

Activity						Time Period		Actual	Plan	Variance	Status	Comments and Legend	
												<span style="color: green;">●</span> On track or ahead of plan. <span style="color: yellow;">●</span> Monitoring. <span style="color: orange;">●</span> Monitoring; Requires special attention. <span style="background-color: lightblue; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> New Balanced Scorecard items are shaded in blue for ease of identification.	<span style="color: red;">●</span> Immediate attention needed; Requires recovery/resolution. <span style="border: 1px solid black; border-radius: 50%; width: 10px; height: 10px; display: inline-block;"></span> No current target/activity to date; Action pending.         N/A Not Applicable.         TBD To be determined. <span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> 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.**

Project Finances											
<b>Operating Budget [Negative = below Plan]</b>											
Operating Expenditures	Current Quarter (Q4 FY14) Apr., May, Jun. 2014		\$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-June 2014		\$16	\$21	(\$5)	●					
	FFGA Financial Plan October 16, 2009 - June 2014		\$60	\$75	(\$15)	●					
	Inception* to Date January 2007 - June 2014		\$64	\$79	(\$15)	●					
<b>Capital Budget [Negative = below Plan]</b>											
Capital Expenditures	Current Quarter (Q4 FY14) Apr., May, Jun. 2014		\$67	\$222	(\$155)	●	<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 06/30/2014 + 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. 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 which resumed in mid-September 2013 and some contractors have not submitted timely, approved invoices since February 2014. As a result of the construction delay, we are currently rebaselining the master project schedule and the plan will be readjusted in summer 2014.</p>				
	FY2014 Total July 2013-June 2014		\$244	\$858	(\$614)	●					
	FFGA Financial Plan October 16, 2009 - June 2014		\$1,018	\$2,160	(\$1,142)	●					
	Inception* to Date January 2007 - June 2014		\$1,102	\$2,243	(\$1,142)	●					
<b>Revenues [Negative = below Plan]</b>											
<b>GET Collections</b>											
Net GET Surcharge Receipts	Current Quarter (Q4 FY14) Apr., May, Jun. 2014		\$62	\$53	+\$8	●	<p>GET receipts are reported on a cash basis. The \$62M received in April 2014 is for the January - March 2014 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 04/30/2014. The \$1,276M Plan amount is equal to the Financial Plan amount of \$897M from the Project Start date of 10/16/2009 to 04/30/2014 plus \$378M collected prior to the Project Start Date.</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>Per the Department of Taxation, the \$62M included a one-time adjustment of \$6M for prior period receipts that previously had not been reported.</p> <p>Status for the Current Quarter and FY2014 Total have changed from yellow to green.</p>				
	FY2014 Total July 2013-June 2014		\$219	\$214	+\$6	●					
	FFGA Financial Plan October 16, 2009 - June 2014		\$870	\$897	(\$27)	●					
	Inception* to Date January 2007 - June 2014		\$1,248	\$1,276	(\$27)	●					
<b>Federal Grants</b>											
Federal Grant Funds New Starts \$5309 (Reimbursed)	Current Quarter (Q4 FY14) Apr., May, Jun. 2014		\$13	\$250	(\$237)	●	<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 FY2014 New Starts appropriation is \$250M.</p> <p>The variance for FY2014 Total and FFGA Financial Plan indicate the available appropriation amounts.</p> <p>FTA reimbursements are behind plan for the following reasons: 1) delay in construction due to the suspension of construction; 2) delays and late submission of invoices by several key contractors; 3) delay claim payments that have not been submitted pending FTA review and approval.</p> <p>Status for the Current Quarter has changed from green to yellow.</p>				
	FY2014 Total July 2013-June 2014		\$112	\$442	(\$330)	●					
	FFGA Financial Plan October 16, 2009 - June 2014		\$256	\$820	(\$564)	●					
Federal Grant Funds \$5307 (Reimbursed)	Current Quarter (Q4 FY14) Apr., May, Jun. 2014		---	---	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: FY16 - \$35M; FY17 - \$35M; FY18 - \$36M; FY19 - \$37M; FY20 - \$33M; FY21 - \$34M</p>				
	FY2014 Total July 2013-June 2014		---	---	N/A						
	FFGA Financial Plan October 16, 2009 - June 2014		---	---	N/A						

Financials

Activity	Current Quarter (Q4 FY14)				Inception to Date				Comments and Legend	
	April, May, June 2014				January 2007 - June 2014					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
<b>For the remainder of the Balanced Scorecard, reporting will be based on Current Quarter and Inception to Date data.</b>										
25	<b>Project Budget</b>									
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 (\$)	\$102	---	---	●	\$2,800	\$4,308	(\$1,507)	●	\$M Total Committed (awarded Contract Values + approved Change Orders) this quarter and to date vs. the current Total FFGA 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 (%)	3.6%	---	---	●	65.0%	---	N/A	●	% \$M Committed of the Inception to Date current Plan FFGA Project Budget, excluding contingencies and finance charges.
29	Incurred (\$M)	\$138	---	---	●	\$1,043	\$4,308	(\$3,265)	●	\$M Incurred (Expenditures + approved Requests for Payment) this quarter and to date vs. the current Total FFGA 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 rebaselined in summer 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 (%)	3%	---	---	●	24%	---	---	●	% \$M Incurred (Expenditures + approved Requests for Payment) of the Inception to Date current Plan FFGA Project Budget, excluding contingencies and finance charges.
31	Direct Cost of Delay Due to Supreme Court Decision to Date	\$0.0	\$0.0	(\$0.0)	●	\$31.4	\$35.1	(\$3.7)	●	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. Direct costs of the delay due to the Supreme Court decision were originally estimated at \$36.2M through September 2013. Actual amounts are through June 2014.
32	Escalation Costs Related to Supreme Court Decision to Date	\$0.0	N/A	N/A	●	\$0.0	N/A	N/A	●	Escalation value to be determined based on actual costs incurred.
33	Total Cost of Delay Due to Supreme Court Decision to Date	\$0.0	\$0.0	(\$0.0)	●	\$31.4	\$35.1	(\$3.7)	●	Actual and plan amounts are through June 2014.
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	<b>Contingency</b>									
36	Allocated Cost Contingency	(\$22)	N/A	N/A	●	\$497	\$542	(\$45)	●	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	(\$22)	N/A	N/A	●	\$66	\$102	(\$36)	●	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	(\$45)	N/A	N/A	●	\$563	\$644	(\$80)	●	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	<b>PROJECT DELIVERY - OVERALL</b>									
41	<b>Overall Progress [Positive = ahead of Late Plan; Negative = behind Late Plan]</b>									
42	Overall Project Progress Completed	2.3%	3.5%	(1.2%)	●	25.0%	27.1%	(2.1%)	●	% 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 2017.
43	Overall Design Progress Completed	6.4%	6.4%	-0-	●	77.0%	75.6%	+1.4%	●	% 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 2017.
44	Overall Construction Progress Completed	3.5%	4.6%	(1.1%)	●	16.2%	18.3%	(2.1%)	●	% 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 2017.
45	<b>Contracts Awarded</b>									
46	Total Number of Contracts Awarded	4	5	(1)	●	36	37	(1)	●	The plan numbers are based off of the FTA Full Funding Grant Agreement Contract Packaging Plan (CPP) contracts. Contracts awarded: Airport Section Utilities, Real Estate Mapping and Surveying, Safety and Security Support, Owner-Controlled Insurance Program (OCIP) Brokerage Services. Pending (not awarded yet): On-Call Construction Contractor. Variance includes savings from planned budget with contingency.
47	Total Value of Contracts Awarded	\$35.8	\$36.8	(\$1.0)	●	\$3,168.8	\$3,236.2	(\$67.4)	●	\$M Awarded. Note, CORE systems includes costs of O&M. Variance includes savings from planned budget with contingency. For a full list of contracts awarded, please see the HART Monthly Progress Report.
48	<b>Change Orders</b>									
49	Change Orders (#)	23	N/A	N/A	●	126	N/A	N/A	●	# Change Orders executed this quarter (3 Final Design, 2 Professional Services, 18 Construction). These change orders reflect the Notice to Proceed and AIS delays.
50	Change Orders (\$)	\$78.7	N/A	N/A	●	\$306.4	N/A	N/A	●	\$M Change Orders executed this quarter (\$3.1M Final Design, \$2M Professional Services, \$73.6M Construction). These change orders are reducing our allocated, unallocated and known contingency. The most significant changes during the fourth quarter were \$22.5M for CSC Consolidated Changes Construction for MSF DB (DB-200), \$20.9M for Delay of NTP 2,3,4 WOFH DB (DB-120), \$12.4M for Precast Yard Alternative Site for WOFH DB (DB-120), and \$10.1M for Amendment 1 Non-rail Escalation for MSF DB (DB-200).

	Activity	Current Quarter (Q4 FY14)				Inception to Date				<b>Comments and Legend</b> 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.
		April, May, June 2014				January 2007 - June 2014				
		Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
51	<b>Claims</b>									
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	<b>Agreements*</b>									<i>*Inception to Date Plan numbers vary each quarter due to advancement of design.</i>
55	Utility Agreements - Engineering Services	0	1	(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 - 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	4	(2)		11	26	(15)		Inception to Date Plan = total number of agreements planned for the project WOFH - 6 out of 8 agreements executed. KHG - 5 out of 6 agreements executed. Airport - 0 of the 4 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	2	5	(3)		39	55	(16)		Inception to Date Plan = total number of agreements planned for the project WOFH - 2 agreements of 17 outstanding. KHG - 1 agreement of 16 outstanding. KHG/Airport/City Center ESA - 1 agreement planned/executed. Airport/City Center ESA - 8 of 9 agreements executed. Airport Construction - 0 agreements executed (4 agreements planned). City Center Construction - 0 agreements executed (8 agreements planned). The status is based on the potential for construction to be delayed.
58	HDOT Master Agreements/Joint Use & Occupancy	0	0	-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.
59	Other Agreements	0	5	(5)		10	20	(10)		Inception to Date Plan = total number of agreements planned for the project Agreements needed for the project ( <b>bold, red</b> items are high priority agreements): <b>WOFH, KHG, City Center:</b> <b>-University of Hawaii Master Agreement</b> <b>WOFH:</b> -Leeward Community College Pre-Construction Right of Entry Agreement -- COMPLETED <b>-Leeward Community College Construction Right of Entry Agreement</b> -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) <b>KHG:</b> -UH Urban Garden Pre-Construction Right of Entry Agreement -- COMPLETED <b>-UH Urban Garden Construction Right of Entry Agreement</b> -Aloha Stadium/Department of Accounting & General Services (DAGS) -- COMPLETED <b>Airport:</b> -U.S. Navy/General Services Administration (GSA) -U.S. Post Office Honolulu Processing Center <b>City Center:</b> -Honolulu Community College (HCC) Pre-Construction Right of Entry Agreement -- COMPLETED -HCC Construction Right of Entry Agreement -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 (Q4 FY14)				Inception to Date				<b>Comments and Legend</b>  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.
		April, May, June 2014				January 2007 - June 2014				
		Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
60	<b>Real Estate/Right-of-Way (ROW)</b>									
61	<b>Acquisitions*</b>	*Inception to Date Plan numbers vary each quarter due to advancement of design; Actual numbers are based on property availability for construction. Data is provided by the Real Estate Acquisition Database (READ)								
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. Negotiating settlement for West Loch Station property.
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-	●	2	3	(1)	●	Inception to Date Plan = total number needed for project All property is available to contractors.
66	KHG Partial Acquisitions	0	0	-0-	●	3	3	-0-	●	Inception to Date Plan = total number needed for project The contractor has access to all of the properties, but the acquisitions are not fully achieved as eminent domain on one partial is proceeding through the courts and two parcels require special attention or eminent domain action. Status for the Current Quarter and Inception to Date have changed from green to orange.
67	Summary KHG Acquisitions (Full + Partial)	0	0	-0-	●	5	6	(1)	●	Inception to Date Plan = total number needed for project Status for the Current Quarter and Inception to Date have changed from green to orange.
68	Airport Full Acquisitions	1	1	-0-	●	1	5	(4)	●	Inception to Date Plan = total number needed for project One full acquisition received right-of-entry. Relocations remain.
69	Airport Partial Acquisitions	0	1	(1)	●	1	6	(5)	●	Inception to Date Plan = total number needed for project Four parcels in appraisal process. One parcel needs resolution or eminent domain action.
70	Summary Airport Acquisitions (Full + Partial)	1	2	(1)	●	2	11	(9)	●	Inception to Date Plan = total number needed for project Status for the Current Quarter and Inception to Date have changed from yellow to orange.
71	City Center Full Acquisitions	1	14	(13)	●	3	16	(13)	●	Inception to Date Plan = total number needed for project Letters of intent sent. Appraisal and mapping started. Advancing all ROW acquisitions.
72	City Center Partial Acquisitions	0	70	(70)	●	0	70	(70)	●	Inception to Date Plan = total number needed for project Letters of intent sent. Appraisal and mapping started. Advancing all ROW acquisitions.
73	Summary City Center Acquisitions (Full + Partial)	1	84	(83)	●	3	86	(83)	●	Inception to Date Plan = total number needed for project Letters of intent sent. Appraisal and mapping started. Advancing all ROW acquisitions.
74	Expenditures for Full Acquisitions	N/A	N/A	N/A	●	\$55.2	\$60.4	(\$5.2)	●	\$M in expenditures.
75	<b>Easements*</b>	*Inception to Date Plan numbers vary each quarter due to advancement of design; Actual numbers are based on property availability for construction. Data is provided by the Real Estate Acquisition Database (READ)								
76	WOFH Easements	0	8	(8)	●	7	15	(8)	●	Inception to Date Plan = total number needed for project
77	KHG Easements	0	2	(2)	●	3	5	(2)	●	Inception to Date Plan = total number needed for project
78	Airport Easements	0	13	(13)	●	23	36	(13)	●	Inception to Date Plan = total number needed for project 15 easements in process of being appraised by Navy.
79	City Center Easements	0	36	(36)	●	2	38	(36)	●	Inception to Date Plan = total number needed for project Letters of intent sent. Appraisal and mapping started. Advancing all ROW acquisitions.
80	Summary Easements	0	59	(59)	●	35	94	(59)	●	Inception to Date Plan = total number needed for project
81	<b>Safety</b>									
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	<b>Quality Assurance (QA)</b>									
85	Completion of QA Audits	3	3	-0-	●	49	46	+3	●	# QA Audits of HART, GEC, contractors and suppliers completed vs. planned.
86	Successful Closure of Design NCRs	5	11	(6)	●	18	26	(8)	●	# Design Non-Conformance Reports (NCRs) closed vs. issued. For more information on NCRs, please see the HART Monthly Progress Report.
87	Successful Closure of Construction NCRs	41	68	(27)	●	166	198	(32)	●	# Construction NCRs closed vs. issued. For more information on NCRs, please see the HART Monthly Progress Report.
88	<b>Economic Multipliers [Negative = below plan]</b>									
89	DBE Participation (%)	0.04%	0.13%	(0.09%)	●	0.92%	13%	(12.08%)	●	% actual vs. target participation rate of Disadvantaged Business Enterprises (DBE) to date since September 24, 2007. The planned DBE participation rate is an overall project goal.
90	DBE Participation (\$)	\$0.62	\$2.29	(\$1.67)	●	\$16.24	\$229	(\$212.76)	●	\$M actual vs. target participation of DBE to date since September 24, 2007. The planned DBE participation rate is an overall project goal.

Project Progress (continued)

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	April, May, June 2014				January 2007 - June 2014				<span style="color: green;">●</span> On track or ahead of plan. <span style="color: red;">●</span> Immediate attention needed; Requires recovery/resolution. <span style="color: yellow;">●</span> Monitoring. <span style="color: grey;">○</span> No current target/activity to date; Action pending. <span style="color: orange;">●</span> Monitoring; Requires special attention.    N/A Not Applicable.    TBD To be determined. <span style="background-color: lightblue; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> New Balanced Scorecard items are shaded in blue for ease of identification. <span style="background-color: yellow; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span> Status color changes are shaded in yellow.		
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status			
91	<b>PERSONNEL</b>										
92	Workforce Development	HART Staffing Level	11	0	+11	●	131	139	(8)	●	# Current HART Full-Time Equivalent (FTEs) vs. planned positions in the FY14 Operating Budget. 131 current FTEs. This includes 109 City employees and 22 Project Management Support Consultant (PMSC) 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 June 30, 2014.
93		Direct Project Jobs Created	----	----	----	○	1,238	----	----	○	# Direct project jobs created. Actual number reflects input from all contractors and a calculated count for all agencies supporting HART's activities.
94	<b>Transit-Oriented Development (TOD) Planning</b>										
95	Partnerships	City Department of Planning and Permitting Draft TOD Plans	0	0	N/A	●	15	19	N/A	●	City Department of Planning and Permitting (DPP) is responsible for TOD plans for 19 of the 21 stations. A total of 15 stations have Draft TOD neighborhood plans at this time. DPP started developing Draft TOD plans for the remaining 3 stations: Pearl Harbor Naval Base, Airport and Lagoon Drive. Aloha Stadium's TOD planning is on hold until pending land ownership issues are resolved. Final TOD Plans are expected starting in the second quarter of 2014 through 2015. In the interim, the Legislature has adopted Bill 71 Land Use Ordinance (LUO) Amendment Relating to Interim Plan Development Permits for TOD, which will allow for negotiations on TOD projects as per the Draft TOD plans before zoning is in place.
96		Hawai'i Community Development Authority Draft TOD Overlay Plan	0	0	N/A	●	2	2	N/A	●	HCDA developed a Draft TOD Overlay Plan for the areas around Kaka'ako and Civic Center Station. It will be finalized in the Kaka'ako Environmental Impact Statement which is expected to be available in draft form in Q3 2014.
97		Total Stations with Draft TOD Plans	0	0	N/A	●	17	21	N/A	●	TOD plans are being created for 21 stations.
98		Stations with Final TOD Plans	2	0	N/A	●	2	21	N/A	●	The Waipahu Neighborhood TOD plan (Waipahu and West Loch Stations) is the first plan to be adopted in April 2014.
99	<b>PUBLIC OUTREACH</b>										
100	Customer Perspective	Build a Social Media Community	330	----	N/A	●	2,367	----	N/A	●	# of unique Facebook followers.
101		Proactive Community Outreach: Neighborhood Board Meetings	32	----	N/A	●	884	----	N/A	●	# Neighborhood Board Meetings in which HART has participated to date since 2006.
102		Proactive Community Outreach: Presentations/Events	68	----	N/A	●	1,648	----	N/A	●	# Events in which HART has participated to date since 2006.
103	<b>SERVICE DELIVERY</b>										
104	Fare Collection System				○					○	TBD in FY15.
105	Bus-Rail Integration Plan				○					○	TBD
106	HART Operating Organization Plan				○					○	TBD
107	HART Service Policy/Standards				○					○	TBD
108	<b>LIVABILITY</b>										
109	HART Sustainability Policy				○					○	TBD in FY14.
110	Transit-Oriented Development (TOD) Policy				○					○	TOD stakeholders group in development.