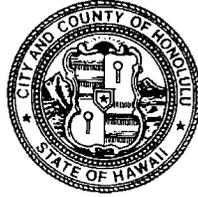


DEPARTMENT OF COMMUNITY SERVICES  
CITY AND COUNTY OF HONOLULU

715 SOUTH KING STREET, SUITE 311 • HONOLULU, HAWAII 96813 • AREA CODE 808 • PHONE: 768-7762 • FAX: 768-7792



KIRK CALDWELL  
MAYOR

GARY K. NAKATA  
DIRECTOR DESIGNATE

BARBARA YAMASHITA  
DEPUTY DIRECTOR

May 1, 2015

RECEIVED  
CITY CLERK  
& C OF HONOLULU  
2015 MAY -8 PM 1:39

The Honorable Ann H. Kobayashi, Chair  
and Members  
Committee on Budget  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

Dear Chair Kobayashi and Councilmembers:

SUBJECT: Comments on Proposed Bill 13 (2015), CD2 Amendments  
for the Department of Community Services

We would like to thank you and the Committee on Budget for the proposed restoration of the Personal Services Contract Positions for the Office of Strategic Development and rent of office space to pay for CAM charges for the Administration; for the YouthBuild and Juvenile Justice Center programs at the WorkHawaii Division; and the three Personal Services Contract Positions in the CD1 for the Community Based Development Division.

Please find attached our comments regarding the budget amendments in Bill 13 (2015), CD1 and the proposed amendments for Bill 13 (2015), CD2.

Sincerely,

Gary Nakata, Director Designate  
Department of Community Services

Attachment

CONCUR:

Nelson H. Koyanagi, Jr., Director  
Department of Budget and Fiscal Services

APPROVED:

Roy K. Amemiya, Jr.  
Managing Director

RECEIVED  
2015 MAY -8 A 10:23  
CITY COUNCIL  
HONOLULU, HAWAII

**CD1 Comments**

**ADMINISTRATION**

**Councilmember:** Ernest Martin

<u>Amount</u>	<u>Fund</u>	<u>Description</u>
\$(366,488)	GN	Reduction
(250,000)	AF	Reduction

Department's Comments and Concerns:

This amendment deletes Personal Svcs – Contract Positions expenses for the Office of Strategic Development.

In FY 2015, the City Council ("Council") added to the budget \$32 million in general obligation bond funds (GOB) for a Homeless Relocation Initiative. The funding was directed towards acquisition, development and/or renovation of facilities to relocate homeless individuals to emergency, transitional and/or permanent housing with consideration to working homeless and homeless families with children.

Also in FY 2015, a total of \$12.256M was appropriated by the Council under the Affordable Housing Fund for a Housing Partnership Program (\$8.256M) for development or preservation of affordable housing for the chronically homeless through the Housing First Model and Waikiki Housing First (\$4M).

No funding was provided under the FY2015 Operating Budget for additional staff to strategically plan and execute projects to expend these funds to meet the critical need other than the Affordable Housing Fund provides that no more than 5% of the fund can be used for administrative purposes.

Prior to the establishment of the Office of Strategic Development, there were no City personnel available to administer the unprecedented amount of appropriated funds.

A week does not go by without a written article, editorial or television coverage about the acute crisis this City is facing with respect to homelessness and the lack of affordable housing. Certainly, the Administration and the Council are in tune to the seriousness of the issue. The Mayor has elevated homelessness and the lack of affordable housing to his top priorities.

In order to meet the funding directives set forth by the Council, the Administration notified the Council on September 19, 2014 that it would create and fill eight temporary positions for a newly established Strategic Development Office which would be functionally assigned to the Department of Community Services and report jointly to the Managing Director. Section 2-17.2(a) of the Revised Ordinances of Honolulu relating to execution of the Executive Operating Budget authorizes the Mayor to establish, fill, and allot funds for additional temporary positions that are not included in the Executive

Operating Budget Ordinance upon prior notification to the Council. The justification for the need of temporary positions was to, "...immediately address the City's issues of chronic homelessness, to implement the asset development component of the Housing First program and Affordable Housing Policy and Plan, to redirect the uses for the City's HAHPI portfolio, and to respond to Council's numerous resolutions and directives about developing City assets."

In response to the Administration's September 19, 2014 memo, the Council requested information in a memo to the Managing Director dated September 29, 2014. This request for information was responded to by the Managing Director by memo dated October 6, 2014. Copies of all referenced communications are attached as Exhibit A.

There is recognition by both the Administration and the Council that a more permanent organizational and staffing plan should be initiated to address housing issues. However, due to the urgency of the housing issues facing this City, we respectfully recommend that the Office of Strategic Development continue to be funded under the FY2016 budget while more permanent options can be explored on a parallel track. For example, creation of a Department of Housing has been offered by resolution this year, however, such action will require an amendment to the City Charter and a vote by the electorate. Other actions such as creating civil service positions will also take time to establish. In the meantime, the Office of Strategic Development is making progress towards meeting the directives of the Council and the momentum should not be lost.

The function of the Office of Strategic Development does not duplicate any existing services provided by the City and the Department of Community Services. Of the eight (8) positions created for the Office of Strategic Development, two (2) positions were filled starting December 2, 2014 after an employment search and interview of over ten candidates. A third position was filled on February 25, 2015. Further recruitment and filling of positions have been placed on hold pending the outcome of whether the positions will be funded under the FY2016 budget by the Council. The qualifications of the employees hired to date are stellar. A copy of their resumes is attached as Exhibit B.

The Office of Strategic Development has been operational for approximately four months. The critical tasks assigned to the office include:

- Implementing the asset development portion of the City's Housing First Program;
- Identification and acquisition of properties suitable for the Housing First Program and other homeless programs;
- Implement the asset disposition plans for the HAHPI portfolio;
- Develop city assets through public/private partnerships, including but not limited to, River Street, Varona Village, Aiea Sugar Mill, Kapolei and TOD catalytic projects;

- Consolidate all City and County of Honolulu property assets into one entity, currently scattered in various departments, in order to develop a master plan for City assets; and
- Implement the asset development component of the Affordable Housing Policy and Strategy.

With the limited initial staffing hired for the office, it was determined that the first priority would be to spend down the GOB and AF funding described hereinabove. A copy of the spend down plan and the current status is attached as Exhibit C.

**CD2 Comments**

**COMMUNITY ASSISTANCE DIVISION**

**Councilmember:**                     Pine                    

<u>Amount</u>	<u>Fund</u>	<u>Description</u>
\$(800)	GN	OC3102 Postage Reduced to FY15 appropriation.

**Department's Comments and Concerns:**

The request is equivalent to the Division's FY14 expenditures and we ask that our request be funded in full. The program has little control over increased postage costs and while some customer mailings are being converted to electronic form, many of our customers are seniors who do not utilize electronic mail. The increased postage costs include coupons mailed to participants in the bus pass subsidy program, assigned to DCS by ordinance. If the appropriation is reduced as proposed, customer service to our senior clients will be negatively affected.

<u>Amount</u>	<u>Fund</u>	<u>Description</u>
\$(242)	GN	OC3103 Telephone Reduced to FY15 appropriation.

**Department's Comments and Concerns:**

The request is nearly equivalent to the FY14 expenditure of \$1,624 and we ask that \$1,624 be funded. This item covers basic cell phone service for our rehabilitation loan inspectors and a modest data plan for the division chief who needs access to email for travel between three division worksites and the DCS administrative office. If the proposed reduction takes effect, cell phone service would be transferred to a vendor with reduced geographic coverage, negatively affecting customer contact with the rehabilitation loan inspectors, particularly in rural Oahu.

**OFFICE OF GRANTS MANAGEMENT**

**Councilmember:** Pine

<u>Amount</u>	<u>Fund</u>	<u>Description</u>
\$(2,300)	GN	Reduce funding for CE for OC 2756 Parts and Accessories (Computer Equipment)

Department's Comments and Concerns:

Requesting funds for a laptop (\$1,500) and projector (\$800) for Grants-In-Aid trainings. The laptop will also be used to complete on-site monitoring reports. Both items will also be available for use by other DCS staff. We request that the budget not be reduced by \$2,300.

<u>Amount</u>	<u>Fund</u>	<u>Description</u>
\$(3,900)	GN	Reduce funding for CE for OC 3630 Rentals- Office Equipment

Department's Comments and Concerns:

Funds were in OC 3670 in FY15 budget for Xerox rental and moved to correct OC in FY16. \$3,900 in FY16 is based on current Xerox lease rates if \$325 per month for the Office of Grants Management. We request that the budget not be reduced by \$3,900.

**Councilmember:** Martin

<u>Amount</u>	<u>Fund</u>	<u>Description</u>
\$(539.20)	GR	Reduction of GIA funds in OC

Department's Comments and Concerns:

The GIA commission recommended 34 grantee awards with GIA funds. CD2 reduces 21 of the 34 GIA awards by approximately \$1.6 million. The \$1.6 million of GIA funds taken from the 21 original awardees, were shifted to add 14 new grantees that will receive GIA funds. Under CD2 GIA funds will be awarded to a total of 48 grantees.

After the GIA funds were shifted we note there is an overall reduction of \$539 in GIA funds being awarded. We recommend the \$539 be added to the highest scoring newly added GIA grantee that got awarded less than they requested.

OFFICE OF THE MAYOR  
CITY AND COUNTY OF HONOLULU

530 SOUTH KING STREET, ROOM 300 • HONOLULU, HAWAII 96813  
PHONE: (808) 768-4141 • FAX: (808) 768-4242 • INTERNET: [www.honolulu.gov](http://www.honolulu.gov)



KIRK CALDWELL  
MAYOR

EMBER LEE SHINN  
MANAGING DIRECTOR  
GEORGETTE T. DEEMER  
DEPUTY MANAGING DIRECTOR

September 19, 2014

The Honorable Ernest Y. Martin  
Chair and Presiding Officer  
and Members  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

RECEIVED  
CITY CLERK  
C. C. OF HONOLULU  
2014 SEP 19 AM 11:48

Dear Chair Martin and Councilmembers:

**SUBJECT: Unbudgeted Temporary Positions Notification**

Section 2-17.2(a) of the Revised Ordinances of Honolulu relating to the execution of the Executive Operating Budget authorizes the Mayor to establish, fill, and allot funds for additional temporary positions that are not included in the Executive Operating Budget Ordinance, upon prior notification to the City Council. In accordance with the provisions of this ordinance, this notification is being submitted for eight temporary positions for the Strategic Development Office, which is functionally assigned to the Department of Community Services and reports jointly to the Managing Director. Additional required information on the positions is as follows:

1. Type of Temporary Positions Required:

As allowed under Section 6-1103(g) of the Revised Charter of the City and County of Honolulu, the following positions:

- 1 Strategic Development Officer
- 1 Asset Development Administrator
- 1 Asset Management Administrator
- 1 Senior Financial Analyst
- 1 Leasing Officer
- 1 Project Manager
- 1 Secretary III
- 1 Deputy Corporation Counsel (half-time)

MAYOR'S MESSAGE 98

EXHIBIT A

These temporary positions will be tasked with the following assignments:

- Assist with implementing the asset development portion of the City's Housing First Program.
- Identification and acquisition of properties suitable for the Housing First Program and other homeless programs.
- Implement the asset disposition plan for the HAHPI portfolio, i.e. long term lease of some of the properties, developing economic opportunities with the commercial properties, and rehabilitating some of the residential properties.
- Develop City assets through public/private partnerships, including River Street, Varona Village, Aiea Sugar Mill, Kapolei, TOD catalytic projects, agriculture parcels, Kalaheo Hillside, and commercial zoned parcels.
- Consolidate all City and County of Honolulu property assets into one entity, which are presently scattered in the Departments of Facility Maintenance, Community Services, Budget and Fiscal Services, Design and Construction, in order to develop a master plan for City assets.
- Implement asset development component of the Affordable Housing Policy and Strategy, in conjunction with the Department of Planning and Permitting and Mayor's Office of Housing.

2. Anticipated Duration of the Employment of the Temporary Positions:

October 1, 2014 to June 30, 2016, with annual extension/renewal as required and allowed under the Revised Charter of the City and County of Honolulu.

3. Cost of the Temporary Positions:

Depending on the difficulty of recruitment for these eight positions, the cost of the temporary positions for the remainder of FY15 is estimated to range from \$415,000 to \$425,000.

4. Source of Budgetary Savings Which Will Accrue to Finance the Temporary Positions:

These contracts are unbudgeted and are funded from the vacant funded provisional account, affordable housing fund, salary savings, and federal program funds for administration of homeless and Housing First programs.

The Honorable Ernest Y. Martin  
Chair and Presiding Officer  
and Members  
September 19, 2014  
Page 3

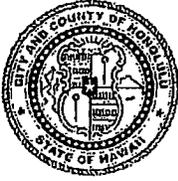
5. Unforeseen or Emergency Circumstance Justifying the Need for the Temporary Position:

This is a temporary need to immediately address the City's issue of chronic homelessness, to implement the asset development component of the Housing First program and Affordable Housing Policy and Plan, to redirect the uses for the City's HAHPI portfolio, and to respond to Council's numerous resolutions and directives about developing City assets.

Very truly yours,



Ember Lee Shinn  
Managing Director



**CITY COUNCIL**  
CITY AND COUNTY OF HONOLULU  
530 SOUTH KING STREET, ROOM 202  
HONOLULU, HAWAII 96813-3065  
TELEPHONE: (808) 768-5010 • FAX: (808) 768-5011

**ANN H. KOBAYASHI**  
COUNCILMEMBER, DISTRICT 5  
CHAIR, COMMITTEE ON BUDGET  
TELEPHONE: (808) 768-5005  
FAX: (808) 768-1227  
EMAIL: akobayashi@honolulu.gov

RECEIVED  
CITY CLERK  
C & C OF HONOLULU  
2014 SEP 29 PM 3:27

September 29, 2014

Ms. Ember Lee Shin  
Managing Director  
City and County of Honolulu  
530 South King Street, 3<sup>rd</sup> Floor  
Honolulu, HI 96813

Dear Managing Director Shin,

RE: UNBUDGETED TEMPORARY POSITIONS (MM-98)

I am in receipt of your September 19, 2014 notification (Mayor's Message 98) regarding eight temporary position for the Strategic Development Office in the Department of Community Services. Per ROH Sec. 2-17.2(a) Budget execution, for authorized positions:

"The notification shall identify: the type of temporary position required, the anticipated duration of the employment of the temporary position, the cost of the temporary position, the source of budgetary savings which will accrue to finance the temporary position, and the unforeseen or emergency circumstance justifying the need for the temporary position."

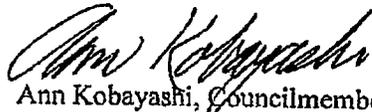
Pursuant to the ROH, please provide a detailed breakdown for each of the eight temporary positions which includes:

- the cost of the position;
- the source of budgetary savings, described by source of funds, activity, and character of expenditure, which will be used to finance the position; and
- the unforeseen or emergency circumstance justifying the need for the position.

Also, please provide information on the Strategic Development Office and if this office constitutes a new division within the Department of Community Services.

Thank you and I look forward to your response by Monday, October 6, 2014. Please feel free to contact me at 768-5005, if you would like to discuss this further.

Sincerely,

  
Ann Kobayashi, Councilmember  
District V

**OFFICE OF THE MAYOR  
CITY AND COUNTY OF HONOLULU**

530 SOUTH KING STREET, ROOM 300 • HONOLULU, HAWAII 96813  
PHONE: (808) 788-4141 • FAX: (808) 768-4242 • INTERNET: [www.honolulu.gov](http://www.honolulu.gov)



KIRK CALDWELL  
MAYOR

October 6, 2014

2014 OCT -7 AM 5:51  
RECEIVED  
CITY AND COUNTY OF HONOLULU  
EMBER LEE S...  
MANAGING DIRECTOR  
GEORGE T. ...  
DEPUTY MANAGING DIRECTOR

The Honorable Ann H. Kobayashi, Chair  
Committee on Budget  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

2014 OCT -7 A 9:42  
RECEIVED  
CITY COUNCIL  
HONOLULU, HAWAII

Dear Chair Kobayashi:

**SUBJECT: Unbudgeted Temporary Positions (MM-98)**

This is in response to your request regarding the unbudgeted temporary positions for the proposed Strategic Development Office.

**Question: A detailed breakdown of cost for each of the eight temporary positions.**

**Answer:** The estimated cost of each position is based on an anticipated hiring date of no earlier than November 2014. These costs, not to exceed \$425,000, may vary based on job offers that will be commensurate with qualifications and experience.

Strategic Development Officer	\$83,333	(7 months)
Asset Development Administrator	\$64,166-\$73,333	(7-8 months)
Asset Management Administrator	\$64,166-\$73,333	(7-8 months)
Senior Financial Analyst	\$35,000-\$45,000	(7-8 months)
Leasing Officer	\$38,000-\$50,000	(6-7 months)
Project Manager	\$40,000-\$48,000	(5-6 months)
Secretary III	\$25,000	(7 months)
Deputy Corporation Counsel (1/2 time)	\$25,000	(4 months)

**Question: Source of budgetary savings, described by source of funds, activity, and character of expenditure, which will be used to finance the position.**

**Answer:** The following sources of funding will be used to cover the cost of these unbudgeted temporary positions:

- a) Community Based Development – current expense funds budgeted for Housing First Program will be transferred to salaries; Affordable Housing CIP (Housing Partnership Program) funds will be used for portions of positions which are developing Housing First

projects; Homeless Relocation Initiative CIP funds will be used for positions which are developing homeless projects; CDBG administrative funds will be used for positions involved in development of homeless shelter programs and existing facilities which are being renovated into low income, Housing First, or affordable housing units.

- b) Department of Community Services – General Fund salary savings due to unfilled vacant positions will be used for positions involved in the development of city assets unrelated to affordable housing.

**Question: The unforeseen or emergency circumstance justifying the need for the position.**

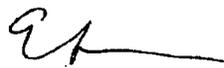
**Answer:** Due to amendments to program funding in the fiscal year 2015 budget and legislative changes and direction, there is an urgent need to establish the appropriate staffing to address the issue of homelessness and to implement the Housing First and Affordable Housing programs.

**Question: Provide information on the Strategic Development Office and if this office constitutes a new division within the Department of Community Services.**

**Answer:** The Strategic Development Office will be initially staffed by temporary contractual positions. These positions will be temporarily assigned to the Department of Community Services (DCS) and will report jointly to DCS and the Managing Director, except for the Deputy Corporation Counsel who is assigned to the Corporation Counsel. The organizational placement of this function and whether it will be a division within DCS or the Office of the Mayor will be determined at a later time, when all functions relating to asset management are consolidated under this office and it is necessary to establish permanent positions. The same approach is being used for the TOD Office which is functionally assigned to the Department of Permitting and Planning but reports jointly to the Managing Director.

Please do not hesitate to contact me if you have further questions. I will be contacting your office to schedule a meeting to discuss this matter directly with you.

Very truly yours,



Ember Lee Shinn  
Managing Director

## Sandra S. Pfund

---

### EXPERIENCE:

- **Office of Strategic Development, C&C of Honolulu**

December 2, 2014 – present

Position: Strategic Development Officer

Oversee the implementation of the Office of Strategic Development to accelerate housing production; stimulating the development of affordable housing, acquisition and rehabilitation of housing units for the City's Housing First Program and optimize use of City assets within the TOD. Supervise a staff of eight (8) positions.

- **Department of Hawaiian Home Lands (DHHL), State of Hawaii**

July 1, 2010 – December 1, 2014

Position: Land Development Administrator

Development of real estate projects including land, infrastructure and housing development. Projects included pastoral, agricultural and house lot improvements on all islands. Infrastructure projects included water, sewer, roadway and drainage improvements. Project development included working in a culturally sensitive way with the homestead communities to build capacity. Development projects included land acquisition and new housing development as well as rehabilitation of existing infrastructure and homes. Tasks included preparation of RFP, Development Agreements, and Contracts for Professional Services and Construction Contracts. Annual budget of \$30 million. Supervision of a staff of seventeen (17) members including engineers, project managers, real estate managers for residential leasing, loans and sales and clerical staff. Reported to the Chairman and members of the Hawaiian Homes Commission.

- **Aloha Tower Development Corporation (ATDC), State of Hawaii**

September 2004 – June 30, 2010

Positions held: Chief Executive Officer, Development Director

Development of real estate projects in the Aloha Tower Project and Complex Area. Activities included a master plan update, development planning for Piers 10 and 11 and development of Piers 5 and 6.

Development of infrastructure projects for Honolulu Harbor in partnership with the Department of Transportation – Harbors Division (DOT-H). Major redevelopment projects included Piers 1 and 2, the former Kapalama Military Reservation and acquisition of 30-acres on Sand Island for cargo yard facilities. Activities resulted in the addition of approximately 37 acres for commercial harbor use and completion of the Kapalama Container Terminal development plan. Implementation of a statewide commercial

harbor infrastructure development plan in partnership with DOT-H known as the Harbors Modernization Plan. Since inception in 2008, fifteen (15) planning and design contracts were executed totaling \$7.5 million.

Supervision of a staff of eight (8), reporting to a seven-member Board of Directors and the Director of the Department of Business, Economic Development and Tourism (DBEDT)

- **Hawaii Community Development Authority (HCDA), State of Hawaii**

October 2000 – August 2004

Positions held: Interim Executive Director, Project Director

Development of real estate projects on the Kakaako waterfront. Lead project manager on the following projects:

- HCDA project liaison for the development of the University of Hawaii John A. Burns School of Medicine (UH JABSOM) – Negotiation and completion of lease termination documents; coordinate offsite issues, construction of improvements to warehouse property to relocate tenants, offsite parking agreements.
- Realignment and reconfiguration of Forrest Avenue at Fort Armstrong to create three large lot commercial development parcels.
- C&C coordination for acceptance and maintenance of Ward Ave extension and Ilalo Street improvements and dedication of roadways to C&C.
- Environmental assessments and remediation actions for several sites in the Kakaako Waterfront including collaboration with the Department of Health.
- Negotiations with federal government for land acquisition at Fort Armstrong.

- **Housing and Community Development Corporation of Hawaii (HCDCH) formerly Housing Finance and Development Corporation (HFDC), State of Hawaii**

November 1987 – September 2000

Positions held: Development Section Chief, Development Project Coordinator, and Land Programs Branch Chief

Project coordination in all phases of real estate development with emphasis on planning, land issues, conveyance of properties and project implementation.

Negotiated and drafted RFP, land transfers, Development Agreements, master infrastructure and dedication of improvements. Projects included master planned communities from planning to development of the Villages of Kapolei, Villages of Leialii and Villages of Laiohua. Supervised staff of approximately 10 members.

**EDUCATION:** Bachelors of Arts. Master Degree in Public Administration  
University of Hawaii at Manoa

# CHRIS J. SADAYASU

## PROFESSIONAL EXPERIENCE

### CITY & COUNTY OF HONOLULU – OFFICE OF STRATEGIC DEVELOPMENT

#### **Asset Management Administrator**

Honolulu, Hawaii  
12/2014 – Present

An integral part of the City & County of Honolulu's newly created Office of Strategic Development which is tasked with providing island-wide affordable housing opportunities with an emphasis on homeless initiatives. Tasked with evaluating the City's existing assets and implementing a plan to maximize its development potential.

### HAWAII COMMUNITY DEVELOPMENT AUTHORITY (HCDA)

#### **Asset Manager**

Honolulu, Hawaii  
01/2012 – 12/2014

Managed a five-member team responsible for administering the HCDA's property management responsibilities, including but not limited to, lease negotiations and contracting, tenant relations, procurement of goods and services, and beautification within the development district. Oversaw the HCDA's reserved housing unit program with respect to the shared equity requirements and the HCDA's first right of refusal to purchase the units. Spearheaded the transfer of approximately \$200 million of Kakaako lands to the Office of Hawaiian Affairs.

#### **Compliance Assurance and Community Outreach Officer**

07/2010 – 12/2011

Prepared and presented legislation and testimony during the Legislative Session on behalf of the HCDA. Collaborated with the Office of the Attorney General to defend the HCDA's legal rights and adjudicate the HCDA's legal matters. Established the HCDA's procurement compliance procedures to prevent the HCDA from committing procurement violations. Actively conducted community outreach activities and promoted HCDA's strategic planning initiatives.

### ALOHA TOWER DEVELOPMENT CORPORATION (ATDC)

#### **Development Manager/Special Assistant**

Honolulu, Hawaii  
05/2008 – 06/2010

Managed and oversaw the day-to-day activities within the Aloha Tower Project Area. Drafted and lobbied for legislation to achieve ATDC's statutory mandates as ATDC's legislative coordinator. Worked in conjunction with the Office of the Attorney General and ATDC's Special Deputy Attorney Generals to vigorously defend the ATDC in several legal actions. Conducted ATDC's community outreach efforts to promote ATDC's strategic planning initiatives.

### HAWAII HOUSING FINANCE AND DEVELOPMENT CORPORATION (HHFDC)

#### **Housing Development Specialist III**

Honolulu, Hawaii  
10/2006 – 05/2008

#### **Housing Development Specialist II**

05/2001 – 10/2006

Developed and implemented HHFDC's affordable housing development programs to provide housing opportunities throughout the State of Hawaii. Managed and trained a team of housing development specialists to accomplish HHFDC's mission. Negotiated and managed several multi-million dollar development agreements which have resulted in the construction of hundreds of new housing units.

### CHING, YUEN & MORIKAWA, A LAW CORPORATION

#### **Attorney**

Honolulu, Hawaii  
09/1998 – 04/2001

#### **Summer Associate**

Summer 1996, 1997

Specialized in real estate transactions, foreclosures, corporate and securities law, quiet titles and land use.

## EDUCATION

### WILLIAM S. RICHARDSON SCHOOL OF LAW

Juris Doctorate, 1998

Honolulu, Hawaii

### CLAREMONT McKENNA COLLEGE

Bachelor of Arts in Economics-Accounting, Cum Laude, 1995

Claremont, California

EXPERIENCE

**City & County of Honolulu** **Honolulu, HI** **2015 - Present**

*Asset Development Project Manager - Office of Strategic Development*

Provide development project management services for City real estate assets. Assist in the implementation of the City's Homeless Relocation Initiative and the Affordable Housing Fund program. Evaluate asset potential to maximize use of City resources with a focus on public-private partnerships, and determine and execute appropriate programs. Facilitate production and maintenance of mixed-use/mixed income assets along TOD area.

**Housing Partners, LLC** **Honolulu, HI** **2010 - 2015**

*Consultant*

Real estate sales and consulting firm providing development and program management services and support with emphasis on affordable housing and inclusionary zoning process. Establish and support project programs and plans, financial structures, and budget and schedules for owners and developers.

**Hawaii Community Reinvestment Corporation** **Honolulu, HI** **2005 - 2010**

*Vice President/Asset Manager*

Primary contact for non-profit organization specializing in Low Income Housing Tax Credit (LIHTC) syndication and affordable housing permanent financing and consulting. Execute all services related to permanent financing including due diligence, underwriting, funding, and compliance. Provide grant writing and government fund application consulting services, and consult with housing developers on feasibility analysis, federal and state grant and loan underwriting, and responses to RFPs.

**Bank of Hawaii** **Honolulu, HI** **1999 - 2005**

*Assistant Vice President/Portfolio Management Officer*

Portfolio manager and credit underwriter for corporate and commercial loans. Prepare financial review/analysis of local and national corporate banking deals, prepare risk scenarios and forecasts, and evaluate and recommend loan structures. Supervise junior portfolio management officer in developing analysis, documentation, and relationship management skills.

**Legends in Concert** **Honolulu, HI** **1995-1999**

*Operations Manager*

Direct operations department with 25 employees and manage daily operations of multi-million dollar entertainment company. Establish and review performance standards and effect disciplinary action.

EDUCATION

MBA University of Hawaii - Manoa, Shidler College of Business

BBA University of Hawaii - Manoa, Shidler College of Business  
Cum Laude. Finance and Marketing major with a minor in Economics

27-Feb-15

OFFICE OF STRATEGIC DEVELOPMENT - Project Status

HOMELESS RELOCATION INITIATIVE

FY 2015 CIP Appropriation - 2 year spendown to 6/30/2016

Appropriation: \$32 M

STATUS

Family Justice Center

\$6,220,000 Prosecutor's Office

DFM Winston Hale Repairs

\$1,650,000 Repair 26 units currently out of use. Funds encumbered for design.

**Subtotal**

**\$7,870,000**

**OSD FY2015 - Encumbrances in Process**

DDCDFM-FD 15 Winston Hale Next Design Micro Units Schematic

\$23,616 Conceptual plans completed; Neighborhood Board 4/2/15

2015-13 Master Agreement Professional Engineering Services

\$500,000 Consultant selection and contract in progress.

2015-33 Contract Professional Construction Management

\$500,000 Consultant selection and contract in progress.

**Subtotal**

**\$1,023,616**

OSD FY2015 - Future Encumbrances

Waianae Container/Modulars - Demolition and Clearance of Lot

\$150,000 Pending engineering contract; Neighborhood Board 4/7/15

Winston Hale - Design Development Construction Drawings

\$100,000 Pending engineering contract.

P2H Project Site Preparation

\$250,000 Decision pending on Sand Island.

RFP for Acquisition of Urban Core Small Apt. (8-20 units)

\$4,000,000 Potential properties identified.

RFP for TOD Land Acquisition to Preserve site for Affordable

\$5,000,000 Potential properties identified.

Housing Project

**Subtotal**

**\$9,500,000**

**OSD FY2016 - Future Encumbrances**

Master Agreement for Professional Engineering Services

\$500,000

Master Agreement for Professional Construction Management

\$500,000

Winston Hale Construction

\$400,000

Waianae Container/Modulars Project

\$250,000

RFP for Affordable Housing Project on C&C Land in Ewa

\$200,000

RFP for Acquisition of Urban Core Small Apt (8-20 units)

\$4,000,000

RFP for TOD Land Acquisition to Preserve Site for Affordable

\$5,000,000

Housing Project

**Subtotal**

**\$10,850,000**

HOUSING PARTNERSHIP PROGRAM & WAIKIKI HOUSING FIRST

FY 15 Appropriation \$13,256,000

\$13,256,000

RFP to provide Equity to Projects meeting Affordable Housing

Fund Requirements (Housing Partnership & Waikiki Hsg First)

EXHIBIT C