



**GM-530**

Submitted on: 3/29/2023 7:59:03 PM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Dre Kalili	Individual	Support	Written Testimony Only

Comments:

Aloha Chair Lee, Vice Chair Inouye, and members of the committee:

Thank you for the opportunity to offer my strongest support for Tammy Lee for First Deputy for the Department of Transportation. I have had the privilege of working alongside Ms. Lee for six years and I know her to be the consummate professional with leadership skills that are much needed at the Department of Transportation. She is hardworking and constantly strives to improve and streamline processes to restore trust by the public in government. Specifically, she has identified a number of ways to expedite procurement and hiring processes; these are often the subject of criticism and cited reasons for inefficiency in local government. She is generous with her time and is always available to provide guidance to her staff and colleagues.

It is an honor to support Ms. Lee's confirmation. I respectfully urge this committee to advise and consent to this nomination.

Mahalo nui,

Dre Kalili

**LATE**

**GM-530**

Submitted on: 3/30/2023 7:21:50 AM  
Testimony for TCA on 3/30/2023 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
George Abcede	Individual	Support	Written Testimony Only

Comments:

Chair Lee, Vice Chair Inouye, and committee members,

I am writing in support of Tammy Lee's appointment as First Deputy Director for the Department of Transportation. Ms Lee has 22 years of experience with the Department and has experience in a multitude of areas including budgeting and finance, contracting, and personnel. In the years I have worked with her, she has always been eager to help and take on tasks no matter how big or small. If she did not have the expertise, she consulted with those who had it and did research as well. This can do attitude enabled her to establish a Wikiwiki hiring program, to further and enhance the bond purchasing program and to initiate and oversee the development of a new financial system. I cannot think of anyone more qualified for this position.

Thank you for the opportunity to provide testimony.

**GM-530**

Submitted on: 3/30/2023 1:18:26 AM  
Testimony for TCA on 3/30/2023 3:00:00 PM



<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Rey Domingo	Individual	Support	Written Testimony Only

Comments:

Aloha Chair and Members of the Committee:

I testify in support of Tammy Lee as First Deputy Director of the Department of Transportation.

I've known Tammy since 2006 when she began working for DOT as a Civil Rights Specialist in the Office of Civil Rights. In 2012, she headed the Contracts Office; in 2017, she oversaw the Business Office; and in 2019, she managed the Administrative Services Office of the Highways Division. Tammy is a conscientious, hard-working, and knowledgeable individual and these characteristics resulted in leadership positions in the DOT.

In December 2022, Governor Green appointed Tammy as First Deputy Director of Transportation. In confirming her appointment, it will be a recognition of Tammy's dedication of service to the Department of Transportation and the State of Hawaii.

**GM-530**

Submitted on: 3/30/2023 7:25:48 AM  
Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Robert Like	Individual	Support	Written Testimony Only

Comments:

I, Robert Like, support GM530.

**GM-530**

Submitted on: 3/30/2023 10:20:43 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Trisha Kehaulani Watson	Individual	Support	Written Testimony Only

Comments:

Aloha Senators,

I would like to express my strong support for Tammy Lee. HDOT has regularly been a critical agency for the safety of our people and our economic well-being, and Tammy has been an important part of HDOT's effective leadership. She is an excellent administrator and leader. I urge the Committee to support her well-deserved nomination.

Mahalo

Trisha Kehaulani Watson-Sproat

**GM-530**

Submitted on: 3/30/2023 9:45:43 AM

Testimony for TCA on 3/30/2023 3:00:00 PM

**LATE**

<b>Submitted By</b>	<b>Organization</b>	<b>Testifier Position</b>	<b>Testify</b>
Lucas Sayin	Individual	Support	Written Testimony Only

Comments:

Aloha Chair Lee, Vice Chair Inouye, and Members,

I write in support of Tammy Lee's confirmation as First Deputy Director for Administration, Department of Transportation. I have worked with Ms. Lee before and find her to be tremendously knowledgeable in her domain expertise and believe strongly that she would be a strong asset to the leadership at the Department of Transportation.

Thank you for the opportunity to provide testimony.