

JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



KEITH A. REGAN
COMPTROLLER
KA LUNA HO'OMALU HANA LAULĀ

MEOH-LENG SILLIMAN
DEPUTY COMPTROLLER
KA HOPE LUNA HO'OMALU HANA LAULĀ

STATE OF HAWAI'I | KA MOKU'ĀINA O HAWAI'I
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES | KA 'OIHANA LOIHELU A LAWELAWE LAULĀ
P.O. BOX 119, HONOLULU, HAWAII 96810-0119

WRITTEN TESTIMONY
OF
KEITH A. REGAN, COMPTROLLER
DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
TO THE

COMMITTEE ON GOVERNMENT OPERATIONS

APRIL 2, 2026, 3:05 P.M.
CONFERENCE ROOM 225 AND VIA VIDEOCONFERENCE, STATE CAPITOL

G.M. 773
SUBMITTING FOR YOUR CONSIDERATION AND CONFIRMATION TO THE
PROCUREMENT POLICY BOARD, GUBERNATORIAL NOMINEE, PAULA
YOUNGLING, FOR A TERM TO EXPIRE ON 06-30-2030

Chair McKelvey, Vice Chair Gabbard, and Members of the Committee, thank you for the opportunity to submit testimony on G.M. 773. I **support** the nomination of Ms. Paul Youngling as a member of the Policy Procurement Board.

Ms. Youngling is an exceptionally qualified nominee whose extensive and diverse background in procurement, contract administration, legal analysis, program management, and public service will add tremendous value to this critical board. Her resume reflects more than two decades of progressively responsible experience across federal, state, county, and private sector institution. She has demonstrated not only

technical competence but also leadership, integrity, and a deep understanding of Hawai'i's procurement landscape.

Ms. Youngling currently serves as the Central Purchasing and Contract Administrator (EM08) for the City and County of Honolulu, Department of Budget and Fiscal Services, where she oversees all citywide procurement, supervises more than 30 staff, develops and interprets procurement laws, and administers consultant, construction, and real property related contracts. Her leadership ensures compliance with federal, state, and local requirements and strengthens procurement systems through modernization, policy development, and professional training.

Her prior roles which include Charities Program Administrator at the State Attorney General's Office, Assistant Chief Planner in the Department of Transportation Services, Administrative Services Officer at ETS, and senior procurement leadership roles at HART, the State Procurement Office, the University of Hawai'i, Weston Solutions, and additional national and federal contracting organizations have allowed her to build a comprehensive knowledge base of procurement operations at every level.

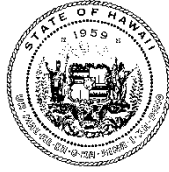
Throughout her career, Ms. Youngling has drafted, reviewed, and implemented procurement laws, rules, and ordinances; led largescale procurement modernization and business process reengineering initiatives; overseen complex multimillion and multibillion dollar construction, design build, and professional services contracts; and provided expert guidance to agency leadership, evaluation committees, and program teams on procurement strategy, source selection, and contract administration. This is experience that directly aligns with and strengthens the mission of the State Procurement Policy Board.

Given her extensive procurement expertise, legal training, statewide and international contracting experience, and dedication to public service, Paula is exceptionally well-suited to serve on the Procurement Policy Board. Her appointment will strengthen Hawai'i's procurement framework, support best practice governance, and contribute to responsible stewardship of public resources.

I respectfully urge the Committee to advise and consent to her confirmation.

Thank you for the opportunity to testify on this matter.

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



BONNIE KAHAKUI
ADMINISTRATOR

DAYNA OMIYA
ASSISTANT 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
<http://spo.hawaii.gov>

TESTIMONY
OF
BONNIE KAHAKUI, ADMINISTRATOR
STATE PROCUREMENT OFFICE

TO THE SENATE COMMITTEE
ON
GOVERNMENT OPERATIONS
April 2, 2026, 3:05 p.m.

Testimony in Strong Support of
GM 773
Consideration and confirmation to the
Procurement Policy Board, Gubernatorial Nominee,
PAULA YOUNGLING,
for a term to expire 06-30-2030

Chair McKelvey, Vice Chair Gabbard, and members of the committee, thank you for the opportunity to submit testimony in strong support for Paula Youngling and her appointment to the Procurement Policy Board (Board).

Ms. Youngling has an extensive and distinguished career in public service, government procurement, contract administration, and regulatory program management. Her professional record reflects more than two decades of leadership across federal, state, and county agencies, as well as major institutional and private-sector organizations. Her extensive experience and proven leadership in overseeing complex programs make her exceptionally well-qualified to serve the State of Hawai'i as a Board member.

I personally know Ms. Youngling through her active involvement with the Board, where she as she offers her extensive experience and procurement knowledge to support the Board's deliberations. Her input is particularly valuable when the Board considers amendments to the Hawai'i Administrative Rules, as she brings a deep understanding of procurement law, operational impacts, and the practical needs of agencies and government procurement professionals statewide.

I also had the privilege of working with Ms. Youngling during her tenure as the State Procurement Office's Assistant Administrator. In that role, she administered statewide procurement activities and operations, acting on behalf of the SPO Administrator in planning and directing the work of the office's sections: Policy and Compliance, Purchasing, Electronic

Procurement and Specialized Services, Health and Human Services, Inventory Management, and Surplus Property Management. Her responsibilities included issuing statewide contracts, reviewing legislation and testimony, recommending amendments to procurement rules, providing guidance to state and county agencies, and reviewing procurement practices across all procurement jurisdictions.

In her current position as the Central Purchasing and Contract Administrator for the City and County of Honolulu's Department of Budget and Fiscal Services, Ms. Youngling oversees a centralized purchasing organization, including construction and consultant contracts, real property management, and housing relocation programs. She directs a large team of branch chiefs, buyers, and property management specialists, while ensuring compliance with all federal, state, and county procurement laws, regulations, and funding requirements. She also prepares and delivers testimony on procurement policy, demonstrating subject-matter expertise and a commitment to transparent, accountable governance.

Prior to her current role, Ms. Youngling served as the State's Charities Program Administrator with the Department of the Attorney General, where she managed the registration and oversight of more than 8,000 charitable organizations. Her duties required deep regulatory knowledge, operational leadership, and the ability to coordinate with attorneys, enforcement units, and government agencies to ensure statutory compliance and protect the public interest.

Her earlier positions, including Assistant Chief Planner at the Department of Transportation Services, Administrative Services Officer with the Office of Enterprise Technology Services, as well as the Assistant Administrator of the SPO, demonstrate a consistent pattern of excellence. She has led statewide procurement modernization efforts, managed multimillion- and multibillion-dollar contract portfolios, and provided critical policy guidance to leadership at every level of government. Her experience with major capital programs, including the Honolulu Rail Transit Project and the University of Hawai'i Capital Improvement Program, highlights her ability to lead large-scale initiatives involving procurement, contracting, compliance, and strategic planning.

Throughout her career, Ms. Youngling has consistently demonstrated

- Exceptional leadership and team management
- Expertise in procurement, contracting, and regulatory compliance
- Commitment to accountability, integrity, and good governance
- Ability to navigate complex legal, financial, and operational systems
- Dedication to public service and institutional improvement

For these reasons, I am pleased to offer my strongest support for Paula A. Youngling and respectfully request the Committee's favorable consideration of her appointment to the Procurement Policy Board.

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



UNIVERSITY OF HAWAII SYSTEM

‘ŌNAEHANA KULANUI O HAWAII

Legislative Testimony

Hō'ike Mana'o I Mua O Ka 'Aha'ōlelo

Testimony Presented Before the
Senate Committee on Government Operations
April 2, 2026 at 3:00 p.m.

By

Luis P. Salaveria

Vice President for Budget and Finance/Chief Financial Officer
University of Hawai'i System

GM 773 – SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
PROCUREMENT POLICY BOARD, GUBERNATORIAL NOMINEE, PAULA
YOUNGLING, FOR A TERM TO EXPIRE 06-30-2030.

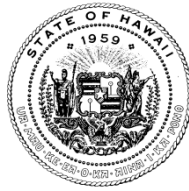
Chair McKelvey, Vice Chair Gabbard, and Members of the Committee:

Thank you for the opportunity to testify in support of the nomination of Paula Youngling to the Procurement Policy Board for a term to expire June 30, 2030.

Ms. Youngling's extensive experience and knowledge in public and private sector procurement, combined with her expertise as the City and County of Honolulu's Central Purchasing and Contract Administrator, will provide the Procurement Policy Board with insight into government procurement and help address modern procurement issues. Ms. Youngling's service to the City and State over the years demonstrate her dedication to the State of Hawai'i.

Thank you for this opportunity to testify in support of Governor's Message 773, and I respectfully urge the Senate Committee on Government Operations to support her selection by voting favorably on her nomination and advancing GM 773 for full Senate confirmation.

JOSH GREEN, M.D.
GOVERNOR
KE KIA'ĀINA



STATE OF HAWAII | KA MOKU'ĀINA 'O HAWAII'
DEPARTMENT OF TRANSPORTATION | KA 'OIHANA ALAKAU
869 PUNCHBOWL STREET
HONOLULU, HAWAII 96813-5097

EDWIN H. SNIFFEN
DIRECTOR
KA LUNA HO'OKELE

Deputy Directors
Nā Hope Luna Ho'okele
DREANALEE K. KALILI
TAMMY L. LEE
CURT T. OTAGURO
ROBIN K. SHISHIDO

Thursday, April 2, 2026
3:05 PM
State Capitol, 225

GM773

Submitting for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, PAULA YOUNGLING, for a term to expire 06-30-2030.

Senate Committee on Government Operations

The Department of Transportation (DOT) respectfully submits this testimony in strong support of GM773, the Governor's nomination of Paula Youngling for appointment to the Hawaii Procurement Policy Board.

As one of the State's largest procuring agencies, DOT relies heavily on a fair, efficient, and transparent public procurement system to deliver transportation infrastructure, and to maintain our highways, airports, and harbors. The Procurement Policy Board plays an essential role in establishing uniform rules and policies that promote economy, competition, integrity, and best value across all state and county agencies.

Ms. Youngling brings extensive professional experience in public procurement, including prior service with the State Procurement Office and significant work at the City & County of Honolulu. Her practical knowledge of procurement operations, combined with her understanding of both state and county perspectives, will be a valuable asset to the Board as it addresses ongoing challenges such as supply chain complexities, emerging technologies in contracting, sustainability requirements, and opportunities to better support local businesses.

DOT believes that confirming well-qualified nominees like Paula Youngling strengthens the Procurement Policy Board and helps ensure that Hawaii's procurement framework continues to support timely and cost-effective delivery of essential public projects.

Thank you for the opportunity to provide testimony.

GM-773

Submitted on: 3/31/2026 11:20:21 PM

Testimony for GVO on 4/2/2026 3:05:00 PM

Submitted By	Organization	Testifier Position	Testify
Andrew T. Kawano	Testifying for City and County of Honolulu	Support	Written Testimony Only

Comments:

Honorable Members of the Committee on Government Operations,

Paula Youngling is a high performer of the Department of Budget and Fiscal Services, City and County of Honolulu. Her procurement experience, acumen and strong leadership is resulting in transformative change in the City's centralized purchasing and contract management services function that will ultimately help all City departments and agencies to more effectively and efficiently provide essential services to the public. Likewise, Paula will be a strong addition to the State's Procurement Policy Board to enhance procurement governance, policy setting and rule making for the State of Hawaii and its counties and other governmental agencies.

Andy Kawano

Director of Budget and Fiscal Services

City and County of Honolulu

OFFICE OF THE MAYOR
KE KE'ENA O KA MEIA
CITY AND COUNTY OF HONOLULU

530 SOUTH KING STREET, ROOM 300 • HONOLULU, HAWAII 96813
PHONE: (808) 768-4141 • FAX: (808) 768-4242 • WEBSITE: honolulu.gov

RICK BLANGIARDI
MAYOR
MEIA



MICHAEL D. FORMBY
MANAGING DIRECTOR
PO'O HO'OKELE

KRISHNA F. JAYARAM
DEPUTY MANAGING DIRECTOR
HOPE PO'O HO'OKELE

April 1, 2026

The Honorable Angus McKelvey, Chair
The Honorable Mike Gabbard, Vice Chair
and Members of the Committee on Government Operations
415 S. Beretania St., Room 225
Honolulu, Hawai'i 96813

Dear Chair McKelvey, Vice Chair Gabbard and Members of the Committee:

SUBJECT: Support for GM773 Submitting for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, PAULA YOUNGLING

I am writing to express my strong support for the nomination of Paula Youngling to serve on the State Procurement Policy Board.

Ms. Youngling is a dedicated public servant whose reputation for hard work, integrity, and sound judgment is well established. Throughout her career, she has demonstrated a consistent ability to navigate complex systems with focus and determination, always working toward practical, results-oriented solutions.

One of Ms. Youngling's greatest strengths is her deep understanding of the procurement process and the administrative framework that surrounds it. She recognizes both the importance of accountability and the need for efficiency.

I am confident that as a member of the Procurement Policy Board, she will eliminate unnecessary bureaucracy that burdens our state and help streamline the procurement code.

Thank you for the opportunity to testify. Should there be any questions, please feel free to contact me at (808) 768-6634.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael D. Formby".

Michael D. Formby
Managing Director



Oahu Transit Services, Inc.
811 Middle Street, Honolulu, HI 96819-2343
(808) 768-9400 www.tbibus.org

TheBus
TheHandiVan

March 30, 2026

Senator Angus L. K. McKelvey, Chair
and Members of the Committee on Government Operations
Hawaii State Senate
Hawaii State Capitol
415 South Beretania Street
Honolulu, Hawaii 96813

Re: Confirmation Hearing of Paula Youngling
April 2, 2026, 3:05 p.m., GM 773

Dear Senator McKelvey and Members of the Committee on Government Operations:

It is my honor to submit my unqualified support for the nomination of Paula Youngling to the Procurement Policy Board.

I have known Paula for many years as a colleague and friend and had the pleasure of working with her at the Honolulu Authority for Rapid Transportation and now at the City and County of Honolulu. Paula is hard-working, dependable, and has strong interpersonal skills. Most of all, Paula has uncompromised moral and ethical values.

With Paula's leadership qualities and talent, she will be a great addition to the Procurement Policy Board, and I strongly support her nomination.

Sincerely,

Robert Yu
President and General Manager



April 2, 2026

TO: SENATOR ANGUS MCKELVEY, CHAIR, SENATOR RACHELE MIKE GABBARD, VICE CHAIR, AND MEMBERS OF THE SENATE COMMITTEE ON GOVERNMENT OPERATIONS.

SUBJECT: **SUPPORT FOR GM 773. SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE PROCUREMENT POLICY BOARD, GUBERNATORIAL NOMINEE, PAULA YOUNGLING, FOR A TERM TO EXPIRE 06-30-2030.**

HEARING

DATE: April 2, 2026
TIME: 3:05 p.m.
PLACE: Capitol Room 225

Dear Chair McKelvey, Vice Chair Gabbard 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 supports GM 773, which submits for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, PAULA YOUNGLING, for a term to expire 06-30-2030.

GCA believes that Paula possesses the required knowledge and expertise to be a contributing member of the Procurement Policy Board. Her background in procurement is extensive and we've always found Paula to be fair and competent in all procurement matters.

Thank you for this opportunity to testify in support of this measure.

RICHARD HELTZEL
1108 AUHAI STREET APT 305
HONOLULU, HAWAII 96814

March 30, 2026

TO: HONORABLE ANGUS L.K. MCKELVEY, CHAIR, HONORABLE MIKE GABBARD, VICE CHAIR, AND MEMBERS OF THE SENATE COMMITTEE ON GOVERNMENT OPERATIONS

SUBJECT: **SUPPORT FOR GM 773**. Submitting for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, PAULA YOUNGLING, for a term to expire 06-30-2030.

HEARING

DATE: April 2, 2026
TIME: 3:05 p.m.
PLACE: Conference Room 225

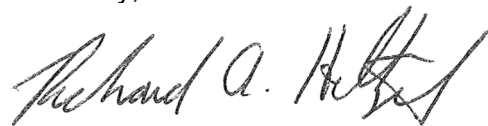
Dear Chair McKelvey, Vice Chair Gabbard and Members of the Committee,

I've been an executive and employee of local general contractor and subcontractor Healy Tibbitts Builders, Inc. for 46 years and am providing this personal written testimony **SUPPORTING GM 773**, which submits for consideration and confirmation to the Procurement Policy Board, Gubernatorial Nominee, PAULA YOUNGLING, for a term to expire 06-30-2030.

I believe that Ms. Youngling has demonstrated the required experience and expertise in procurement policy through her extensive public service positions with the State of Hawaii and the City & County of Honolulu as well as private corporations. Ms. Youngling has over 15 years of procurement related Government experience. I have always found Ms. Youngling to be fair, competent, and knowledgeable.

Thank you for the opportunity to testify in strong support of Ms. Youngling's nomination.

Sincerely,



Richard A. Heltzel

March 30, 2026

To: The Honorable Senator Angus L.K. McKelvey, Chair and Members of the Committee on Government Operations

Subject: **GM 773: Strong Support** of Gubernatorial Nominee, **Paula Youngling** to serve as a member of the Procurement Policy Board

MEETING DETAILS

DATE: Thursday, April 2, 2026

TIME: 3:05 pm

PLACE: State Capitol Conference Room 225

The Honorable Chair Angus L.K. McKelvey and Members of the Committee on Government Operations,

I am Lance M Inouye, CHB of Ralph S. Inouye Co., Ltd. (RSI), a local Hawaii general contractor. I am writing personally in **strong support** of the confirmation of **Paula Youngling**, Esq. to serve as a member of the Procurement Policy Board through June 30, 2030. I have known **Ms. Youngling** for well over a decade and have nothing but respect for her public procurement acumen. For all the years I've had the privilege of knowing her, **Ms. Youngling** has been devoting her time and legal skills in public service for the good of the State of Hawaii, including the City & County of Honolulu. This is evident by her impressive public service resume in Hawaii, including as an Assistant Administrator of the State Procurement Office as well as the HART Director of Procurement and Contracts. In addition, she brings with her, impressive procurement experience beyond the State of Hawaii, nationally and internationally. I have personally seen her in action in her current position as the Central Purchasing and Contract Administrator of the City & County of Honolulu Department of Budget & Finance. She is astute and fair and knows the applicable procurement documents well. The State of Hawaii and all of its counties will be the beneficiary of **Ms. Youngling's** vast public procurement experience and legal skills on the Procurement Policy Board.

Thank you for the opportunity to express my opinion of **Ms. Youngling** and respectfully request her confirmation. Mahalo.

Lisa Maruyama
LTM Consulting
Teruka808@gmail.com

March 30, 2026

Chair Angus McKelvey
State of Hawaii Senate
Committee on Government Operations
State Capitol, Conference Room 325
Thursday, April 2, 2026, 3:05 p.m.

RE: GM 773: Nomination of Paula Youngling to the Procurement Policy Board

Chair McKelvey, Vice-Chair Gabbard, and members of the GVO Committee,

I would like to express strong support for the nomination of Ms. Paula Youngling to the State Procurement Policy Board (GM 773).

I understand Ms. Youngling to be very qualified for this position, drawing upon many years in related positions in both state and city and county, and across many diverse agencies. Ms Youngling has a breadth of knowledge and a reasoned and fair approach that can greatly lend to the considerations of the Procurement Policy Board.

Mahalo for your consideration of Ms. Youngling's strong candidacy. Thank you for the opportunity to provide written testimony.

Aloha,

Lisa Maruyama

GM-773

Submitted on: 3/30/2026 4:57:26 PM

Testimony for GVO on 4/2/2026 3:05:00 PM

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

Comments:

Aloha Chair McKelvey, Vice Chair Gabbard and Members of the Government Operations Committee.

My name is Tammy Lee. I am writing today to express my strong support for GM773, the Governor's nomination of Paula Youngling to serve on the Hawaii Procurement Policy Board.

The Procurement Policy Board plays a critical role in overseeing Hawaii's public procurement system. It adopts and amends administrative rules to promote economy, efficiency, fairness, and integrity in how our state and counties utilize taxpayer and user fee dollars on goods, services, and construction. In a time of high living costs, infrastructure needs, and efforts to support local businesses, strong leadership on this board is essential to ensure procurements are transparent, competitive, and deliver the best value for Hawaii's people.

Paula is exactly the leader to have on the Board. Paula and I have worked through and brainstormed solutions to complex procurement and contracting issues. She is well-qualified to serve in this important role. Her nomination reflects the Governor's confidence in her ability to contribute expertise and balanced judgment to the Board's work. Confirming qualified nominees like Paula helps maintain effective governance and public trust in how state resources are managed.

Thank you for the opportunity to submit testimony.

Testimony Presented Before the
Senate Committee on Government Operations
April 2, 2026 at 3:00 p.m.

By
David Ha

GM 773 – SUBMITTING FOR CONSIDERATION AND CONFIRMATION TO THE
PROCUREMENT POLICY BOARD, GUBERNATORIAL NOMINEE, PAULA
YOUNGLING, FOR A TERM TO EXPIRE 06-30-2030.

Chair McKelvey, Vice Chair Gabbard, and Members of the Committee:

Thank you for the opportunity to testify in support of the nomination of Paula Youngling to the Procurement Policy Board for a term to expire 06-30-2030. My Name is David Ha and I have been in the procurement and contracts industry for 16 years, currently serving as the Facilities Contracts Manager for the University of Hawai'i. I have had the honor of working with Ms. Youngling over the years.

With Ms. Youngling's extensive experience and knowledge in procurement for the public and private sectors, she is exceptionally qualified to serve on the Procurement Policy Board. Ms. Youngling's service to the City and State over the years demonstrate her dedication to the State of Hawai'i. Her current position as City and County of Honolulu's Central Purchasing and Contract Administrator will provide the Board insight into government procurement to help address modern procurement issues and guide Hawai'i's procurement policy.

Thank you for this opportunity to testify in support of Governor's Message 773, and I respectfully urge the Senate to consent to Ms. Paula Youngling's Nomination to serve on the Procurement Policy Board. I look forward to the contributions Ms. Youngling will bring to the Procurement Code and Rules to move Hawai'i's government procurement forward.

This testimony is submitted as an individual and not as a representative of the University of Hawai'i.

GM-773

Submitted on: 3/31/2026 3:29:19 PM

Testimony for GVO on 4/2/2026 3:05:00 PM

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

Comments:

It is a pleasure to recommend Paula Youngling. Having observed her work ethic and professional trajectory at the City and County of Honolulu, I can confidently attest to the unique blend of skill and dedication she brings to every project.

Paula stands out for her ability to analyze complex situations, identify solutions, and fosters a positive team environment.

Paula's integrity and proactive nature make her an invaluable asset to any organization. I have no doubt that she will continue to excel and drive meaningful results in support of the Procurement Policy Board.

GM-773

Submitted on: 3/31/2026 7:33:14 PM

Testimony for GVO on 4/2/2026 3:05:00 PM

Submitted By	Organization	Testifier Position	Testify
Stephanie Letro	Individual	Support	Written Testimony Only

Comments:

**TESTIMONY FOR THE RECORD
Senate Committee on Government Operations**

Senator Angus L.K. McKelvey, Chair

Senator Mike Gabbard, Vice Chair

March 31, 2026

Dear Chair, Vice Chair, and Senate Committee Members,

Thank you for the opportunity to submit this testimony in support of the appointment of Paula Youngling to serve on the Procurement Policy Board.

My name is Stephanie Letro, and I am the Acting Purchasing Agent at The County of Hawai‘i. I have worked in the Purchasing Division at Hawai‘i County for four years and am also retired from the U.S. Coast Guard after serving 25 years in Finance. I have only known Paula Youngling for two years, but her extensive knowledge has been beneficial to me in my first year acting as the Purchasing Agent for Hawai‘i County when I would reach out for input on certain procurement topics like the Contractor Performance Database, or when she served as a valuable resource when I sought out samples of solicitations. Although my professional experience with her spans a short time, I can speak confidently to her qualifications, integrity, and exceptional understanding of government procurement policies.

Paula Youngling is committed and her vast procurement knowledge makes her an invaluable asset. I am confident that she will be an effective voice on this Board.

Thank you for your time and consideration.

Very Respectfully,

Stephanie Letro

LATE

Carrie Castle, Deputy Director
City and County of Honolulu – Budget and Fiscal Services Department
April 1, 2026

I am writing to strongly recommend Gubernatorial Nominee, Paula Youngling to serve on the State of Hawaii's Procurement Policy Board for a term to expire June 30, 2030. I worked directly with Paula during her time as Central Purchasing and Contract Administrator leading the Purchasing Division of the City and County of Honolulu's Budget and Fiscal Services department.

Mayor Blangiardi's vision to solve wicked problems and prioritize solutions to long-standing procurement issues set us on the path to form the Procurement Improvement Working Group. Our mandate was to review procurement work-flow processes, policies and procedures, modernize technologies and streamline operations for greater efficiencies and productivity. As part of the executive leadership team, Paula has been instrumental in driving these initiatives to transform the procurement life cycle. Paula possesses the intelligence and extensive knowledge in procurement law, outstanding leadership qualities to drive initiatives to execution and completion, and the ability to build relationships and gain trust with her colleagues both within the department and across departments throughout the City. I have witnessed firsthand her initiative and commitment to drive systemic change to deliver significant improvements to better serve residents in every community across O'ahu.

Beyond her technical knowledge and abilities, Paula is highly skilled in ensuring that procurement concerns are handled with both care and diligence. She is particularly adept at going above and beyond to support the procurement goals within the framework of evaluating procurement law and policy.

I have the utmost confidence that Paula Youngling would be an outstanding asset to the Procurement Policy Board and ultimately make a significant positive impact to those you serve. Please feel free to contact me if you have any further questions.

Sincerely,



Carrie Castle

LATE

April 2, 2026

Paula Youngling Confirmation Support Testimony

Honorable Chair McKelvey, Vice-Chair Gabbard, and members of the Committee

This is a written testimony in support of the appointment of Paula Youngling to the State of Hawaii Procurement Policy Board. The Policy Board will benefit greatly with the appointment of Ms. Youngling to the Board.

Throughout our professional association, first, in my position as deputy corporation counsel with the City and County of Honolulu, and Paula was, then, leading the procurement group at the Honolulu Authority for Rapid Transportation, and later, when we worked together at HART, Ms. Youngling consistently demonstrated exceptional knowledge of procurement practices, policies, and procedures. Her deep understanding of the field allows her to navigate complex procurement matters with confidence and sound judgment. There are fewer I can recommend as having more expertise in public procurement than Paula Youngling.

Equally important, Paula conducts herself and leads her procurements in accordance with the highest ethical standards.

Paula will be an indispensable member and contributor to your board.

Thank you for providing me this opportunity to provide this testimony in support of Paula Youngling's appointment to the State of Hawaii Procurement Policy Board.

Nicole Chapman

Director of Procurement, Contracts & Business Development
Santa Clara Valley Transportation Authority