

# KEITH A. REGAN

## **EDUCATION**

University of Southern California – Los Angeles, California  
*Master of Public Administration*

Harvard Kennedy School of Government – Cambridge, Massachusetts  
*Senior Executives in State & Local Government*

University of Phoenix – Wailuku, Hawai'i  
*Master of Business Administration*

DeVry Institute of Technology – Phoenix, Arizona  
*Bachelor of Science in Business Operations*

## **PROFESSIONAL EXPERIENCE**

**Department of Commerce & Consumer Affairs**, Honolulu, Hawai'i (August 2022 to Present)  
State of Hawai'i

*Business Management Officer I*

- Serves as the chief staff officer to the Director on all financial and administrative program matters including the department's procurement and purchasing functions in accordance with pertinent laws, rules, policies and guidelines.
- Advises administrators and managers in long-range program planning in the areas of budget/resource management, revenue estimates, expenditure plans and controls, facilities and equipment, development and upgrade of processes and systems and coordinates the use of work plans to satisfactorily address possible shortfalls. Coordinates with the Director and program managers the compilation and review of the department's operating budget, revenue projections, expenditure and staffing plans, including the submittal of legislative budget requests, reports and justifications.
- Reviews operations of the department on a regular basis. Recommends and organizes the internal/external review/audit of programs to maintain compliance with existing directives and statutes, fiscal accountability and to ensure the propriety of the department's management control program, and implements corrective actions as necessary. Coordinates with administrators on planning, development, funding and implementation of system/process improvements and initiatives. Develops and reviews life cycle sustainability and maintenance costs.
- Ensures the completion of all required internal and external review/audit reports, and provides recommendations to the Director on changes to the methods of operation.
- Develops, administers, and enforces policies, standards and procedures to maintain compliance with applicable federal and state laws, rules and regulations. Reviews and

analyzes updates and advises the Director and administrators of the impact on operations and processes.

- Works closely with the managers of other federal, state, and county agencies, including the General Services Administration, the Department of Accounting and General Services (DAGS), the State Procurement Office (SPO), the Office of Enterprise Services and the Department of Budget and Finance, in implementing administrative and financial policies and resolving problematic solutions.
- Maintains responsibility over all administrative matters within the department except those affecting personnel-related areas.
- Serves as primary contact and liaison with other state agencies and private vendors on building management issues, including structural and mechanical repairs, general maintenance, and emergency situations. Serves on the property management association's board. Coordinates acquisition of facility resources the space allocation or commercial lease requests.
- Coordinates with private, state and county law enforcement agencies and personnel on security issues. Reviews and assesses physical security programs to ensure a safe work environment for department personnel and the public.
- Serves as the department's emergency management officer and has direct contact to the Hawaii State Emergency Management Agency in the event of an emergency or natural disaster. Coordinates and updates the department's Situational Emergency Plan, Emergency Operations Plan and Emergency Notification System. Coordinates and evaluates drills and actual events to improve response readiness.
- Serves as the department's American with Disabilities Act (ADA) Coordinator, ensuring compliance with statutory requirements.
- Serves as the department's risk assessment manager, reviewing and submitting tort claims to DAGS. Coordinates with private vendors, building association managers and administrators to file and resolve claims.

Total Direct Reports: 4

**Hawaii Tourism Authority**, Honolulu, Hawai'i (December 2018 to August 2022)

*Chief Administrative Officer*

- Responsible for the development, completion, and implementation of the HTA's 5-year Strategic Plan which includes oversight of tactical actions related to the strategic plan.
- Coordinates and manages all aspects of the day-to-day operations, including human resources, finance, budget, procurement, contracts, project management, facilities, legislative matters, information technology, safety and security, and general administration.
- Responsible for the human resources functions of the organization, including position management, job analysis, employee placement and development, employee-management relations, administrative personnel services, delegation and distribution of support services to the professional staff, guidance on non-routine personnel issues, and providing guidance on personnel matters.
- Direct oversight of the organization's fiscal operations and related policies, procedures, reports, revenues, expenditures, and systems. This includes the development,

implementation, and management of the annual budget for the HTA and the Hawai'i Convention Center related to appropriations from the Tourism Special Fund, the Convention Center Enterprise Special Fund, and the revenues generated from the operations of the Hawai'i Convention Center.

- Responsible for the HTA's inventory control system and all required reporting.
- Coordinates all legislative activities which include: fostering constructive relationships with subject matter chairs in the House and Senate and legislators; monitoring session activity including bill introduction, hearings, and other actions that may impact the organization and industry; researching, drafting, and submitting legislative testimony for bills and resolutions; providing regular updates to decision makers on key legislation, including to the Board. Serves as the Legislative Coordinator (LC) for the HTA and attends coordinator meetings with the Governor's legislative coordinating team to align with requirements set forth by the Governor's chief legislative coordinator. Develops strategies to address proposed legislation and directs resources to effectively execute the overall legislative strategy. Monitors county-level legislation which may impact the visitor industry and develops appropriate strategies.
- Manages the overall procurement process including requests for proposals (RFPs), contracts, memorandum of agreements (MOAs), and associated policies and procedures. Oversees the systems used to review, track, and coordinate contracts while also reviewing contracts for compliance and consistency with applicable State laws, rules, regulations, and policies. Directly supports the Capital Improvement Project (CIP) process for the Convention Center, including RFP development, proposal reviews and scoring, and final awards. Monitors ongoing CIP to ensure projects are progressing on schedule and within the parameters of the contract.
- Responsible for the coordination of all public meetings of the HTA Board of Directors, including compliance with all legal requirements under the Hawai'i Sunshine Law. Oversees the development of all agenda items to be discussed at public meetings, prepares and disseminates documents and materials related to agenda items, regularly presents information at public meetings, ensures the proper adoption of Board actions as well as the recordation of all actions in minutes of the public meeting.
- Serves as the Emergency Management Officer for the HTA and directs emergency management activities and actions as established through state statute. Coordinates and responds to requests for assistance (RFA) from the Hawai'i Emergency Management Agency (HI-EMA), including the activation of HTA's Department Operations Center (DOC) during times of crisis. Regularly meets with HI-EMA and other state agencies to discuss emergency management related issues and concerns. Develops and manages the HTA's Emergency Operations Plan (EOP) which includes the identification of essential employees necessary for the effective implementation of the EOP. Directs periodic training of essential employees as part of the HTA's role and responsibility in preparation for potential emergency situations.
- Manages the HTA's safety and security program based on the annual budget and directs the contractors that are part of the program. Works closely with program contractors to develop new and innovative proposals that will have a direct and positive impact on visitor safety and security.
- Manages the HTA's overall Information Technology (IT) program including oversight of the IT contractor(s) or internal resources assigned to the IT program. These include the hardware and software necessary to successfully carry out the mission of the HTA. Determine and presents an annual budget proposal that

addresses the HTA's needs to maintain an effective and reliable information technology infrastructure. Periodically reviews the HTA's IT infrastructure to identify areas of improvement and opportunities for enhancement. Develops and coordinates IT projects which will benefit the organization and improve the overall efficiency in HTA's operations. Responsible for managing the HTA's primary website.

- Serves as HTA's representative on various working groups, taskforces, and other organizations as identified and assigned by the CEO. Attend events and functions, as assigned by the CEO, on behalf of the HTA.
- Oversees and manages State audits and is responsible for resolving findings, as directed by the CEO and/or the Board of Directors, that may be identified in reports generated by the State Auditor.

### *Key Accomplishments*

- Worked closely with the team to address and resolve the issues raised by the State of Hawaii's Office of the Auditor in Report #18-04 (February 2018). The 27 items identified and addressed included updating policies and procedures, a quality assurance program, training of staff, procurement improvements, sole source awards, transparency, contract oversight and monitoring, intellectual property ownership, and administrative expenditure limitations. Through tremendous focus and effort, the team was able to work through these issues and respond to the Auditor's periodic inquiries in a timely and efficient manner.
- Expedited the development and completion of the HTA's 5-year Strategic Plan, one year early, to better align the organization with the new direction set by senior leadership and the Board. This process required significant planning and coordination of resources to achieve success in a short period of time. We were able to efficiently identify a consultant, schedule and hold community meetings to gather feedback/input, schedule and hold internal strategic planning committee meetings, and draft a professional and meaningful strategic plan in only 6-months. The HTA's 5-year Strategic Plan embodies and focuses on the 4-Pillars of natural resources, Hawaiian culture, community, and brand marketing which will guide the tactical actions of the team over the next 5 years.
- Reviewed and restructured the organization, based on functional focus, to better align with the 4-pillar direction of the HTA and ensure the effective and efficient use of resources across the team. As part of this process, we reviewed and updated position descriptions which included duties and responsibilities of positions throughout the organization. This has resulted in a more focused operation with clear lines of reporting and responsibility.
- Revamped and transformed the brand management plan into the Tourism Marketing Plan (TMP) to be in alignment with Hawaii Revised Statutes (HRS) §201B-6. In collaboration with the Vice President of Marketing and Product Development, the plan was reviewed, rewritten, and reformatted to improve usability and comply with the statute.
- Served as the Emergency Management Officer (EMO) throughout the COVID-19 pandemic and economic crisis taking on numerous projects and support missions including the standing up of the initial screening operation at the airport, development of scanning and data collection processes, coordination of enforcement activities related to the mandatory self-quarantine, and the development of the interisland digital data collection tool. These activities were in addition to the required daily operational

duties of the CAO position. In leading the project team on the digital data collection tool, we identified and convened individuals with the skills and experience to build a tool that would meet the requirements set forth by Governor Ige, the four county mayors, and various stakeholders. In just six weeks, we successfully completed the project, operationalized it throughout the state, and, as of July 9, 2020, it will be the foundation for the transpacific digital form process.

Total Direct Reports: 5

**County of Maui, Wailuku, Hawai'i (January 2011 to December 2018)**

*Managing Director*

- Managed and directed operations through the direct supervision of fifteen (15) department directors and eleven (11) support staff within the Department of Management.
- Developed, implemented, and monitored organization-wide policies and procedures to maintain the integrity of the organization and to ensure the effective delivery of services to residents and visitors.
- Directly responsible, by Charter, for the creation, coordination, monitoring, and control of the county's annual operating budget (\$599M - FY19).
- Directed and coordinated the completion of a broad Capital Improvement Project (CIP) portfolio for the organization which included direct involvement in vertical construction projects. The CIP budget was \$159M in FY19.
- Conducted quarterly and annual performance evaluations of all department directors and direct reports to ensure the effectiveness of the team. Also, conducted annual organizational structural efficiency reviews for budgetary compliance purposes.
- Developed and implemented the County's executive level management training program for department directors and senior management throughout the County.
- Assisted in the development and achievement of short and long-term goals and objectives for the organization, in conjunction with the Mayor and the Council, to further improve and enhance the quality of life for the community.
- Responsible for the development, coordination, and delivery of the organization's technology program through the Information Technology Systems Division (ITSD). Included identifying technological enhancements that may benefit the organization's internal and external customers.
- Assisted and supported emergency management functions by supporting and actively being involved in training, exercises, pre-incident preparation, and post-incident activities. Served as the Operations Section Chief responsible for the managing all tactical operations during an incident. The role included developing the operations portion of the Incident Action Plan (IAP) and providing direct support to the Incident Commander in the achievement of the mission's goals and objectives.
- Reviewed audit reports generated by the County's Auditor, developed action plans to address concerns, and actively monitored activities to ensure the timely and successful

resolution of issues.

- Additional responsibilities included ADA compliance, Veterans Affairs, Violence in the Workplace violations, Equal Employment Opportunity Officer, Grievance Resolution, CBA Contract Negotiation Support, and Countywide Security.

### *Key Accomplishments*

- First Managing Director in the State of Hawai‘i to earn the prestigious ICMA designation of Credential Manager after undergoing an intensive and extensive credentialing process. There are 1,299 of 10,000+ members of ICMA who have earned this designation, with only one in the State of Hawai‘i.
- Moved the organization towards a performance management, outcome approach focused operation. This included the review and overhaul of each department’s performance measurements and management strategies to align with the organization’s overall vision, mission, goals, objectives and desired outcomes. Developed and implemented periodic reviews of departmental performance to ensure continued success and overall management improvement. We were one of nineteen jurisdictions that received International City and County Managers Association’s (ICMA) prestigious Certificate of Achievement in Performance Management in 2017 and one of fifteen jurisdictions receiving the Certificate of Achievement in 2018.
- Created the County’s first organization-wide process improvement team, the Permit Process Improvement Team (PPIT), which focused on reducing permit processing times and improving the customer permitting experience. Revamped several long-established policies to improve permit processing times, reduce inefficiencies and improve operations.
- Developed and launched the County’s first Health and Wellness Program to encourage employees to eat healthily and exercise. Recognized by the American Heart Association for these efforts three years in a row.
- Addressed concerns raised by the County Auditor regarding pCards and the existing policies that governed the use of pCards. Developed an action plan to systematically resolve identified issues and led efforts to effectuate the plan. Successfully addressed all issues raised in the audit.
- Established the County’s first comprehensive Vehicle Use Policy with the goal of reducing overall vehicle usage, liability, and cost of motor vehicle operations.
- Proposed and managed the installation of the County’s first fleet management system to improve utilization and management of county’s vehicles. Additionally, launched the county’s first motor pool to condense fleet through the maximization of vehicle usage.
- Assisted in the construction management of the Maui Police Department’s new \$40M police station in South Maui; the development of the \$14M Kulamalu 56-unit affordable rental project; the planning and design of the County’s consolidated baseyard area in Waikapu; the planning, design and expected construction of the \$25M Central Maui Service Center in Kahului; and the acquisition of numerous parcels for open space preservation including lands near Baldwin Beach Park and Launiupoko in Lahaina.

- Established the Cost Reduction Unit to identify organization-wide cost saving actions and develop operational policies aimed at reducing costs without negatively impacting overall operations. Policies developed have included overtime, travel, and vehicle usage.
- Developed and guided the Sugar Operators Support Taskforce which was tasked with addressing the closure of Hawai'i's last sugar operation. The 56-member task force consisted of individuals from various segments and levels of the private and public sectors. The purpose was to provide much-needed support and direction to help the more than 600 separated workers to find gainful employment and educational opportunities.
- Served as the executive sponsor for numerous enterprise-wide software upgrades designed to improve efficiency, reduce risk, improve customer satisfaction, and address organizational needs which have included the replacement of the existing land use and permitting system (Tyler Technologies) and the human resources and payroll systems (Workday). These multi-year, multi-million dollar, cross-departmental projects are operationally critical projects which require significant attention and focus due to their impact to the entire organization.

Total Direct Reports: 15 Department Directors  
12 Support Staff

**Credit Associates of Hawai'i, Wailuku, Hawai'i (01/2007 to 01/01/2017)**  
*President & Chief Executive Officer*

- Worked closely with the board of directors to develop and implement the organization's strategic plan and direct the achievement of the organization's goals and objectives.
- Identified strategic opportunities for growth in new markets through research and analysis. Successfully led the organization's merger and acquisition efforts to expand market share and enter new markets.
- Researched, tested, and implemented new technologies that enhanced the organization's ability to deliver results without increasing the need for personnel.
- Developed, implemented and monitored the organization's annual budget and financial statements to ensure performance and the achievement of outcomes.
- Conducted annual performance evaluations of employees including the development of performance plans for underperforming employees.
- Developed and managed the organization's training program to ensure compliance with federal and state laws.
- Created, maintained and exercised the organization's business continuity plan to ensure operations would continue in the event of a disaster.
- Developed and implemented the organization's marketing strategy. This included regular review of results to determine the effectiveness of campaigns and redirection of efforts if necessary.
- Responsible for client relations and client satisfaction. Regularly met with clients to

review and address concerns and questions. Cultivated relationships with new clients to grow the organization's portfolio.

- Provided periodic reports on the fiscal health, general operations, and activities of the organization to the Board of Directors.

Total Direct Reports: 11

**County of Maui, Wailuku, Hawai'i (07/2004 to 01/2007)**

*Managing Director*

- Managed and directed the operations of the County of Maui through the direct oversight and control of sixteen departmental directors.
- Conducted annual performance evaluations of all direct reports.
- Developed, implemented, and monitored organization-wide policies and procedures.
- Reviewed and approved departmental organizational changes.
- Developed and implemented the executive level management training program for all departments and senior management throughout the County.
- Developed, implemented, and monitored the annual budget of the County. Ensured the proper execution of the County's goals and objectives as set by the Mayor.
- Directly responsible for the County's Management Information System Division (MIS), Geographic Information System (GIS) and Capital Improvement Project (CIP) oversight and coordination.
- Responsible for ADA compliance, Veterans Affairs, Violence in the Workplace investigations, and managing the Countywide Security program.

Total Direct Reports: 22

**County of Maui, Wailuku, Hawai'i (01/2003 to 07/2004)**

*Director of Finance*

- Acted in the capacity of Chief Financial Officer of the County of Maui.
- Developed and implemented policies and procedures to ensure the integrity of the County's financial operations.
- Initiated and directed the bond process which included the development of rating agency presentations, working with bond counsel, reviewing and approving bond documents, and the final execution and sale of these instruments.
- Reviewed and developed investment strategies to maximize the County's short term and long-term earning potential to provide an additional source of revenue to the organization.



- Directly responsible for numerous divisions including Treasury, Division of Motor Vehicles and Licensing, Real Property Tax, Purchasing, Accounting and Risk Management.
- Improved customer experience at DMV by installing a queueing system that efficiently routed customers to counters depending on types of transactions reducing wait times by more than 50%.
- Initiated the County's first real property tax recertification process for taxpayers receiving exemptions to capture potential lost revenues and improve the integrity of the existing tax base. The recertification increased revenue by more than \$500,000.
- Served as the Chief Procurement Officer for the County and implemented strategies to improve process efficiency. This included the development of an internal grant/contract tracking process to increase transparency and identify constraints which lead to improvements in processing times for contracts and grants.
- Reviewed and approved contracts, grants, and leases for the County which included the expediting of critical senior and social grants for execution and funding.
- Worked closely with various departments that provided funding, through grants, to non-profits to ensure compliance with county, state, and federal guidelines and restrictions.
- Regularly provided reports and updates to the Maui County Council, the Mayor, and department managers on critical fiscal matters.

Total Direct Reports: 8

**Hawai'i Cartage, Inc.,** Kahului, Hawai'i (07/1996 to 12/2002)

*President*

- Responsible for developing the organization's strategic plan. Developed, implemented and monitored policies and procedures for operations including the development of hazardous materials transportation plans.
- Conducted semi-annual performance evaluations.
- Performed basic accounting functions for the organization which included receivables, payables, payroll, and tax reporting.
- Reviewed operations and implemented structural changes to ensure delivery of service to meet and exceed customer expectations.

Total Direct Reports: 4

**PROFESSIONAL MEMBERSHIP**

ACTCP – ADA Coordinating Training Certification Program

ICMA – International City/County Managers Association

## **COMMUNITY ACTIVITIES**

### ***Current:***

Aloha Council, Boy Scouts of America – Unit Commissioner (2021 – Present)  
Boy Scouts of America – Troop 325 – Treasurer (2021 – Present)  
Honolulu Japanese Chamber of Commerce (2019 – Present)  
Kiwanis Club of Honolulu – President (2022 – Present)  
Kiwanis Club of Honolulu – Member (2019 – Present)

### ***Past:***

100 Men Who Care – Maui Chapter – Founder – 2015 - 2018  
American Heart Association – Chairman of the Board – 2002 - 2004  
Boy Scouts of America: Maui County Council – VP of Administration – 2014 - 2018  
Cub Scouts: Pack 40, Cubmaster 2014 - 2016  
Haleakala Waldorf School – Director – 2007 - 2010  
Hawaiian Collectors Association – Vice-President – 2007 - 2008  
Hawaiian Collectors Association – President – 2008 - 2009  
Honolulu Hiroshima Kenjin Kai – 2020 - present  
Japanese Cultural Society of Maui – President – 2007 - 2009  
Japanese Cultural Society of Maui – Board Member – 2000 - 2018  
Kiwanis Lt. Governor (Distinguished) – Division 22 (Hawai‘i) – 2003 - 2004  
Kiwanis Club of Kahului – President (Distinguished) – 2002 - 2003  
Kiwanis Club of Kahului – Member – 1999 - 2011  
Kiwanis Club of South Maui – Charter Member – 2004 - 2008  
Kiwanis Executive Club of Honolulu – Charter Member – 2007 - 2011  
Kiwanis Club of the Valley Isle – Charter Member – 2004 - 2018  
Knights of Columbus, Council 8578 – Member – 2007 - 2011  
Maui Chamber of Commerce, Government Action Committee – 2007 - 2008  
Maui Memorial Medical Center Foundation – Board Member – 2010 - 2015  
Maui Young Business Roundtable – Charter Member – 2002  
Maui Young Business Roundtable – Director – 2002 - 2008  
Maui Young Business Roundtable – President – 2007 - 2008  
Pacific Century Fellow, Class of 2006  
State of Hawai‘i Board of Public Accountancy – Member – 2008 – 2015  
Tri-Isle Resource Conservation and Development Council – Director – 2001 – 2002  
The Aloha Initiative – Co-Founder – 2011

## **AWARDS RECEIVED**

American Heart Association Maui – Outstanding Chairman Award – 2002-2004  
Consul General of Japan – Certificate of Commendation – 2011  
ICMA – Certificate of Achievement in Performance Management – 2017  
ICMA – Certificate of Achievement in Performance Management – 2018  
KIWINS State of Hawai‘i Advisor of the Year – 2003  
Kiwanis Lt. Governor Award for Division 22 – 2004  
Maui News – People Who Made a Difference - 2011  
Pacific Business News – Hawai‘i Young Businessperson of the Year – 2001  
Pacific Business News – Bank of Hawai‘i Community Leader of the Year – 2001  
Pacific Business News – “Forty under 40” Award Recipient – 2001