

Comments and Legend					
●	On track or ahead of plan.	●	Immediate attention needed; Requires recovery/resolution.		
●	Monitoring.	○	No current target/activity to date; Action pending.		
●	Monitoring; Requires special attention.	N/A	Not Applicable.	TBD	To be determined.
	New Balanced Scorecard items are shaded in blue for ease of identification.				Status color changes are shaded in yellow.

For Project Finances, reporting will be based on Current Quarter, Fiscal Year, FFGA Financial Plan and Inception to Date data as appropriate.

Financials

Project Finances						
Operating Budget [Negative = below Plan]						
Operating Expenditures	Current Quarter (Q2 FY14) Oct., Nov., Dec. 2013	\$5	\$5	(\$0)	●	<p>For Current Quarter monitoring purposes: \$20.9M Total Budget/4 quarters = \$5.23M.</p> <p>The Plan numbers for Inception to Date and the Financial Plan = the FY12 + FY13 + FY14 budgets + actual expenditures for fiscal years 2007 through 2011.</p> <p>*Inception is from January 2007 when GET surcharge revenue, interest revenue and expenditures were first reported in the City's FY2007 Comprehensive Annual Financial Report (CAFR) in the Transit Fund which also includes expenditures for other City Departments (e.g., DPP for TOD expenditures, BFS and City Council which were paid with GET surcharge revenues).</p>
	FY2014 Total July 2013-December 2013	\$7	\$10	(\$3)	●	
	FFGA Financial Plan October 16, 2009 - Dec. 2013	\$51	\$65	(\$14)	●	
	Inception* to Date January 2007 - Dec. 2013	\$55	\$69	(\$14)	●	
Capital Budget [Negative = below Plan]						
Capital Expenditures	Current Quarter (Q2 FY14) Oct., Nov., Dec. 2013	\$47	\$210	(\$163)	●	<p>Plan amounts are per the Full Funding Grant Agreement Financial Plan.</p> <p>*Inception is from January 2007 when GET surcharge revenue, interest revenue and expenditures were first reported in the City's FY2007 Comprehensive Annual Financial Report (CAFR) in the Transit Fund.</p> <p>The Plan numbers for Inception to Date = the Plan amounts from 10/16/2009 to 12/31/2013 + actual expenditures for fiscal year 2007 through 10/15/2009.</p> <p>The expenditures for fiscal years 2007 to 2011 were reconciled to the expenditures reported in the Transit Fund included in the City's CAFR report.</p> <p>The "Current Quarter" and "FY14 Total" actual amounts are on a cash basis. The previous quarter's Balanced Scorecard report included an estimate of \$77M in audit adjustments. All audit adjustments for the previous years are now reflected in the "FFGA Financial Plan" and "Inception to Date" actual amounts.</p> <p>Actual expenditure amounts are below plan due to the suspension of construction required by pending litigation. As a result of the construction delay, we are currently rebaselining the master project schedule and the plan will be readjusted by spring 2014.</p>
	FY2014 Total July 2013-December 2013	\$74	\$403	(\$329)	●	
	FFGA Financial Plan October 16, 2009 - Dec. 2013	\$848	\$1,705	(\$856)	●	
	Inception* to Date January 2007 - Dec. 2013	\$932	\$1,788	(\$856)	●	
Revenues [Negative = below Plan]						
GET Collections						
Net GET Surcharge Receipts	Current Quarter (Q2 FY14) Oct., Nov., Dec. 2013	\$64	\$51	+\$13	●	<p>GET receipts are reported on a cash basis. The \$64M received in October 2013 is for the July-September 2013 quarter. The Current Quarter plan is based on annual reporting.</p> <p>\$3,291M = Total Net GET Surcharge revenue forecast for FYs 2010-2023. Actual amounts from inception are the collections from January 2007 to 12/31/2013. The \$1,168M Plan amount is equal to the Financial Plan amount of \$790M from the Project Start date of 10/16/2009 to 12/31/2013 plus \$378M collected prior to the Project Start Date.</p> <p>Surcharge revenue is below plan due to the lag in processing of GET tax returns by the State Dept. of Taxation.</p> <p>GET surcharge revenue collected prior to October 16, 2009 is included in the Financial Plan as beginning cash balance of \$298M (actual GET collections of \$378M before October 16, 2009, less expenditures of \$80M during that same period).</p> <p>*Inception is from January 2007 when GET surcharge revenue, interest revenue and expenditures were first reported in the City's FY2007 Comprehensive Annual Financial Report (CAFR) in the Transit Fund.</p> <p>Status for the Current Quarter and FY2014 Total have changed from yellow to green.</p>
	FY2014 Total July 2013-December 2013	\$114	\$106	+\$8	●	
	FFGA Financial Plan October 16, 2009 - Dec. 2013	\$765	\$790	(\$25)	●	
	Inception* to Date January 2007 - Dec. 2013	\$1,143	\$1,168	(\$25)	●	
Federal Grants						
Federal Grant Funds New Starts \$5309 (Reimbursed)	Current Quarter (Q2 FY14) Oct., Nov., Dec. 2013	\$34	\$75	(\$41)	●	<p>The FTA drawdown request for \$34M was submitted on 12/26/13. The reimbursement amount received was recorded on 1/2/14.</p> <p>Forecasted FTA receipts by fiscal years to 6/30/14 per the Plan are FY2011 - \$21M; FY2012 - \$99M; FY2013 -\$258M, FY2014-\$442M, Total \$820M.</p> <p>The FY2013 New Starts appropriation is \$236M net of \$14M sequestration reduction.</p> <p>The variance indicates the available appropriation amounts. Reimbursement amounts are below plan due to the suspension of construction which reduced reimbursable project expenditures. Reimbursements will increase with the resumption of construction in FY14.</p>
	FY2014 Total July 2013-December 2013	\$70	\$192	(\$122)	●	
	FFGA Financial Plan October 16, 2009 - Dec. 2013	\$214	\$570	(\$356)	●	
Federal Grant Funds \$5307 (Reimbursed)	Current Quarter (Q2 FY14) Oct., Nov., Dec. 2013	---	---	N/A		<p>No \$5307 funds will be used in FY14.</p> <p>Total forecasted \$5307 funds per the plan is \$210M. The forecasted amounts by fiscal year are: FY15 - \$34M; FY16 - \$35M; FY17 - \$35M; FY18 - \$36M; FY19 - \$37M; FY20 - \$33M</p>
	FY2014 Total July 2013-December 2013	---	---	N/A		
	FFGA Financial Plan October 16, 2009 - Dec. 2013	---	---	N/A		

Activity	Current Quarter (Q2 FY14)				Inception to Date				Comments and Legend	
	October, November, December 2013				January 2007 - December 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
For the remainder of the Balanced Scorecard, reporting will be based on Current Quarter and Inception to Date data.										
25	Project Budget									
26	FFGA Baseline Project Budget	N/A	N/A	N/A	○	\$5,122	\$5,122	N/A	●	\$M FFGA Baseline Project Budget (including contingencies and FTA-eligible finance charges), in accordance with FTA New Starts project guidelines.
27	Committed (\$)	\$93	----	----	●	\$2,472	\$4,306	(\$1,834)	●	\$M Total Committed (awarded Contract Values + approved Change Orders) this quarter and to date vs. the current Total FTA Project Budget, excluding remaining contingencies and finance charges. The contract awards have been shifted to future years due to AIS delays and the repackaging of contracts. A new baseline budget is being created. HART is still on track to maintain the March 30, 2019 full revenue service date.
28	Committed (%)	3.8%	----	----	●	57.4%	----	N/A	●	% \$M Committed of the committed Baseline FFGA Project Budget.
29	Incurred (\$M)	\$79	----	----	●	\$842	\$4,306	(\$3,465)	●	\$M Incurred (Expenditures + approved Requests for Payment) this quarter and to date vs. the current Total FTA Project Budget, excluding remaining contingencies and finance charges. The plan is based on the original program cost curve issued in 2009 and is projected to be re-baselined in spring 2014. HART is still on track to maintain the March 30, 2019 full revenue service date. The amounts reflected are due in part to the construction delays.
30	Incurred (%)	2%	----	----	●	20%	----	----	●	% \$M Incurred (Expenditures + approved Requests for Payment) of the current Total FTA Project Budget, excluding remaining contingencies and finance charges.
31	Direct Cost of Delay Due to Supreme Court Decision to Date	\$2.7	\$4.9	(\$2.3)	●	\$30.4	\$35.1	(\$4.7)	●	Direct costs incurred in \$M from AIS delay. Direct costs include equipment, manpower and subcontractor costs. Costs are already included in the incurred section above, not in addition to. Actual and plan amounts are through September 2013. Direct costs of the delay due to the Supreme Court decision were originally estimated at \$36.2M through September 2013.
32	Escalation Costs Related to Supreme Court Decision to Date	\$0.0	N/A	N/A	●	\$0.0	N/A	N/A	●	Future escalation costs will be negotiated.
33	Total Cost of Delay Due to Supreme Court Decision to Date	\$2.7	\$4.9	(\$2.3)	●	\$30.4	\$35.1	(\$4.7)	●	Actual and plan amounts are through September 2013.
34	Estimate at Completion (EAC)	N/A	N/A	N/A	●	\$5,122	\$5,122	N/A	●	\$M current vs. planned Estimate at Completion (EAC = contract values as budgeted or awarded + executed change orders + pending and potential changes).
35	Contingency									
36	Allocated Cost Contingency	\$10	N/A	N/A	●	\$525	\$542	(\$17)	●	Current Quarter = Allocated Project Contingency debited or credited for the quarter, Inception to Date = Current Budget Allocated Project Contingency vs. the Baseline Budget Allocated Project Contingency
37	Unallocated Cost Contingency	\$17	N/A	N/A	●	\$85	\$102	(\$17)	●	Current Quarter = Unallocated Project Contingency debited or credited for the quarter, Inception to Date = Current Budget Unallocated Project Contingency vs. the Baseline Budget Unallocated Contingency
38	Total Project Cost Contingency = Allocated + Unallocated	\$27	N/A	N/A	●	\$610	\$644	(\$34)	●	See the HART Monthly Progress Report for more detailed information on contingency. Current Quarter = Total Project Contingency usage, Inception to Date = Current Budget Project Contingency value vs. Baseline Budget Project Contingency The status is green because the Inception to Date actual number is above the FFGA minimum buffer value of \$424M.
39	Schedule Contingency	20	20	-0-	●	20	20	-0-	●	# Months Total Buffer Float used vs. planned in the Draft FFGA Risk and Contingency Management Plan [RCMP], June 2012 (Table 6-2). HART is still on track to maintain the 2019 full revenue service date.
40	PROJECT DELIVERY - OVERALL									
41	Overall Progress [Positive = ahead of Late Plan; Negative = behind Late Plan]									
42	Overall Project Progress Completed	8.4%	1.9%	+6.5%	●	21.0%	21.2%	(0.2%)	●	% Complete of Final Design and Construction contracts (FD, DBB-DBOM design levels-of-effort and DB, DBB, DBOM and E/E construction) actual vs. late plan. Revised project schedules for WOFH, MSF and KHG have been incorporated into the overall project progress curve and the interim opening will be June 2017.
43	Overall Design Progress Completed	11.1%	3.5%	+7.6%	●	60.0%	59.5%	+0.5%	●	% Complete of Final Design contracts & DB-DBOM design levels-of-effort actual vs. late plan. Design is progressing satisfactorily in support of the planned bid dates. The design progress schedule has been rebaselined and the interim opening will be June 2017.
44	Overall Construction Progress Completed	1.4%	1.4%	+0.0%	●	9.2%	9.7%	(0.5%)	●	% Completion of Construction (DB, DBB, DBOM & E/E) contracts vs. planned. On 9/16/13, the temporary suspension of work for all ground-disturbing activities was lifted. The construction progress schedule has been rebaselined and includes revised project schedules for WOFH, MSF and KHG DB contracts. The interim opening will be June 2017. Status for the Current Quarter and Inception to Date have changed from red to yellow.
45	Contracts Awarded									
46	Total Number of Contracts Awarded	4	6	(2)	●	31	33	(2)	●	The plan numbers are based off of the FTA Full Funding Grant Agreement Contract Packaging Plan (CPP) contracts. Contracts awarded: General Engineering Consultant (GEC III); Construction Engineering & Inspection (West); Construction Engineering & Inspection (East); Archaeological & Cultural Monitoring. Pending award: Core Systems Support Services; Safety and Security Support Services. Not awarded yet = ~\$49M.
47	Total Value of Contracts Awarded	\$163.7	\$217.6	(\$53.9)	●	\$3,089.1	\$3,146.7	(\$57.6)	●	\$M Awarded. CPP contracts awarded to date: DBOM-920, DB-120, DB-200, DB-320, FD-140, FD-240, FD-340, FD-430, FD-440, FD-530, MM-905, MM-910, MM-900, MM-901, MM-915, MM-920, MM-921, MM-922, MM-935, MM-940, MM-946, MM-950, MM-975, FD-550, PA-102, FD-240(2), MI-930, MM-913, MM-290, MM-595, MM-960. Note, CORE systems includes costs of O&M.
48	Change Orders									
49	Change Orders (#)	13	N/A	N/A	●	100	N/A	N/A	●	# Change Orders executed this quarter (7 Construction, 3 Final Design and 3 Professional Services). These change orders reflect the Notice to Proceed and AIS delays.
50	Change Orders (\$)	\$37.5	N/A	N/A	●	\$224.8	N/A	N/A	●	\$M Change Orders executed this quarter (\$35.8M Construction, \$0.8M Final Design, \$0.8M Professional Services). These change orders are reducing our allocated, unallocated and known contingency. Significant change orders: Platform Screen Gate System (DBOM-920, \$27.1M), Delay of NTP 2, 3, 4 - CMC Impact (DB-120, \$2.9M), Yard Layout Revisions (DB-200, \$3.9M).

Activity	Current Quarter (Q2 FY14)				Inception to Date				Comments and Legend	
	October, November, December 2013				January 2007 - December 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
51	Claims									
52	Claims Filed	0	0	N/A	○	0	0	N/A	○	# Claims filed vs. anticipated.
53	Claims Resolved	0	0	N/A	○	0	0	N/A	○	# Claims resolved vs. filed.
54	Agreements*									
*Inception to Date Plan numbers vary each quarter due to advancement of design.										
55	Utility Agreements - Engineering Services	10	11	(1)	●	28	29	(1)	●	Inception to Date Plan = total number of agreements planned for the project WOFH - all 9 agreements executed. KHG - all 10 agreements executed. KHG/Airport/City Center - only 1 agreement executed. Airport/City Center - 8 of the 9 agreements executed. The status for the overall progress is green because the only agreements needed are in the Airport/City Center areas and they do not impede current construction.
56	Utility Agreements - Construction Agreement	2	9	(7)	●	9	30	(21)	●	Inception to Date Plan = total number of agreements planned for the project WOFH - 6 out of 8 agreements executed. KHG - 3 out of 6 agreements executed. Airport - 0 of the 8 planned are executed. City Center - 0 of the 8 planned are executed. The status is orange due to the agreements needed for WOFH and KHG, which could delay construction.
57	Total Utility Agreements	12	20	(8)	●	37	59	(22)	●	Inception to Date Plan = total number of agreements planned for the project WOFH - 2 agreements of 17 outstanding. KHG - 3 agreements of 16 outstanding. KHG/Airport/City Center ESA - Only 1 agreement planned/executed. Airport/City Center ESA - 8 of 9 agreements executed. Airport Construction - no agreements executed (8 agreements planned). City Center Construction - no agreements executed (8 agreements planned). The status is based on the potential for construction to be delayed.
58	HDOT Master Agreements/Joint Use & Occupancy	1	1	-0-	●	2	2	0	●	Inception to Date Plan = total number of agreements planned for the project WOFH and a combined Master Agreement for KHG, Airport and City Center sections are executed. Status for the Current Quarter and Inception to Date have changed from red to green.
59	Other Agreements	0	5	(5)	●	10	19	(9)	●	Inception to Date Plan = total number of agreements planned for the project Agreements needed for the project (bold, red items are high priority agreements): WOFH, KHG, City Center: *University of Hawaii Master Agreement WOFH: *Leeward Community College Pre-Construction Right of Entry Agreement -- COMPLETED *Leeward Community College Construction Right of Entry Agreement *UH West Oahu Pre-Construction Right of Entry Agreement -- COMPLETED *Department of Land and Natural Resources -- COMPLETED *Department of Education Master Agreement and Consent to Construct -- COMPLETED *D.R. Horton Agreement for Construction -- COMPLETED *DHHL MOU -- COMPLETED *DHHL Consent to Construct -- COMPLETED *DHHL License or Property Transfer (near completion) KHG: *UH Urban Garden Pre-Construction Right of Entry Agreement -- COMPLETED *UH Urban Garden Construction Right of Entry Agreement *Aloha Stadium/Department of Accounting & General Services (DAGS) -- COMPLETED Airport: *U.S. Navy/General Services Administration (GSA) *U.S. Post Office Honolulu Processing Center City Center: *Honolulu Community College (HCC) Pre-Construction Right of Entry Agreement -- COMPLETED *Federal Court House/GSA *Hawaii Community Development Agreement *DAGS The status is based on the agreements needed for WOFH and KHG, which could impact ongoing construction.

Project Progress (continued)

Activity	Current Quarter (Q2 FY14)				Inception to Date				Comments and Legend	
	October, November, December 2013				January 2007 - December 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
60	Real Estate/Right-of-Way (ROW)									
61	Acquisitions*									
	<i>*Inception to Date Plan numbers vary each quarter due to advancement of design; Actual numbers are based on property availability for construction</i>									
62	WOFH Full Acquisitions	0	0	-0-	●	14	14	-0-	●	Inception to Date Plan = total number needed for project Consent to Construct received. Awaiting stipulated judgment and final order.
63	WOFH Partial Acquisitions	0	3	(3)	●	3	6	(3)	●	Inception to Date Plan = total number needed for project Finalizing agreements for two partial acquisitions. One partial acquisition for West Loch Station is in the appraisal process.
64	Summary WOFH Acquisitions (Full + Partial)	0	3	(3)	●	17	20	(3)	●	Inception to Date Plan = total number needed for project
65	KHG Full Acquisitions	0	0	-0-	●	3	3	-0-	●	Inception to Date Plan = total number needed for project All property is available to contractors.
66	KHG Partial Acquisitions	2	2	-0-	●	3	3	-0-	●	Inception to Date Plan = total number needed for project Eminent domain on one partial is proceeding through the courts and two partials are in negotiations. Status for the Current Quarter and Inception to Date have changed from orange to green.
67	Summary KHG Acquisitions (Full + Partial)	2	2	-0-	●	6	6	-0-	●	Inception to Date Plan = total number needed for project Status for the Current Quarter and Inception to Date have changed from orange to green.
68	Airport Full Acquisitions	0	4	(4)	●	1	5	(4)	●	Inception to Date Plan = total number needed for project One full acquisition in escrow and the three remaining full acquisitions are in negotiations.
69	Airport Partial Acquisitions	0	1	(1)	●	1	5	(4)	●	Inception to Date Plan = total number needed for project Two parcels in appraisal process and agreements for remaining parcels are pending. Status for the Current Quarter and Inception to Date have changed from yellow to orange.
70	Summary Airport Acquisitions (Full + Partial)	0	5	(5)	●	2	10	(8)	●	Inception to Date Plan = total number needed for project
71	City Center Full Acquisitions	0	0	-0-	●	2	15	(13)	●	Inception to Date Plan = total number needed for project The status is red as a result of the federal injunction and Right-of-Way is 6 months to 1 year behind its acquisition schedule. With the recent court decisions in favor of HART and the lifting of the injunction, HART is focusing on a recovery plan. Status for the Current Quarter and Inception to Date have changed from orange to red.
72	City Center Partial Acquisitions	0	0	-0-	●	0	69	(69)	●	Inception to Date Plan = total number needed for project Awaiting resolution on design re: Dillingham acquisitions. The status is red as a result of the federal injunction and Right-of-Way is 6 months to 1 year behind its acquisition schedule. With the recent court decisions in favor of HART and the lifting of the injunction, HART is focusing on a recovery plan. Status for the Current Quarter and Inception to Date have changed from orange to red.
73	Summary City Center Acquisitions (Full + Partial)	0	0	-0-	●	2	84	(82)	●	Inception to Date Plan = total number needed for project The status is red as a result of the federal injunction and Right-of-Way is 6 months to 1 year behind its acquisition schedule. With the recent court decisions in favor of HART and the lifting of the injunction, HART is focusing on a recovery plan. Status for the Current Quarter and Inception to Date have changed from orange to red.
74	Expenditures for Full Acquisitions	N/A	N/A	N/A	●	\$42.5	\$45.4	(\$2.9)	●	\$M in expenditures recorded for full acquisitions vs. planned in the FFGA Budget. WOFH property final cost awaiting court approval.
75	Easements*									
	<i>*Inception to Date Plan numbers vary each quarter due to advancement of design; Actual numbers are based on property availability for construction</i>									
76	WOFH Easements	0	0	-0-	●	7	14	(7)	●	Inception to Date Plan = total number needed for project
77	KHG Easements	0	0	-0-	●	3	5	(2)	●	Inception to Date Plan = total number needed for project
78	Airport Easements	0	0	-0-	●	0	34	(34)	●	Inception to Date Plan = total number needed for project 2 easements in appraisal process and 1 offer made; 15 easements in process by Navy. Status for the Current Quarter and Inception to Date have changed from green to orange.
79	City Center Easements	0	0	-0-	●	0	24	(24)	●	Inception to Date Plan = total number needed for project Awaiting resolution on design re: Dillingham acquisitions. The status is red as a result of the federal injunction and Right-of-Way is 6 months to 1 year behind its acquisition schedule. With the recent court decisions in favor of HART and the lifting of the injunction, HART is focusing on a recovery plan. Status for the Current Quarter and Inception to Date have changed from orange to red.
80	Summary Easements	0	0	-0-	●	10	77	(67)	●	Inception to Date Plan = total number needed for project Status for the Current Quarter and Inception to Date have changed from yellow to orange.
81	Safety									
82	HART OSHA Reportable Injuries	0	0	-0-	●	0	0	-0-	●	HART # Occupational Safety and Health Agency (OSHA) Reportable Injuries to date. Reportable incidents, requiring OSHA to be notified within 8 hours, include the death of an employee or hospitalization of three or more employees. For additional information on recordable incidents please see the HART Monthly Progress Report.
83	Contractor OSHA Reportable Injuries	0	0	-0-	●	0	0	-0-	●	Contractor's # Occupational Safety and Health Agency (OSHA) Reportable Injuries to date. Reportable incidents, requiring OSHA to be notified within 8 hours, include the death of an employee or hospitalization of three or more employees. For additional information on recordable incidents please see the HART Monthly Progress Report.
84	Quality Assurance (QA)									
85	Completion of QA Audits	17	17	-0-	●	46	43	+3	●	# QA Audits of HART, GEC, contractors and suppliers completed vs. planned.
86	Successful Closure of Design NCRs	1	2	(1)	●	9	10	(1)	●	# Design Non-Conformance Reports (NCRs) closed vs. issued. One issued Dec 13 on MSF. Status for the Current Quarter and Inception to Date have changed from green to yellow.
87	Successful Closure of Construction NCRs	7	17	(10)	●	79	89	(10)	●	# Construction NCRs closed vs. issued. The variance: One issued in Oct and nine issued in Dec on WOFH. Status for the Current Quarter has changed from green to yellow.

Project Progress (continued)

	Activity	Current Quarter (Q2 FY14)				Inception to Date				Comments and Legend
		October, November, December 2013				January 2007 - December 2013				
		Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
88	Economic Multipliers [Negative = below plan]									
89	DBE Participation (%)	0.03%	0.13%	(0.10%)	●	0.89%	13%	-12.11%	●	% actual vs. target participation rate of Disadvantaged Business Enterprises (DBE) to date since October 16, 2009. The planned DBE participation rate is an overall project goal.
90	DBE Participation (\$)	\$0.45	\$2.29	(\$1.84)	●	\$15.69	\$229	(\$213.31)	●	\$M actual vs. target participation of DBE to date since October 16, 2009. The planned DBE participation rate is an overall project goal.
91	PERSONNEL									
92	HART Staffing Level	4	0	+4	●	123	139	(16)	●	# Current HART Full-Time Equivalents (FTEs) vs. planned positions in the FY14 Operating Budget. 123 current FTEs. This includes 102 City employees and 21 Project Management Support Consultant (PMC) employees. The actual number reported in the Current Quarter reflects all new hires for the quarter. The Inception to Date numbers reflect the total number of employees currently onboard as of Dec. 31, 2013.
93	Direct Project Jobs Created	----	----	----	○	919	----	----	○	# Direct project jobs created. Criteria and methodology still being developed, but this number is based on our best estimates.
94	Transit-Oriented Development (TOD) Planning									
95	City Department of Planning and Permitting TOD Plans	0	2	N/A	●	0	19	N/A	●	City Department of Planning and Permitting (DPP) has responsibility for TOD plans for 19 of the 21 stations. A total of 13 stations have final draft TOD neighborhood plans at this time.
96	Hawaii Community Development Authority TOD Plans	0	0	N/A	●	0	2	N/A	●	Two additional stations are in HCDA and not part of the DPP planning.
97	Total Stations with Approved TOD Plans	0	2	N/A	●	0	21	N/A	●	TOD plans are being created for 21 stations.
98	PUBLIC OUTREACH									
99	Build a Social Media Community	83	----	N/A	●	1,962	----	N/A	●	# of unique Facebook followers.
100	Proactive Community Outreach: Neighborhood Board Meetings	24	----	N/A	●	819	----	N/A	●	# Neighborhood Board Meetings in which HART has participated to date since 2006.
101	Proactive Community Outreach: Presentations/Events	45	----	N/A	●	1,528	----	N/A	●	# Events in which HART has participated to date since 2006.
102	SERVICE DELIVERY									
103	Fare Collection System				○				○	TBD in FY14.
104	Bus-Rail Integration Plan				○				○	TBD
105	HART Operating Organization Plan				○				○	TBD
106	HART Service Policy/Standards				○				○	TBD
107	LIVABILITY									
108	HART Sustainability Policy				○				○	TBD in FY14.
109	Transit-Oriented Development (TOD) Policy				○				○	TOD stakeholders group in development.