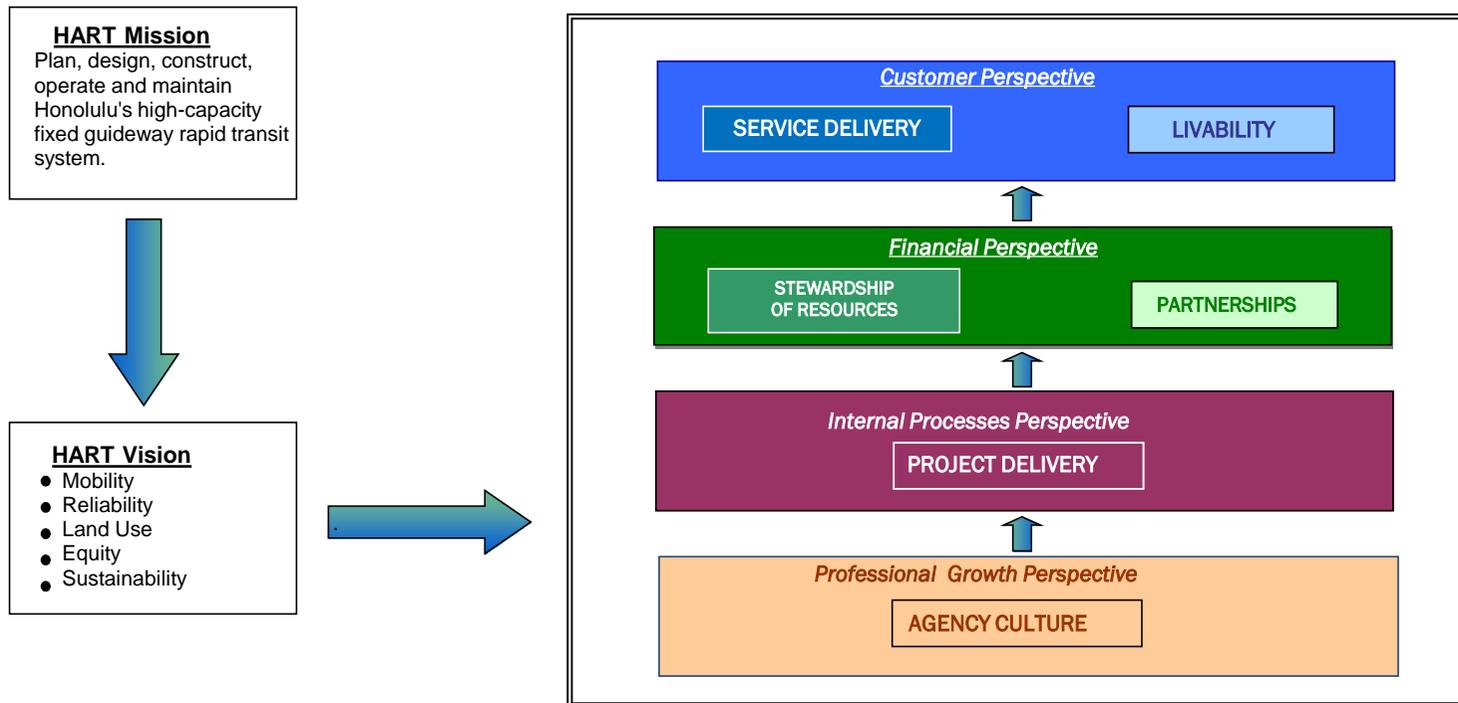


Business Strategy Map



Goal	Current Quarter (Q4 FY12)				Inception to Date				Comments and Legend
	Apr, May, Jun 2012				Oct 2009 - Jun 2012				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
SERVICE DELIVERY									
Operational and Administrative Policy Decisions									
Platform Gates				○				○	To be determined (TBD) in FY13.
Fare Collection System				○				○	TBD in FY13.
Bus-Rail Integration Plan				○				○	TBD in FY14.
HART Operating Organization Plan				○				○	TBD in FY14.
HART Service Policy/Standards				○				○	TBD in FY15.
LIVABILITY									
HART Sustainability Policy				○				○	TBD in FY13.
Transit-Oriented Development (TOD) Policy				○				○	# TOD Plans being developed with the Department of Planning and Permitting (DPP).
STEWARDSHIP OF RESOURCES									
Programmatic Agreement (PA) [Negative reflects number remaining; Positive are additional trenches to Plan]									
Traditional Cultural Property (TCP) Studies	3	3	-0-	●	3	4	(1)	●	# Guideway Sections with TCP studies completed vs. planned. Sections 1-3 completed (State Historic Preservation Division [SHPD] approved TCP studies). Section 4 completion expected in early 2013.
Section I (WOFH) Archaeological Inventory Survey (AIS)	92	92	-0-	●	92	92	-0-	●	# trenches completed vs. planned. Phase I AIS completed - SHPD accepted AIS Report April 19, 2010.
Section II (KHG) AIS	34	31	+3	●	34	31	+3	●	# trenches completed vs. planned. Phase II AIS completed - SHPD accepted AIS Report on May 23, 2012.
Section III (Airport) AIS	5	40	(35)	●	5	40	(35)	●	# trenches completed vs. planned. Phase III (Airport) AIS work is ongoing.
Section IV (City Center) AIS	59	232	(173)	●	59	232	(173)	●	# trenches completed vs. planned. Phase IV (City Center) AIS work is ongoing.
Overall AIS Completion (#)	----	----	----	●	190	395	(205)	●	Total # trenches completed alignment-wide (SHPD approval of all AIS Reports) vs. planned.
Overall AIS Completion (%)	----	----	----	●	48%	----	----	●	% Total # trenches completed of total planned.
Archaeological Finds	1	----	----	●	2	----	----	●	# Archaeological Finds to date.
Burial Sites ('iwi kūpuna)	0	----	----	●	0	----	----	●	# 'iwi kūpuna sites identified in archaeological finds. No 'iwi kūpuna have been identified to date.
Operating Budget [Negative indicates below Plan]									
Operating Expenditures	\$4	----	----	○	\$12	\$21	(\$9)	●	\$M Expenditures/Encumbrances vs. FY12 Annual Appropriations, subject to year-end audit adjustments.
Staffing Level	119	136	(17)	●	119	136	(17)	●	# HART Full-Time Equivalent (FTEs) vs. authorized in FY12 Operating Budget. 119 FTEs = 93 City + 26 PMSC.
Capital Budget [Negative indicates below Plan]									
Capital Expenditures/Encumbrances	\$83	----	----	○	\$296	\$355	(\$59)	●	\$M Expenditures/Encumbrances vs. planned FY12 Annual Appropriations, excluding FY-end accruals.
Revenues [Negative indicates below Plan]									
GET Surcharge Receipts	\$48	----	----	●	\$480	\$481	(\$1)	●	\$M GET Surcharge Cash Receipts vs. the projected FY10-12 portion (\$481M, not including Starting Cash Balance of \$298M) of the planned Total Net GET Surcharge Revenues of \$3,291M for FY10-23 (FFGA Financial Plan, June 2012, Table A-1). Total GET surcharge revenue collected since its inception 1/1/07 through 6/30/12 is \$905.7M.
Federal Grant Funds	\$0	----	----	●	\$66	\$1,764	(\$1,698)	●	\$M FTA Funds received = \$62M \$5309 + \$4M American Recovery and Reinvestment Act [ARRA] vs. projected = \$1,550M \$5309 + \$210M \$5307 + \$4M ARRA (June 2012 Financial Plan (Table ES-1).
PARTNERSHIPS									
Joint Development Projects	1	----	----	●	1	1	----	●	# Joint Development Projects between HART and public and/or private entities in progress vs. planned. HART continues discussions with the Hawai'i Community Development Authority (HCDA)-Kaka'ako and General Growth Properties-Ala Moana.
Transit-Oriented Development Projects	----	1	----	●	----	1	----	●	# TOD Projects in development. On May 22, HART staff toured the Ala Moana Station area during the launch of a DPP TOD plan focused on Ala Moana, Kalihi and Downtown.

Goal	Current Quarter (Q4 FY12)				Inception to Date				Comments and Legend
	Apr, May, Jun 2012				Oct 2009 - Jun 2012				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
PROJECT DELIVERY - OVERALL									
Project Budget [Negative indicates balance remaining]									
FFGA Baseline Project Budget	----	----	----	●	\$5,122	\$5,122	-0-	●	\$M FFGA Baseline Project Budget (including contingencies and FTA-eligible finance charges), in accordance with FTA New Starts project guidelines. FTA-ineligible finance charges (an estimated \$42 M that will be incurred after the FFGA completion date) are excluded from the FFGA Baseline Project Budget.
Commitments (Contract Values + Executed Changes)	\$20	----	----	●	\$2,078	\$4,406	(\$2,328)	●	\$M Total Committed (awarded Contract Values + approved Change Orders) vs. the FFGA Baseline Project Budget including committed contingency (awarded design contract allowances of \$4.961 M), but excluding current uncommitted contingencies (unallocated contingency of \$101.871 M, allocated contingency of \$547.635 M and known change contingency of \$63.046 M) and finance charges.
Commitments (%)	0.5%	----	----	●	47%	----	(53%)	●	% \$M Committed of the total committed Baseline FFGA Project Budget.
Incurred (\$M)	\$54	----	----	---	\$444	\$4,406	(\$3,962)	---	\$M Incurred (Expenditures + approved Requests for Payment) vs. committed FFGA Baseline Project Budget.
Incurred (%)	1%	----	----	---	10%	----	(90%)	●	% \$M Incurred (Expenditures + approved Requests for Payment) of the total committed Baseline FFGA Project Budget.
Estimate at Completion (EAC)	----	----	----	---	\$5,122	\$5,122	-0-	●	\$M current vs. planned Estimate at Completion (EAC = contract values as budgeted or awarded + executed change orders + pending and potential changes).
Project Progress [Negative indicates below Plan]									
Overall Project Progress	----	----	----	●	2%	5%	(2%)	●	% Complete of Final Design & Construction (DB, DBB, DBOM & E/E) contracts vs. planned.
Total Design Progress	----	----	----	●	32%	34%	(2%)	●	% Complete of Final Design contracts & DB-DBOM design levels-of-effort vs. planned.
Total Construction Progress	----	----	----	●	1%	1%	(1%)	●	% Complete of Construction (DB, DBB, DBOM & E/E) contracts vs. planned.
Major Milestones [Negative indicates number of days behind Plan]									
Entry into Final Design	----	----	----	○	Dec 29 '11	Oct 15 '11	(75)	○	Actual vs. planned date of FTA approval for HART to enter Final Design.
Letter of No Prejudice 2 (LONP2)	Feb 06 '12	Feb 06 '12	-0-	●	Feb 06 '12	Feb 06 '12	-0-	●	Actual vs. planned date of FTA Letter of No Prejudice #2 (LONP2) authorizing Final Design and Construction.
FFGA Letter of Request	Jun 29 '12	Jun 01 '12	(28)	○	Jun 29 '12	Jun 01 '12	(28)	○	Actual vs. planned date of HART letter to FTA requesting entry into a Full Funding Grant Agreement (FFGA)
Start of Congressional Review	----	----	----	○	----	Aug 15 '12	----	●	Actual vs. planned start date of Congressional review of HART FFGA request.
FFGA Approval	----	----	----	○	----	Oct 07 '12	----	●	Actual vs. planned date of FTA letter to HART approving FFGA request.
Contingency [Positive indicates that Actual is favorable balance]									
Cost Contingency	\$644	\$643	+\$1	●	\$644	\$643	+\$1	●	\$M Total Cost Contingency vs. planned at FFGA application in the draft FFGA Risk and Contingency Management Plan (RCMP), June 2012 (Table 6-4).
Schedule Contingency	20	20	-0-	●	20	20	-0-	●	# Months Total Buffer Float used vs. planned (Draft FFGA RCMP, June 2012, Table 6-2).
PROJECT DELIVERY - SPECIFICS									
Contracting - Construction (DB, DBOM, Elevators/Escalators) [Negative indicates below Budget]									
Contracts Awarded	0	0	-0-	○	4	5	(1)	○	# Contracts awarded vs. planned. Elevator/Escalator (E/E) contract award is expected in FY13.
Commitments (Contract Values + Executed Changes)	----	----	----	○	88%	100%	(12%)	●	% \$M Committed (\$1,698M) of amount budgeted with contingencies (\$1,923M).
Contracts Completed	0	0	-0-	○	0	0	-0-	○	# Contracts completed vs. planned.
Contracting - Construction (DBB)									
Contracts Awarded	0	0	-0-	○	0	0	-0-	○	# Contracts awarded vs. planned. 11 DBB and 2 On-Call Construction contracts remain to be awarded, of which 1 DBB and 2 On-Call Construction contracts in FY13.
Commitments (Contract Values + Executed Changes)	----	----	----	○	0%	0%	-0-	○	% \$M Committed (\$0) of amount budgeted with contingencies (\$1,557M). No DBB Construction contract award before Q4 FY13.
Contracts Completed	0	0	-0-	○	0	0	-0-	○	# Contracts completed vs. planned.
Contracting - Final Design Consultants [Negative indicates below Budget]									
Contracts Awarded	1	1	-0-	●	3	12	(9)	●	# Contracts awarded vs. planned. (FD-140 West Oahu Station Group awarded June 2012: \$7.8M.)
Commitments (Contract Values + Executed Changes)	----	----	----	●	24%	100%	(76%)	●	% \$M Committed (\$47M) of amount budgeted (\$192M).
Contracts Completed	0	0	-0-	○	0	0	-0-	○	# Contracts completed vs. planned.

Internal Processes Perspective

Goal	Current Quarter (Q4 FY12)				Inception to Date				Comments and Legend
	Apr, May, Jun 2012				Oct 2009 - Jun 2012				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
Contracting - Other Consultants [Negative indicates below Budget]									
Contracts Awarded	0	----	----	○	9	22	(13)	●	# Contracts awarded vs. planned. Remaining contracts scheduled to be awarded over next two years.
Commitments (Contract Values + Executed Changes)	----	----	----	○	70%	100%	(30%)	●	% \$M Committed (\$429M) of amount budgeted (\$613M).
Contracts Completed	2	2	-0-	●	2	2	-0-	●	# Contracts completed vs. planned. PMSC-1 and GEC-1 have been completed and are being closed out.
Change Orders and Claims									
Change Orders (#)	0	----	----	●	4	----	----	●	# Change Orders executed (3 Construction, 1 Final Design).
Change Orders (\$)	\$0	----	----	●	\$19	----	----	●	\$M Change Orders executed (\$19M Construction + \$0.1M Final Design).
Claims Filed	0	0	----	●	0	0	----	●	# Claims filed vs. anticipated.
Claims Resolved	0	0	----	●	0	0	----	●	# Claims resolved vs. filed.
Utility & HDOT Agreements [Negative indicates balance remaining]									
Utility Agreements	----	----	----	○	24	26	(2)	●	# Utility Agreements completed vs. required. HECO signed WOFH agreement on April 20, Hawaiian Telcom remains to be completed and a 2nd outstanding agreement with Sandwich Isles Communication will be completed, although not required. Completion of 45 agreements by the end of Q1 FY13 is planned.
HART-HDOT Agreements	----	----	----	○	3	13	(10)	●	# HDOT Agreements completed vs. required. Of the 4 Master Agreements required, 1 (WOFH) has been completed. Of the 4 Joint Use and Occupancy (JU&O) Agreements required, 1 (WOFH) has been completed, as amended. The KHG Master and JU&O Agreements are expected to be executed in August.
Real Estate/Right-of-Way (ROW) [Negative indicates balance remaining]									
Full Acquisitions	1	1	-0-	●	19	38	(19)	●	# Properties fully acquired vs. planned.
Expenditures for Full Acquisitions	\$6	----	----	●	\$29	\$29	\$0	●	\$M Expenditures recorded for full acquisitions vs. planned in the FFGA Budget.
Full Acquisitions Ready for Construction	5	----	----	●	10	38	(28)	●	# Properties fully acquired that are ready for construction vs. planned. 1 full acquisition was recorded in Q4 FY12. 4 relocations are underway from acquisitions in previous quarters.
Partial Acquisitions	3	133	(130)	●	6	133	(127)	●	# Properties partially acquired vs. planned.
Safety [Lower Actual indicates a favorable rating versus Hawaiian labor standard]									
Performance against Standard	0.2	4.3	----	●	0.2	4.3	----	●	Incidence Rate of Recordable Injuries and Illnesses vs. the Hawaii 2010 Total Recordable Incidence Rate (TRIR). Federal regulations define the Incidence Rate as the # of recordable injuries and illnesses occurring amongst a given # of full-time workers (usually 100) over a given period of time (usually 1 year). A Recordable Incident is a work-related injury or illness that results in: death, loss of consciousness, days away from work, restricted work activity or job transfer, or medical treatment beyond first aid. (29 CFR 1904).
OSHA Reportable Injuries	1	----	----	●	4	----	----	●	# Occupational Safety and Health Agency (OSHA) Reportable Injuries reported to date.
OSHA Violations	0	----	----	●	0	----	----	●	# OSHA violations cited to date.
Safety Certification Checklists	----	----	----	○	----	----	----	○	# Safety Certification Checklists completed vs. planned.
Quality Assurance (QA)									
QA Audits	4	4	-0-	●	8	8	-0-	●	# QA Audits of HART, GEC, contractors and suppliers completed vs. planned.
Design NCRs	6	7	(1)	●	6	7	(1)	●	# Design Non-Conformance Reports (NCRs) closed vs. issued.
Construction NCRs	----	----	----	●	----	----	----	●	# Construction NCRs closed vs. issued.
Economic Multipliers [Negative indicates below Plan]									
DBE/SBE Participation	0.1%	3.8%	(3.7%)	●	0.1%	3.8%	(3.7%)	●	Actual vs. target participation rate of Disadvantaged/Small Business Enterprises (DBE/SBE).
Direct Jobs Created	----	----	----	○	----	----	----	○	# Direct jobs created. Projections and criteria to be developed.
Public Outreach									
Neighborhood Board Meetings	34	----	----	●	679	----	----	●	# Neighborhood Board Meetings in which HART has participated to date.
Presentations/ Events	52	----	----	●	1,225	----	----	●	# Events in which HART has participated to date.

Internal Processes Perspective (Continued)

Goal	Current Quarter (Q4 FY12)				Inception to Date				Comments and Legend	
	Apr, May, Jun 2012				Oct 2009 - Jun 2012					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
AGENCY CULTURE										
Professional Growth Perspective	Staff Training and Career Development Program									
	Training Opportunities				○				○	# Training opportunities provided to HART staff vs. planned. Annual Training Plan to be developed.
	Employees Trained				○				○	# HART Employees (including PMSC) who have received professional training. Objective to be established.
	Internal Promotions									
	Internally-Filled Positions				○				○	% of positions filled that have been filled internally. Objective to be established.
	PMSC/GEC Phase-Out									
	Positions Transitioned to HART	0	0	-0-	○	1	0	+1	○	# Positions transitioned from PMSC to HART vs. planned in the HART Business Plan. TBD.
	Employee Satisfaction									
Surveys	0	0	-0-	○	0	0	-0-	○	# Employee surveys conducted to date vs. planned. Plan to be developed.	