

STAND. COM. REP. NO.

1944

Honolulu, Hawaii

APR 20 2023

RE: GOV. MSG. NO. 530

Honorable Ronald D. Kouchi
President of the Senate
Thirty-Second State Legislature
Regular Session of 2023
State of Hawaii

Sir:

Your Committee on Transportation and Culture and the Arts, to which was referred Governor's Message No. 530, submitting for study and consideration the nomination of:

FIRST DEPUTY DIRECTOR FOR ADMINISTRATION, DEPARTMENT OF TRANSPORTATION

G.M. No. 530 TAMMY LEE,
for a term to expire 12-07-2026,

begs leave to report as follows:

Your Committee reviewed the personal history, resume, and statement submitted by Tammy Lee for service as the First Deputy Director for Administration of the Department of Transportation.

Your Committee received testimony in support of the nomination for the appointment of Tammy Lee from the Office of the Governor; Department of Transportation; Department of Land and Natural Resources; Department of Public Safety; Department of Budget and Finance; Department of Labor and Industrial Relations; Department of Agriculture; Department of Human Resources Development; State Procurement Office; Department of Taxation; Hawaii Public Housing Authority; Office of Enterprise Technology Services; Executive Steering Group of the Department of Transportation - Airports Division; Department of Transportation Services of the City and County of Honolulu; International Longshore and Warehouse Union, Local 142; Hawaii Longshore Division of the International Longshore and Warehouse Union, Local 142; Capitol Consultants of Hawaii, LLP; Hawaii Harbor Users Group; Matson Navigation Company, Inc.; Hawaii Think Tank LLC;

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General Contractors Association of Hawaii; Young Brothers, LLC; Ohanasoft; Pacific Resource Partnership; Airport Concessionaires Committee; SanHi Government Strategies; Airlines Committee of Hawaii; Johnson Controls; Association of Hawaiian Civic Clubs; Ulupono Initiative; and eighty-three individuals.

Upon review of the testimony, your Committee finds that Ms. Lee's experience and knowledge qualify her for appointment as the First Deputy Director for Administration of the Department of Transportation. Ms. Lee has served as the interim First Deputy Director for Administration of the Department of Transportation since December 2022 and has since worked closely with the interim Director of Transportation to ensure the safety, reliability, and continuity of the State's transportation infrastructure and network. Ms. Lee has served in the Department of Transportation Administration Division for sixteen years, serving as a civil rights specialist, contracts officer, business management officer, and administrative services officer. In her most recent role at the Department of Transportation, Ms. Lee served as the Program Director for the Highways Financial Management System Project and led the Highways Revenue Bond 2019A, 2019B, and 2021 transactions, totaling \$300 million in bond proceeds. Ms. Lee also took a proactive approach during the coronavirus disease 2019 (COVID-19) pandemic, when she oversaw forty-five employees with continuous coaching and mentorship; developed division policies for telework; improved workflow through the incorporation of new technologies; and developed a budget to fit the needs and resources of the Department of Transportation. Through Ms. Lee's leadership in the Department of Transportation's paperless procurement process, the Department was able to continue its procurement during the COVID-19 pandemic with minimal interruptions. Additionally, Ms. Lee was instrumental as the co-developer of the Highways Division Engineer Wiki Wiki Hire Program, a hiring program to fill vacancies with talented individuals to fulfill the Highways Division's mandate. Through Ms. Lee's leadership with the Wiki Wiki Hire Program, the Highways Division hired forty-six individuals within the first nine months of the program.

Your Committee also finds that Ms. Lee's extensive experience in both senior management and technical positions within the Department of Transportation provides crucial institutional knowledge that will inform decisions of the Department of Transportation to best serve Hawaii's transportation needs. Ms. Lee's experience has also allowed her to cultivate a sound working relationship with Department of Transportation staff and



other employees, serving as an impactful leader with her teams and other Department of Transportation employees. Further, Ms. Lee's varied experience in budget and finance, human resources, procurement, and recruitment will serve as assets to the Department of Transportation as it strives for efficiency and consistency to ensure the State's transportation services remain safe and reliable despite the onset of challenges such as climate change impacting the State's transportation infrastructure network.

Your Committee further finds that Ms. Lee also received several professional accolades, including 2012 Member Transportation Team of the Year, Construction Career Days Team; 2013 Transportation Employee of the Year; and 2020 Member Transportation Team of the Year, Wiki Wiki Team. Ms. Lee received a Juris Doctorate from Gonzaga University School of Law and a Bachelor of Arts in Sociology from the University of Hawaii at Manoa.

Your Committee believes that Ms. Lee's previous experience in administrative, personnel, and project management as well as her technical knowledge qualify her to serve as the Department of Transportation First Deputy for Administration. Ms. Lee's strong work ethic, commitment to enhancing the Department of Transportation toward achievement of its goals, and highly valued interpersonal skills make her an asset to the Department of Transportation's leadership team. Your Committee also believes that Ms. Lee has demonstrated a vision for the administrative processes of the Department of Transportation to ensure all Department functions are carried out efficiently and in a timely manner. Further, testifiers commented on Ms. Lee's dedication to and thoughtfulness toward her employees and Department of Transportation projects, as evidenced through her long-term service to the Department, making her an ideal candidate to carry out the mission, responsibilities, and goals of the Department. Therefore, your Committee recommends that Tammy Lee be appointed as the First Deputy Director for Administration of the Department of Transportation based on her experience, knowledge, and commitment to public service.

As affirmed by the record of votes of the members of your Committee on Transportation and Culture and the Arts that is attached to this report, your Committee, after full consideration of the background, experience, and qualifications of the nominee, has found the nominee to be qualified for the position to which



nominated and recommends that the Senate advise and consent to the nomination.

Respectfully submitted on
behalf of the members of the
Committee on Transportation and
Culture and the Arts,



CHRIS LEE, Chair



The Senate
 Thirty-Second Legislature
 State of Hawai'i

Record of Votes
Committee on Transportation and Culture and the Arts
TCA
Advise and Consent

Governor's Message No.:* GM 530	Committee Referral: TCA	Date: 3/30/23		
<input type="checkbox"/> The Committee is reconsidering its decision				
The Recommendation is: <input checked="" type="checkbox"/> Advise and Consent 2340 <input type="checkbox"/> Not Advise and Consent 2345				
Members	Aye	Aye (WR)	Nay	Excused
LEE, Chris (C)	✓			
INOUE, Lorraine R. (VC)				✓
ELEFANTE, Brandon J.C.	✓			
KEOHOKALOPE, Jarrett	✓			
AWA, Brenton	✓			
TOTAL	4	0	0	1
Recommendation: <input checked="" type="checkbox"/> Adopted <input type="checkbox"/> Not Adopted				
Chair's or Designee's Signature: 				
Distribution: Original Yellow Pink Goldenrod File with Committee Report Clerk's Office Drafting Agency Committee File Copy				

*Only one Governor's Message per Record of Votes