

Correctional Industries Advisory Committee – Questions

1. Why do you wish to be a member of the Correctional Industries Advisory Committee?

I have seen how inmates lose hope many times once they have a record and just quit trying at life. I have a brother who was incarcerated in Alabama for taking a car to Florida without consent. After his release, he became addicted to drugs and couldn't hold a job. He then ended up going back to jail for failing his drug test while on probation.

I do not believe drugs were the root issue—rather, it was a loss of hope and direction. If programs similar to Hawai'i Correctional Industries had been available to him, providing meaningful work experience and a pathway forward, I believe his story might have been different.

He isn't a bad guy, he just did silly stuff and did it without care as many young people do, but seeing the spark gone from his eyes was heartbreaking. My goal is to use the skillset I have to help however I can in making sure this program provides not only workforce experience, but meaningful workforce experience. Something that provokes aspirations in the people currently going through "the system" so that when they get out, they don't completely lose their spark.

2. How do you perceive the role and responsibilities of a member of the Correctional Industries Advisory Committee?

Given my background in accounting and controllership, I hope my role will allow me to make the program financially lean without causing undue stress on the HCI staff, inmates, DCR staff, and other stakeholders. I see this role as one that makes sure the program focuses on its goal to reintegrate incarcerated individuals into the workforce with a sense of pride and not simply performing tasks to check a box or earn a pay check.

3. Given your understanding of the role and responsibilities of a member of the Correctional Industries Advisory Committee, why do you believe that you are qualified for this position? Please include a brief statement of your skills, training, expertise, or knowledge that would aid in your decision-making ability as a member of the Correctional Industries Advisory Committee.

Going backwards, I currently provide financial guidance to two organizations as a fractional controller, helping leadership teams understand how operational decisions affect financial performance and regulatory compliance. I also have a broad knowledge of how successful businesses operate, which is key to making sure HCI is sustainable. Prior to going into business for myself full-time, I also lead one ERP implementation for a restaurant group and heavily participated in the ERP implementation that Alexander & Baldwin went through in 2021.

An example of when showing a client how the financial effect has been helpful is while working with my restaurant group client, they wanted to switch from their local payroll provider to a national branded one that had online access for their 500+ employees. Instead of agreeing with them, I pushed back and mentioned that we should do some more research because I know from experience that bells and whistles are usually distracting sales components that require more labor. They wanted to rush it and change all 10 restaurants over to this new payroll company. I instead asked them "why don't we test it on your new restaurant first, then go from there if it's a success". Within 2 months, they saw it was a bad idea and after 4 months, we were able to move the restaurant over to the less shiny payroll service that ultimately saved thousands of dollars per month for their portfolio due to the fact they would need to hire another part-time payroll staff member, plus the increased complaints among staff.

4. What do you hope to accomplish during your term of service?

I hope to increase morale of the staff and inmates by implementing, or analyzing the implementation of-, streamlining efforts, and motivating/encouraging more inmates to participate. I also want to help with the new ERP implementation and reduce some of the strain that inevitably comes with such an undertaking.

An example of suggestions I have made so far include having HCI be part of the introduction process that inmates go through once they arrive to a correctional facility. This helps plant mental seeds of both opportunities and potentially implied expectations or sense of duty. At present, inmates come in and ground rules are established without much focus on our opportunities. I believe this is the best time to do it. It is similar to setting expectations in an interview instead of waiting until a prospect is hired.

5. Name three qualities that best describe you and that would make you stand out. How would these qualities benefit the Correctional Industries Advisory Committee?

My 3 best qualities for this position are that:

1. Non-judgmental perspective – I believe people should not be permanently defined by poor decisions they made earlier in life.
2. I believe everyone deserves to be loved (not always by me or by everyone, but by someone) and that the hardest people to love are the ones that need it the most.
3. My abundance mindset.

6. Name one previous experience that would make you stand out. How would this benefit the Correctional Industries Advisory Committee?

This ties in with the abundance mindset above. This experience crossed several years, so bear with me.

I've had over 35 jobs in my life, including 1099 jobs. I have tried multiple times to succeed at something more than being a W2 employee. In 2015, after trying to get my

own massage therapy business up and running and delivering food for an established company on the side, I gave in and for a little bit, quit the massage business, and started working as a Janitor at the YWCA in Kaneohe. This Janitorial position was one of my biggest blessings because it left me alone with my thoughts. What I realized is that I had a lot of experience in standard operating procedures from working with so many different companies, so I decided I should start focusing more on working with businesses and business owners. My biggest weakness in business was accounting, so I started looking for temporary jobs in accounting. I was fortunate to receive a temporary position that turned into a 5.5 year tenure and a Bachelor's degree largely funded by A&B.

Since then, I have gone from Janitor with no degree in the beginning of 2016 to working in corporate Accounts Payable at Alexander & Baldwin in December of 2016, to achieving the accountant title with a Bachelor's degree with a 3.98 GPA and an A&B award in 2021, to Controller in 2024 with the restaurant group mentioned above, then on to quitting the workforce to focus on my own bookkeeping and advisory business full-time in 2024.

I know firsthand that anything is possible, and with my experience in business and business startups, I see the entrepreneurial opportunities many of these inmates have inadvertently backed themselves into. I just want to help them see it, too, but it starts with the foundation that HCI's workforce reintegration provides because observing and working within a set standard of operating procedures creates one component of the discipline needed to go out and start one's own business. If we can make them aware of this, I believe the largest impact will be on the inmates, but a secondary impact may very well be on the HCI staff.

7. Can you foresee any possible conflicts of interests that could arise during your service on the Correctional Industries Advisory Committee? How would you overcome any possible conflicts of interests?

I do not foresee any conflicts of interest at this time. However, I am currently developing a training program through another company, Professional Pathways LLC, which is applying for WIOA grant eligibility. The program focuses on Enrolled Agent certification training and job placement or entrepreneurship, and we plan to expand into certified bookkeeping training in the future.

The program does not currently accept or advertise to incarcerated individuals. Maintaining this separation is the most appropriate way to ensure no conflicts of interest arise. If any potential conflict were to emerge in the future, I would disclose it immediately and recuse myself from any related discussions or decisions until a resolution is provided and agreed on by the appropriate decisionmakers.

JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



STATE OF HAWAII | KA MOKU'ĀINA 'O HAWAI'I
**DEPARTMENT OF CORRECTIONS
AND REHABILITATION**
*Ka 'Oihana Ho'omalu Kalaima
a Ho'oponopono Ola*
1177 Alakea Street
Honolulu, Hawai'i 96813

TOMMY JOHNSON
DIRECTOR

Melanie Martin
Deputy Director
Administration

Vacant
Deputy Director
Correctional Institutions

Sanna Muñoz
Deputy Director
Rehabilitation Services
and
Programs

No. _____

TESTIMONY ON GOVERNOR'S MESSAGE NO. 623
SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
CORRECTIONAL INDUSTRIES ADVISORY COMMITTEE, GUBERNATORIAL
NOMINEE RAYMOND MULLINS.

by
Tommy Johnson, Director
Department of Corrections and Rehabilitation

Senate Committee on Public Safety and Military Affairs
Senator Carol Fukunaga, Chair
Senator Chris Lee, Vice Chair

Wednesday, March 11, 2026; 3:00 p.m.
State Capitol, Conference Room 016 & via Videoconference

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

I submit this testimony in support of the nomination and confirmation of Raymond Mullins to the Correctional Industries Advisory Committee.

The function of the Correctional Industries Advisory Committee is to advise and guide the Hawai'i Correctional Industries (HCI) Administrator in moving forward with sound and profitable business ventures specifically designed to provide meaningful work experience to inmates so they may successfully transition back into the community.

Mr. Mullins will bring a wealth of accounting knowledge and financial expertise to HCI. His extensive experience and thoughtful management style with several organizations and his own business makes him a resourceful candidate for this Advisory Committee.

In addition, as a brother of a formerly incarcerated individual, Mr. Mullins can share his personal insight and deep understanding of why it is vital to provide realistic vocational training to inmates to effect real change toward sustainable employment upon release.

Mr. Mullins embodies the values of personal commitment, compassion, and dedication necessary to make meaningful changes within HCI.

For these reasons, DCR respectfully urges the Committee on Public Safety and Military Affairs to advise and consent to the nomination of Raymond Mullins to the Correctional Industries Advisory Committee.

Thank you for the opportunity to submit testimony in support of Governor's Message No. 623 and the confirmation Mr. Mullins.

GM-623

Submitted on: 3/9/2026 11:10:11 PM

Testimony for PSM on 3/11/2026 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Julian Lee	Individual	Support	Written Testimony Only

Comments:

Dear Members of the Committee:

My name is Julian Lee, and I am writing in support of the nomination of Raymond Mullins to serve on the Correctional Industries Advisory Committee.

Raymond and I first worked together in the controllership accounting department at Alexander & Baldwin. During that time, I came to know him as a personable, knowledgeable, and dependable colleague who approaches his work with dedication and care.

Although we have since moved on from Alexander and Baldwin, we've stayed in touch over the years and still meet to discuss business and professional topics. I have continued to see that Raymond is thoughtful, practical, and reliable in the way he approaches decisions and responsibilities, both personally and professionally. For those reasons, I believe Raymond would be a valuable member of any committee and I fully support his nomination to the Correctional Industries Advisory Committee.

Sincerely,

Julian Lee

LATE

GM-623

Submitted on: 3/10/2026 3:58:10 PM
Testimony for PSM on 3/11/2026 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Chris Caddell	Individual	Support	Written Testimony Only

Comments:

The Honorable Carol Fukunaga, Chair
The Honorable Chris Lee, Vice Chair
and Members of The Senate Committee on Public Safety and Military Affairs

I am writing to submit my personal testimony in support of Gubernatorial Nominee, Raymond Mullins for consideration and confirmation to the Correctional Industries Advisory Committee.

I have known Raymond Mullins professionally and personally for over 10 years and I believe him to be a man of integrity and strong character.

Raymond and I first met when we worked together at Alexander & Baldwin in 2016. In my role as accounting director, I was instrumental in bringing him on board as a full-time employee on my team and have witnessed his professional and personal growth ever since. Raymond advanced roles within the A&B organization, branched out as an accounting manager, earned his bachelor's degree with honors and now ultimately operates his own accounting/bookkeeping professional services company.

Beyond my time working with Raymond for several years and our professional association, we have stayed friends now for over a decade which allows me to confidently recommend him for an advisory committee role. I believe Raymond has the education, temperament and real-world experience in business and accounting to be a valued member on the Correctional Industries Advisory Committee.

Sincerely,
Chris Caddell
caddellchris@gmail.com

LATE

GM-623

Submitted on: 3/10/2026 4:26:49 PM
Testimony for PSM on 3/11/2026 3:00:00 PM

Submitted By	Organization	Testifier Position	Testify
Christopher Lum Lee	Individual	Support	Written Testimony Only

Comments:

Aloha Chair and Members,

My name is Christopher Lum Lee, and in my personal capacity, I am respectfully submit this testimony in strong support of the confirmation of Raymond Mullins to serve as a member of the Hawai‘i Correctional Industries (HCI) Advisory Committee.

The Hawai‘i Correctional Industries Advisory Committee plays an important role in advising on programs that provide meaningful work opportunities, skills training, and industry partnerships for incarcerated individuals within the Hawai‘i Correctional Industries program. The effectiveness of this work depends greatly on the knowledge, commitment, and perspective that members bring to the Committee.

Raymond brings valuable experience and perspective that will strengthen the Committee’s work. He possesses a strong financial management acument, which would be of tremendous value for the Committee as the Committee fulfills its legislative mandate of reviewing venture agreements and their financial impacts as well as assisting the administration with evaluating the financial management of HCI.

In addition to his professional experience, Raymond has demonstrated a commitment to community service and practical problem-solving. These qualities are particularly important for the Committee, which must balance public accountability, operational realities, and the long-term goal of providing meaningful rehabilitation and workforce preparation.

I am confident that he will contribute thoughtful insight, constructive collaboration, and a strong sense of responsibility to the Committee’s work. His participation will help advance the mission of Hawai‘i Correctional Industries and support programs that benefit both the incarcerated population and the broader community.

For these reasons, I respectfully urge the confirmation of Raymond Mullins to the Hawai‘i Correctional Industries Advisory Committee.

Mahalo for your consideration.

Respectfully submitted,

Christopher Lum Lee