



HONOLULU AUTHORITY for RAPID TRANSPORTATION

MINUTES

**Human Resources Committee Meeting
Conference Room A, Kapolei Hale
1000 Uluohia Street, Kapolei, Hawaii
Thursday, June 28, 2012, 9:00 AM**

PRESENT:	Keslie Hui	Carrie Okinaga
	Robert "Bobby" Bunda	Damien Kim
ALSO IN ATTENDANCE: (Sign-In Sheet and Staff)	Dan Grabauskas	Toru Hamayasu
	Gary Takeuchi	Diane Arakaki
	Joyce Oliveira	Phyllis Kurio
	Jeanne Mariani-Belding	Elizabeth Scanlon
	Andrea Tantoco	Cindy Matsushita
	Russell Honma	Corinne Gallardo
	Joe Magaldi	Michael Levine

I. Call to Order

At 9:07 A.M., the meeting of the Human Resources Committee was called to order by Committee Chair Keslie Hui.

II. Public Testimony

Mr. Hui called for public testimony. No testimony was offered.

III. Approval of Minutes of November 17, 2011 Committee Meeting

Mr. Hui called for the approval of the minutes of the November 17, 2011 committee meeting. There being no objections, the minutes were unanimously approved.

IV. Executive Director's Performance Metrics

Mr. Hui introduced the next agenda item, the Executive Director's performance metrics, which would determine Executive Director and CEO Dan Grabauskas' annual bonus following an annual review. The performance metrics are attached hereto as Attachment A. He solicited discussion from the members, and stated that their comments would be incorporated into the goals and objectives that would drive the performance evaluation. Mr. Hui stated that the draft version which included his edits incorporated measurable, tangible goals and milestones.

HART Human Resources Committee Meeting Minutes
June 28, 2012

Mr. Grabauskas stated that the draft performance metrics were consistent with the job description provided during the interview process, which he received from Krauthamer & Associates. He said that the expectations had been set out well throughout the process.

Mr. Hui highlighted some of the important metrics, which included deliverables such as organizational development, project delivery, the submission of the full funding grant agreement application, and management and execution of the project. He also stated that interaction with stakeholders and the Board of Directors were important, as was timely and accurate communication and reporting. He further noted that as the project moves from construction to operations, the metrics could evolve. Mr. Grabauskas noted that it will also be important to meet changing requirements when the project achieves grantee status after approval of a full funding grant agreement.

Mr. Hui called for a motion to approve the Executive Director and CEO's performance metrics. Board member Carrie Okinaga so moved and Board member Robert "Bobby" Bunda seconded the motion. There being no objections, the motion passed unanimously.

Ms. Okinaga thanked Mr. Grabauskas for his great work to date.

V. Executive Session

Mr. Hui inquired if there was any reason to enter into executive session, and there was none.

VI. Adjournment

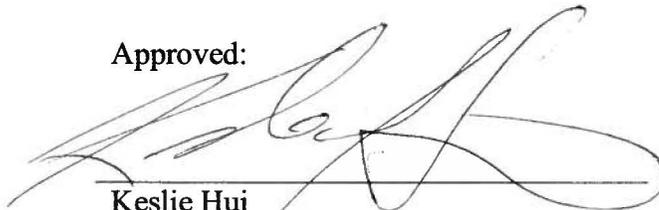
Having completed all committee business, Mr. Hui adjourned the meeting of the Human Resources Committee at 9:15 A.M.

Respectfully Submitted,



Cindy Matsushita
Board Administrator

Approved:



Keslie Hui
Chair, Human Resources Committee

1/24/2013
Date

ATTACHMENT A

**Annual Performance Objectives
for
Daniel A. Grabauskas, Executive Director & CEO
Honolulu Authority for Rapid Transportation (HART)**

Evaluation Period: April 2012 – March 2013

Powers, Duties and Functions of the Executive Director:

As defined in the Revised Charter of the City and County of Honolulu Section 17-104, the Executive Director shall:

- a) Administer all affairs of the authority, including rules, regulations and standards adopted by the board.
- b) Have at least five years of fixed guideway system experience.
- c) Sign all necessary contracts for the authority, unless otherwise provided by this article.
- d) Recommend to the board the creation or abolishment of positions.
- e) Enforce the collection of fares, tolls, rentals, rates, charges, and other fees.
- f) Prepare payrolls and pension rolls.
- g) Maintain proper accounts in such manner as to show the true and complete financial status of the authority and the results of management and operation thereof.
- h) Prepare annual operating and capital budgets.
- i) Prepare and maintain a six-year capital program.
- j) Prescribe rules and regulations as are necessary for the organization and internal management of the authority.
- k) Recommend rules and regulations for adoption by the board.
- l) Request, and accept appropriations from the city, and request and accept grants, loans and gifts from other persons and entities.
- m) Administer programs promoting appropriate developments near transit stations, including compilation of city incentive programs.
- n) Review development projects having significant impact on the operation of the fixed guideway system.
- o) Plan, administer and coordinate programs and projects of the fixed guideway system that are proposed to be funded, wholly or partially, under federal or state law and required to be transmitted to the Oahu metropolitan planning organization.
- p) Attend all meetings of the Board unless excused.
- q) In addition to the general powers under this section, other general or specific powers may be conferred upon the executive director by ordinance, so long as the powers are consistent with the article of this Charter.

Annual Performance Review

In this first year, the Board has set high expectations for the Executive Director & CEO. There are several critical milestones in the Honolulu High Capacity Transit Corridor Project (HHCTCP) including but not limited to securing the required federal, state and city & county

approvals for the commencement of construction, the preparation and timely submittal of the Full Funding Grant Application (FFGA) to the Federal Transit Administration (FTA), all efforts required for execution of the FFGA, and an enhanced transparency and communication with the public and key stakeholders to build and to maintain the public's confidence in the management of and support for the rail project. To assess whether or not the Executive Director & CEO has accomplished these goals and successfully executed the duties and responsibilities of his position, the Board will evaluate the following performance objectives.

BOARD INTERACTION

- Develop a strong collaborative working relationship with an engaged 10-member Board of Directors; assist the Board in its policy-making duties by providing relevant information in a timely manner; assist the Board in short and long-term planning objectives; furnish information to include options and potential consequences, enabling the Board and its Committees to make informed decisions;
- Manage the resources of the Authority consistent with the Board's policies, project schedules and the financial plan, via actionable management plans that provide strategic direction for senior management to effectively execute these plans;
- Communicate regularly with the Board of Directors about internal operations, reports and external stakeholder communications, updating the "balanced scorecard" every three (3) months; and
- Invite and encourage Board member participation in community events and senior staff meetings as appropriate.

EXTERNAL RELATIONSHIPS

- Work effectively and persuasively with elected officials, local, state and federal agencies, the U.S. House of Representatives, the U.S. Senate, U.S. DOT/FTA, Transportation Security Administration (TSA), the governments of City and County of Honolulu and State of Hawaii and the local business community, organized labor, public constituencies, NGOs, the press and other stakeholders;
- Represent and speak on behalf of the Authority to partner with organizations and external stakeholders by making presentations and attending meetings, forums and events including meetings of local, state and federal governmental units;
- Interact and communicate regularly with employees, the public, elected officials, the press and passionate and committed stakeholders to provide transparency and insight into the Authority's implementation of its capital program and policies and the Authority's current and future status and to assure maximum cooperation in building the best possible fixed guideway transportation system for the City and County of Honolulu;

- Communicate with local, national and international stakeholders continually to identify their transportation needs in order to advise the Board on areas for service improvement;
- Maintain on-going communication with the State of Hawaii's Department of Transportation and the City and County of Honolulu's Department of Transportation Services regarding the alignment of the fixed guideway system as it relates to grade crossings and capital intensive construction phases;
- Continually examine the Authority's performance as it relates to safety so that the design, construction and future operation result in delivery of safe, enjoyable and reliable service to all stakeholders; and
- Work with commercial and residential real estate developers and other businesses interested in real estate development and transit oriented development that maximize ridership and generate the highest return on investment, in furtherance of the City's development plans.

INTERNAL RELATIONSHIPS

- Provide strategic vision and guidance to ensure successful succession and employee development plans across all functions of the Authority. This includes identifying current opportunities for training of our employees by experienced consultants, and providing the leadership to establish effective succession and employee development plans. Encourage employees to take initiative and develop within the organization;
- Empower senior management and employees to lead their departments and functions effectively and efficiently; encourage senior management and employees to work together and across all functions of the organization, avoiding "stove-piping"; provide an environment where managers from each department are encouraged to work together and present directly to executive leadership; and
- Coach, train, and motivate staff; manage employee relations; manage the workflow and prioritization of projects and measure the performance of the agency and direct staff and take appropriate corrective action when necessary; review the work of staff and make effective suggestions and recommendation; recommend and implement corrective actions, discipline and termination procedures as appropriate/necessary.

GENERAL MANAGEMENT

- Implement the HART business strategy adopted by its Board and in accordance with HART's mission to achieve the vision for the HHCTCP through the successful accomplishment of HART's goals, including construction of the entire fixed guideway system on time and within budget;

- Manage a capital project-oriented organization with an emphasis on financial management, safety, security, and public awareness as to the impacts that construction will have on residents, visitors, the environment and other stakeholders;
- Demonstrate strong financial management and leadership skills and successfully manage HART's large and complex budgets; identify areas for cost reduction and increased efficiencies and communicate those recommendations and creative solutions effectively to the Board and management, resulting in an organization that is run efficiently and cost effectively.
- Responsibly manage the Authority's assets in order to optimize all funding sources available to HART;
- Advocate for sustainable development and economic growth for the City and County of Honolulu and increased revenue for local businesses and government;
- Ensure that effective cost-control measures are in place at all levels of the Authority;
- Ensure that processes, policies and practices are interpreted and applied consistently and effectively and that the Authority is accountable and compliant with all current and applicable HART, City, state and federal policies;
- Balance the focus on on-time/within-budget construction milestones, with the long term vision of delivering future operation and maintenance of the system in a safe, clean, courteous, timely, dependable, and cost-effective manner;
- Attend and/or participate in professional group meetings and maintain awareness of new trends and developments impacting the agency's business activities;
- Develop an understanding, appreciation, sensitivity and commitment to the social, cultural, economic, political and environmental needs of HART and the unique city it serves.

Acknowledged
Daniel A. Grabauskas
Executive Director & CEO

Date

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for
Daniel A. Grabauskas, Executive Director & CEO
Honolulu Authority for Rapid Transportation (HART)**

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- b) Have at least five years of fixed guideway system experience.
- c) Sign all necessary contracts for the authority, unless otherwise provided by this article.
- d) Recommend to the board the creation or abolishment of positions.
- e) Enforce the collection of fares, tolls, rentals, rates, charges, and other fees.
- f) Prepare payrolls and pension rolls.
- g) Maintain proper accounts in such manner as to show the true and complete financial status of the authority and the results of management and operation thereof.
- h) Prepare annual operating and capital budgets.
- i) Prepare and maintain a six-year capital program.
- j) Prescribe rules and regulations as are necessary for the organization and internal management of the authority.
- k) Recommend rules and regulations for adoption by the board.
- l) Request, and accept appropriations from the city, and request and accept grants, loans and gifts from other persons and entities.
- m) Administer programs promoting appropriate developments near transit stations, including compilation of city incentive programs.
- n) Review development projects having significant impact on the operation of the fixed guideway system.
- o) Plan, administer and coordinate programs and projects of the fixed guideway system that are proposed to be funded, wholly or partially, under federal or state law and required to be transmitted to the Oahu metropolitan planning organization.
- p) Attend all meetings of the Board unless excused.
- q) In addition to the general powers under this section, other general or specific powers may be conferred upon the executive director by ordinance, so long as the powers are consistent with the article of this Charter.

Annual Performance Review

In this first year, the Board has set high expectations for the Executive Director & CEO. There are several critical milestones in the Honolulu High Capacity Transit Corridor Project (HHCTCP) including but not limited to securing the required federal, state and city & county

approvals for the commencement of construction, the preparation and timely submittal of the application for Full Funding Grant Agreement (FFGA) to the Federal Transit Administration (FTA), all efforts required for execution of the FFGA, and an enhanced transparency and communication with the public and key stakeholders to build and to maintain the public's confidence in the management of and support for the rail project. To assess whether or not the Executive Director & CEO has accomplished these goals and successfully executed the duties and responsibilities of his position, the Board will evaluate performance in the following high priority areas.

ORGANIZATIONAL DEVELOPMENT

Develop and implement a Human Resources Management Plan

Ensure successful succession and employee development plans across all functions of the Authority. This includes identifying current opportunities for training of our employees by experienced consultants, and encouraging employees to take initiative and develop within the organization;

Coach, train, and motivate staff; manage employee relations; manage the workflow and prioritization of projects and measure the performance of the agency and direct staff and take appropriate corrective action when necessary; review the work of staff and make effective suggestions and recommendation; recommend and implement corrective actions, discipline and termination procedures as appropriate/necessary.

Ensure that processes, policies and practices are interpreted and applied consistently and effectively and that the Authority is accountable and compliant with all current and applicable HART, City, state and federal policies;

Empower senior management and employees to lead their departments and functions effectively and efficiently; encourage senior management and employees to work together and across all functions of the organization, avoiding "stove-piping"; provide an environment where managers from each department are encouraged to work together and present directly to executive leadership; and

Ensure that effective cost-control measures are in place at all levels of the Authority;

Invite and encourage Board member participation in community events and senior staff meetings as appropriate.

PROJECT DELIVERY

- Implement the HART business strategy adopted by its Board and in accordance with HART's mission to achieve the vision for the HHCTCP through the successful accomplishment of HART's goals, including construction of the entire fixed guideway system on time and within budget;

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- Submit the application for FFGA in a timely manner
- Manage the FFGA process through successful execution of the FFGA
- Responsibly manage the Authority's assets in order to optimize all funding sources available to HART:
- Identify areas for cost reduction and increased efficiencies and communicate those recommendations and creative solutions effectively to the Board and management, resulting in an organization that is run efficiently and cost effectively.
- Manage a capital project-oriented organization with an emphasis on financial management, safety, security, and public awareness as to the impacts that construction will have on residents, visitors, the environment and other stakeholders;
- Responsibly schedule, authorize, and manage the physical development of the HHGTCP.
- Balance the focus on on-time/within-budget construction milestones, with the long term vision of delivering future operation and maintenance of the system in a safe, clean, courteous, timely, dependable, and cost-effective manner.

STAKEHOLDER INTERACTIONS & COMMUNITY LEADERSHIP

- Work effectively and persuasively with elected officials, local, state and federal agencies, the U.S. House of Representatives, the U.S. Senate, U.S. DOT/FTA, Transportation Security Administration (TSA), the governments of City and County of Honolulu and State of Hawaii and the local business, community, organized labor, public constituencies, NGOs, the press and other stakeholders;
- Attend and/or participate in professional group meetings and maintain awareness of new trends and developments impacting the agency's business activities;
- Develop an understanding, appreciation, sensitivity and commitment to the social, cultural, economic, political and environmental needs of HART and the unique city it serves,
- Listen to stakeholder input and provide insight into the Authority's implementation of its capital program and policies and the Authority's current and future status and to assure maximum cooperation in building the best possible fixed guideway transportation system for the City and County of Honolulu;
- Advocate for sustainable development and economic growth for the City and County of Honolulu and increased revenue for local businesses and government;
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Responsibly manage the Authority's assets in order to optimize all funding sources available to HART;

Advocate for sustainable development and economic growth for the City and County of Honolulu and increased revenue for local businesses and government;

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Ensure that effective cost-control measures are in place at all levels of the Authority;

Ensure that processes, policies and practices are interpreted and applied consistently and effectively and that the Authority is accountable and compliant with all current and applicable HART, City, state and federal policies;

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Attend and/or participate in professional group meetings and maintain awareness of new trends and developments impacting the agency's business activities;

Develop an understanding, appreciation, sensitivity and commitment to the social, cultural, economic, political and environmental needs of HART and the unique city it serves.