

PROFESSIONAL EXPERIENCE**Deputy Director for Highways | January 2015-Present**

Department of Transportation, State of Hawaii (Honolulu, HI)

Responsible for Highways Division operations including approximately 780 employees and \$500 million in capital improvement projects, special maintenance projects, and operational funding.

- Leading modernization of Highways vision, policies and processes
 - Greater public transparency on project funding and status
 - Data-driven decision making, smart data collection and technology, centralized data reporting platform
 - Increased public access to and public data through secure web-based platforms
 - Regular presence at public meetings and neighborhood boards
 - Greening of Highways operations and sustainability initiatives
 - Energy efficiency through LED conversions, PV installations, alternative fuel conversion
 - Electrification of Highways vehicle fleets
 - Pilot of green materials (i.e., carbonized concrete, recycled plastics in AC paving) with potential for broad construction use, in partnership with UH and HPU
 - Alternate, equitable sources of roadway funding (i.e., Road Usage Charge)
 - Improved efficiencies in internal processes and project delivery
 - Workflow and technology upgrades to support employees working in the office, field, satellite offices, and remotely from home
 - WikiWiki recruitment, in partnership with DHRD, allowing hiring of engineers within five days; expanding the program to other difficult-to-fill classes
 - Workforce retention strategies and leadership training with flexibility, upward mobility and diversity in mind
 - Leveraging Highways resources toward state's highest priorities
 - Infrastructure as an incentive for increased affordable housing development in partnership with counties and developers
 - Use of Highway facilities for Covid reporting, awareness, and testing during pandemic, in partnership with HIEMA, county emergency management, and private industry
 - \$25 million in federal Highway funds toward broadband pilot in 8 underserved communities, in partnership with the Hawaii Broadband Hui, area legislators, Hawaii Public Housing Authority, Department of Education and county agencies
 - Building community partnerships
 - Joint initiatives (pilots, research, planning, grant writing) with the UH College of Engineering
 - Integration of engineering work in high school project-based learning curricula
 - Supporting federal grant applications in pursuit of US DOT and US DOE funding for all counties
 - Industry partners like HAPI and CCPI to advance paving technologies
- Maximizing federal funding to Hawaii
 - Led the reduction of obligated and unexpended funding from nearly \$800 million down to \$400 million; \$50 million below the threshold considered reasonable by FHWA

- \$100 million in additional federal highway fund authority in 2022; average of \$40 million annually since 2015 (not including emergency funding)
 - Four overlapping discretionary grants totaling over \$90 million on three islands
- Represents State in high profile issues regarding highways funding, initiatives, facilities, impacts, and personnel
 - Community meetings, legislative hearings and testimony, news media
 - Presented to Congressional Senate Committee on Transportation Housing and Urban Development representing AASHTO and Hawaii DOT in support of Infrastructure Investment & Jobs Act
 - Primary point of contact to USDOT, FHWA, AASHTO and WASHTO
 - Chair of the AASHTO committee on Transportation System Security and Resiliency; 2019-current
 - Chair of the WASHTO Audit committee; 2018-current
 - Chair of RUC (Road Usage Charge) America; 2021-2023
 - Lead Presenter on RUC, Highways Safety, and Resilience and Sustainability
- Served as Administration's lead for launch of School Facilities Authority
 - Administrative rules, board and budget
 - Affordable teacher housing
 - 'Ewa schools planning

Executive Assistant to the Mayor | November 2013-December 2014

Office of the Mayor, City and County of Honolulu (Honolulu, HI)

- Represented the Mayor in initiatives ranging from public appearances to policy discussions with City agencies, industry and external stakeholders.
- Primary point of contact for Administration with Union representatives.
- Primary point of contact for Administration with State and County legislators.
- Provided support for the Mayor and Managing Director in land transactions.
- Provided support for the Mayor and Managing Director in review of zoning and planning initiatives.
- Provided support for the Mayor and Managing Director in Housing First initiatives.
- Provided support for the Mayor and Managing Director in Affordable Housing strategy initiatives.
- Administered the City's Clean Water and Natural Lands Program for the Administration.
- Assisted with negotiations on project labor agreement for transit-oriented development areas with local union representatives.

Senior Program Manager | May 2012-October 2013

Facilities and Construction Department, Sandwich Isles Communications (Honolulu, HI)

- Managed construction of new Network Operating Facility.
- Managed department personnel who provide oversight of construction and maintenance projects from inception to completion.
- Served as department's liaison with trade associations, government agencies, stakeholders, and public affected by construction or maintenance operations.
- Updated policies and procedures to improve departmental efficiency and effectiveness.
- Lead corporate transformation initiatives targeting new business models and opportunities.
- Lead corporate move from Bishop Street to Mililani, which included construction of a temporary facility and supporting infrastructure, and master planning of the new corporate site.

Director | August 2011-February 2012

Capital Program Management Division, Kamehameha Schools (Honolulu, HI)

- Managed the Capital Program Management Division including six Senior Program Managers.
- Oversaw the Major Repair and Capital Improvement Program in support of the Educational and Endowment initiatives for Kamehameha Schools, statewide. Included a portfolio of approximately 220 projects with anticipated total project budget of \$330 million and an annual anticipated expenditure of approximately \$100 million.
- Served on working groups for both Education and Endowment, including Ka Pua, Agnes Cope Learning Center, Haleiwa Redevelopment, Kakaako Redevelopment, Beyond 2015 Strategic Plan Thought Leadership Council, FAME update working group, and repurposing of Keauhou Beach Resort.
- Interfaced with City and State agencies, legislators, and community groups on development plans.
- Updated policies and procedures within division to improve budget forecasts and delivery efficiencies, minimize risk to KS, and maximize support of internal user groups.

Administrator | June 2010-August 2011

Hawaii Department of Transportation, Highways Division (Honolulu, HI)

- Managed day-to-day operations of the Highways Division that included nearly 1,000 employees in 4 district offices, 6 branches, and 4 staff offices.
- Provided oversight of the Division's \$200 million operations and maintenance program that included needs prioritization, 6-year maintenance plan, annual budget directives, project development, and project implementation.
- Oversaw the development and execution of the Division's \$250 million Capital Improvement Program which included long range plan, mid-range plan, multi-year funding plan, annual obligation and implementation plan, program initiatives, project delivery procedures, consultant and contractor procurement, and project management.
- Represented the State on high profile issues involving Highways facilities, including land use petitions, neighborhood board presentations, public hearings, legislative hearings, and congressional briefings.
- Fostered communication and collaboration internally within the DOT, as well as externally with the public; industry partners; legislators; federal, state and county oversight agencies; and other state DOTs.
- Advanced initiatives aimed at promoting public transparency, improving divisional consistency, efficiency, and accountability, and increasing public and industry involvement in programs, processes, and projects.
- Final decision maker on budgetary, technical, and personnel matters within the Highways Division.
- Coordinated closely with State Administration, including the Director of Transportation, Transportation Deputies, and Governor's Office Personnel, on program direction and initiatives.
- Primarily responsible for personnel actions in the division.
- Primary POC with HGEA and UPW for personnel discussions.

Technical Design Engineer | February 2007-June 2010

Hawaii Department of Transportation, Highways Division, Design Branch (Honolulu, HI)

- Administered the Consultant Design Program for the procurement (selection through contract execution) and management of consultant planning and design contracts.
- Managed the 15-person Technical Design Services office, including 10 Project Managers, an operating budget of approximately \$3.5 million, 340 projects with total project values of about

\$500 million, and budgeted annual project expenditures ranging from \$150 million to \$180 million.

- Responsible for developing goals and objectives, procedures, work plans, and direction for the office.
- Improved efficiencies within the section to advertise over \$160 million worth of projects per year, approximately \$40 million more than delivered in the previous 3 years.
- Represented the Highways Division in press conferences, meetings, and presentations with the public, consultants, contractors, and other government agencies.
- Administered the Technical Design Services Assistance Program to provide support to all Highways offices on divisional design policies and procedures, project development policies and procedures, standard details, and standard specifications.
- Developed work plans, budget, policies, and procedures aimed at increasing productivity and accountability, and fostering professional development.

Senior Project Manager | January 2002-January 2007

Hirata & Associates (Aiea, HI)

Senior Project Manager | September 1998-December 2001

Golder Associates (Redmond, WA)

Project Manager | August 1994 – July 1998

Hirata & Associates (Aiea, HI)

EDUCATION

B.S. Civil Engineering, Santa Clara University, 1994

PROFESSIONAL REGISTRATION

Professional Engineer (Civil), Hawaii #10825

PROFESSIONAL AFFILIATIONS

American Association of State Highway Transportation Officials (AASHTO) Board, Hawaii Member

- Chair, Committee on Transportation System Security and Resilience

Western Association of State Highway Transportation Officials (WASHTO) Board, Hawaii Member

- Chair, Audit committee
- Host State Lead, 2023 WASHTO Annual Meeting

WTS Hawaii

Hawaii State Chapter of Conference of Minority Transportation Officials (COMTO) *(In progress)*

Professional References Available Upon Request