

November 19, 2019

Re: Letter of Recommendation for Kathryn Acorda Harlan
Master of Science in Communication

My name is Matthew Delaney and I am the CEO/President of The Hawaii Group, Hawaii's leading business process outsourcing firm. This letter is being written to recommend Kathryn Acorda Harlan ("Kathryn"). Kathryn is currently an Adjunct Instructor at Lower Columbia College in Longview, WA.

I attended the University of Southern California and obtained two degrees in Accounting and Business Administration with an emphasis in Entrepreneurship. I have been working as a CPA, entrepreneur and business owner over the last 25 years throughout the United States, Europe and Asia. The first half of my career was focused on real estate development, including hotels and resorts. The second half has been in business process outsourcing. I have started, acquired and sold over 50 companies in Hawaii, California, Nevada, Florida, and Japan.

I initially met Mrs. Harlan in 2000 after she relocated to the State of Hawaii from Portland, Oregon. Mrs. Harlan joined my hotel and resort company Marc Hotels & Resorts as our Director of Marketing. I was looking for help in growing my hotel management portfolio and retained Kathryn for her help with public relations, marketing and communications. Kathryn was one of the best young marketers I had the privilege of working with. Generally my role as CEO is to provide opportunities for my team members to learn, grow and build their careers. My philosophy is to make sure everyone of our team members learns something new every day. And to be honest, I learned a lot from Kathryn's marketing ideas and helping me look at things from a different perspective.

While working together, Kathryn mentored younger team members and interns we employed on a regular basis. She developed close relationships and nourished them by making sure that staff were trained and given information needed to be successful in their position. She always spent additional time to ensure that they received the help that they needed.

In those two years, she exemplified tremendous personal and professional growth. She has proven to be resilient in her growth and I can say with confidence that Kathryn is one of the strongest persons that has worked for me throughout my entire career.



Hawaii Accounting, LLC

Topa Financial Center, 700 Bishop Street, Suite 600, Honolulu, HI 96813
P 808.529.9990 F 808.690.9338 W www.hi-accounting.com

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We worked together for two years before Kathryn joined a friendly competitor in Hawaii, where she had the ability to further advance her career in the marketing field. After Kathryn's experience in the hotel industry, she worked for a large developer Crescent Heights, as the Regional Marketing Director & Project Manager, for two of the most successful resort condominium projects on Oahu. Subsequent to Crescent Heights, Kathryn worked for Kiewit Corporation, one of the nation's largest contractors headquartered in Omaha, NE. She was working on Honolulu's largest construction project in his history, a \$5.5 billion 20-mile light rail system. She moved to Oregon in 2010 while working with Kiewit on this joint federal/state funded project. Despite the challenge of any team member working remotely, Kathryn preserved and worked hard to prove she could still be one of Kiewit's strongest team members – even on a different time zone. It takes resilience, maturity and professionalism to be able to overcome this challenge of not being in the office and still perform at the highest levels. Kathryn has proven herself to be reliable and accountable.

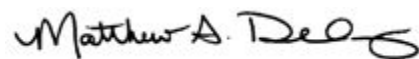
Not only is Kathryn strong professionally, she is strong personally. She dedicates much of her time and passion to physical fitness – competing in races, hiking, outdoor activities and working out on a regular basis. Anything to do with living a healthy lifestyle, she is always there to participate. This commitment to her and the teams she works with regarding health and self-care is one example of Kathryn's passion for excellence. Her commitment to giving back to the community she lives and work is commendable, as Kathryn continues to mentor young adults to further their education.

Kathryn is recommended based on my professional experience working with her directly for two years and subsequently working as colleagues on various committees and non-profit organizations in the Hawaii hospitality industry. We have remained close friends long after working together in Hawaii.

These are just a few examples of Kathryn's resilience and strength. If you would like more information or to speak with me more, I'd be happy to chat with you. I can be reached via email at mdelaney@thehawaiigroup.com or on my direct line at 808.695.2221.

I am honored to provide this Letter of Recommendation for Kathryn Acorda Harlan.

Truly yours,



Matthew S. Delaney
CEO & President
The Hawaii Group, Inc.
mdelaney@thehawaiigroup.com
808-695-2221 – direct
808-398-6288 - mobile

