

**ANNUAL PERFORMANCE OBJECTIVES**  
for  
**Daniel A. Grabauskas, Executive Director & CEO**  
**Honolulu Authority for Rapid Transportation (HART)**  
**Evaluation Period: April 2015 - March 2016**

**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.*

**OVERALL PRIORITIES FOR THE COMING YEAR**

Mr. Grabauskas demonstrated again during his third year as Executive Director and CEO that he is focused on the sound program management of the Honolulu Rail Transit Project (HRTTP), including seeking an extension of GET revenue

given impacts of increasing construction costs and declining revenue. The Board continues to have high expectations of Mr. Grabauskas. Priorities for the H RTP overall continue to include safety, cost containment, budget and schedule adherence, project transparency, traffic mitigation and effective public communications. . In addition, we are a year closer to the interim revenue service date, and the priorities for the H RTP include updating financial plans, and developing a fiscally prudent and equitable intermodal fare policy in concert with the Board, the Mayor and the City Council, and more detailed operational plans, including staffing plans and revenue plans to cover anticipated operation and maintenance costs. A continuing priority will be to maintain transparency and communication with key stakeholders to build and to maintain confidence in the management of and support for the H RTP and to effectively coordinate with other key third-party stakeholders, including but not limited to the U.S. Navy, the University of Hawaii, the Aloha Stadium Authority, the Department of Hawaiian Home Lands and the Hawaii Department of Transportation. To assess whether or not the Executive Director and 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**

- Manage a capital project organization with an emphasis on financial management, safety, schedule, technical proficiency, transparency, security, and public awareness and mitigative measures as to the foreseeable impacts construction will have on residents, visitors, the environment and other stakeholders;
- Ensure that effective cost-control measures are in place at all levels of the Authority;
- Revise Human Resources staffing plan, which shall include projections for the years of operation starting in 2018, and present semi-annual updates to the Board;
- Ensure successful succession and employee development plans across all functions of the Authority, including continuing to identify 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;
- 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 and regulations; and
- 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" and "choke points"; provide an environment where managers from each department are encouraged to work together and present directly to executive leadership;

## **PROJECT DELIVERY – CONSTRUCTION AND OPERATIONS**

- Review and reset master project schedule milestones for design and construction based upon new contract repackaging plans and cost containment measures;
- Implement the HART business strategy adopted by its Board and in accordance with HART's mission to achieve the vision for the HRTP through the successful accomplishment of HART's goals in constructing the project on-time and within the revised budget;
- Maintain strong safety records within workplaces, work zones and construction sites;
- Responsibly schedule, authorize, and manage the physical construction of the HRTP, including but not limited to,
  - Meet schedule to construct 6 miles of guideway by the end of 2015,
  - Construct 300 columns by the end of 2015, and
  - Maintain schedule for the new contract packaging plans and work to enhance competition and interest in bidding.
- Develop recommendations for rail fare policies, including fare gates, to be presented to the Board, the Mayor and the City Council in the development of the City's bus-rail intermodal fare policy;
- Develop plans for bus-rail intermodal operations in continued cooperation with the Department of Transportation Services and Oahu Transit Services, including but not limited to development of a common fare media card;
- Facilitate efforts being made by the State and City and County governments in partnership with developers and landowners to advance transit oriented development that maximizes ridership and generates the highest return on investment, in furtherance of the HRTP and the City's development plans. In particular, develop and execute MOUs and MOAs with public and/or private land owners within close proximity of each planned transit station to access the station from their proposed development;
- Make satisfactory progress in the Disadvantaged Business Enterprise program;
- Maintain strong and consistent communications with and oversight over the DBOM contractor; and
- 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.
- Maintain strong oversight of Project Labor Agreements and resolution of disputes and contested practices.

## **PROJECT FINANCES**

- Update financial plans and assist in providing information and financial details in order to help secure additional revenue to meet the project's current financial challenges;
- Develop recommendation for rail fare policies for approval by the Board of Directors, Mayor, and City Council in the development of the City's bus-rail intermodal fare policy;.
- Facilitate with the HART Chief Financial Officer the first City and County borrowings, and develop a cost-effective borrowing plan, working collaboratively with the HART Finance Committee, the Mayor, the Department of Budget and Fiscal Services, and the City Council;
- Responsibly manage HART's assets and budget, actively monitoring contingency drawdowns and change orders;
- Continue to identify areas for cost reduction/containment and increased efficiencies and communicate those recommendations and creative solutions effectively to the Board and management via updated financial plans;
- Continue to effectively manage the FFGA process and advocate for full federal funding as per the FFGA;
- Continue to work with State of Hawaii Department of Taxation to improve State GET surcharge disbursements; and
- Work with government officials, commercial and residential real estate developers and other businesses, and the public to develop initiatives to develop sustainable revenue sources for the operation and maintenance of the mass transit system in the future.

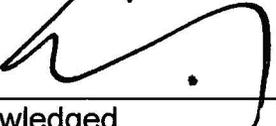
## **STAKEHOLDER INTERACTIONS & COMMUNITY LEADERSHIP**

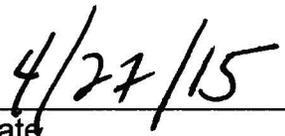
- Maintain highest levels of project transparency;
- Continuously assess and improve the effectiveness of communications with the public and other stakeholders regarding financial challenges, traffic impacts due to HART design and construction activities, on-going traffic mitigation and business disruption mitigation efforts, as well as revenue, TOD, and other public-private partnership opportunities;
- In collaboration with our contractors, work closely with business and communities along the alignment to provide information regarding construction work and take all reasonable steps to mitigate the impact of construction on traffic and businesses;
- Continue to listen to, and 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, the University of Hawaii system, and the local business community, organized labor, public constituencies, NGOs, the media 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; and
- Advocate for sustainable development and economic growth for the City and County of Honolulu and increased revenue for HART, government and local businesses.

## **BOARD INTERACTION**

- Further 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;
- Provide a semi-annual report to the Board and/or its Committees regarding progress made towards meeting these goals;
- Ensure materials for Board meetings are provided in a timely manner and in advance of Board meetings, and where possible, posted for public review; and
- Communicate regularly with the Board of Directors about internal operations, reports and external stakeholder communications with summary reports at meetings, in addition to written materials.

  
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Acknowledged  
Daniel A. Grabauskas  
Executive Director & CEO

  
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Date