REPORT
ON THE SELECTION OF
AN EXECUTIVE DIRECTOR/CHIEF EXECUTIVE OFFICER
FOR THE HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

Submitted by
Keslie W.K. Hui, Chair
Human Resources Committee
Board of Directors
Honolulu Authority for Rapid Transportation

Pursuant to the Revised Charter of the City and County of Honolulu, Section 17-103.3(c), the Board of Directors of the Honolulu Authority for Rapid Transportation (HART) appoints the agency's Executive Director, who shall be the chief executive officer (CEO) of HART. That section of the Charter also provides that the qualifications, powers, duties, functions, and compensation of the Executive Director/CEO shall be established by the Board. The only specific qualification for the position in the Charter is that the Executive Director/CEO have at least five years of fixed guideway system experience (Section 17-104(b)).

At its very first meeting on July 1, 2011, the Board determined that it would benefit in carrying out this important responsibility by retaining the services of an executive search firm. In September 2011 a Request for Proposals (RFP) was issued for a firm to assist the Board with the recruitment of an Executive Director/CEO for HART. Proposals received in response to the RFP were evaluated by procurement staff based upon technical qualifications, experience, response to the statement of work outlined in the RFP and proposed pricing.

Krauthamer & Associates Inc. was selected, having demonstrated that they possessed the technical skills to successfully recruit talent at the Executive Director/CEO level, their team based approach and their prior experience. This experience included several recently completed CEO-level searches for a major professional association in the public transportation field as well as various large transit authorities across the United States. Krauthamer & Associates' contract provides for a fee of $97,500 and an estimated expense budget of $50,000. Gregg Moser, a Krauthamer principal who leads their transportation practice, was the lead consultant on the project.

Krauthamer & Associates first met with members of the Board, both individually and collectively in public session, as well as with HART staff, members of the City Council, the Mayor of Honolulu and other key stakeholders to discuss the desired qualities, attributes and sensitivities for an Executive Director/CEO. This information was used by Krauthamer to prepare a detailed proposed recruitment plan, a job description and a job advertisement.

The Board discussed and approved the recruitment plan, job description and advertisement with minor revisions at its public meeting of November 17, 2011. These documents were then posted on the HART website, and Krauthamer arranged for the publication of the advertisement in various local, national and international media and industry outlets.

At the November 17th public Board meeting the salary expectations of potential candidates was also discussed. Based upon Krauthamer's experience recruiting CEO candidates for the public transit sector, the Board was informed that the annual base salary range for candidates would be from $150,000 - $400,000 and that Krauthamer would seek to present candidates who fit within that salary spectrum for the Board's consideration. Additionally, it was noted that some candidates might need housing allowances, transportation allowances and other benefits to offset Honolulu's high cost of living and distance from the mainland.

Immediately following that public meeting the recruitment process began. A tremendous amount of local, national and international interest in the position was received. All told, Krauthamer & Associates spoke with over 150 individuals who either applied for the position by responding to advertisements or who were contacted directly. Ultimately, approximately 50 applications were received. According to Krauthamer, although not all applicants met the minimum qualifications for the Executive Director/CEO position, overall it was an extremely strong and qualified pool of applicants.

A consistent theme throughout the process was that candidates had serious concerns about ensuring their confidentiality. For many, their current employment could be negatively affected if their interest in the HART position became public. This was identified as a likely concern by Krauthamer from the outset, based on the firm's familiarity with the industry, and the Board was briefed on this concern by Mr. Moser at its public meeting of November 17, 2011. The confidentiality concern was then confirmed in Krauthamer's discussions with candidates, as candidates actually withdrew their applications over confidentiality concerns. We have therefore tried throughout the process to honor the confidentiality concerns of applicants, to protect their privacy rights, and to ensure the strongest possible field of candidates. Through Krauthamer we have informed candidates that we will do whatever is permissible to keep their participation in the process confidential.

That said, we have also made every effort to be as transparent as possible under the circumstances. The recruitment effort and its status have been publicly discussed in at least nine full Board or Human Resources Committee meetings during the last eight months. And as noted, the recruitment plan, position description and job advertisement have been publicly discussed and available on HART's website since they were approved by the Board last November. Now that the appointment process has resulted in a finalist being identified, we have also confirmed that the other two candidates who remained under consideration at the end of the process are willing to waive their privacy rights and allow us to reveal their names. They are Larry Miller and Toru Hamayasu, and their applications strengthened the candidate pool tremendously.

Eventually, during the Board's continued executive session on February 2, 2012, Krauthamer & Associates presented a list of thirteen recommended candidates to the Board for its consideration. All of these candidates were concerned about confidentiality. Krauthamer described each of the candidates to the Board, and provided its assessment of their strengths, weaknesses, achievements, reputations and current or recent compensation. Collectively the Board reflected on the group presented and identified a short list of five candidates to meet in person and consider for the Executive Director/CEO position.

Given the tight time constraints required to meet the planned March 1st public board meeting appointment of an Executive Director/CEO, Krauthamer & Associates conducted final confidential reference and investigative background checks on all remaining candidates prior to interviews being held. This was a change from the recruitment plan, which provided for the background checks to be conducted after the interviews, but ensured that all candidates still under consideration were fully vetted and that the Board could be positioned to immediately make a fully informed decision.

Four candidates arrived in Honolulu the week of February 13th and were given a tour of the alignment. Along with a locally-based candidate, they met informally with individual board members in 2-on-1 groups and were interviewed during the continuation of the executive session on February 17th and February 18th by the full Board of Directors. Each interview lasted about one and a half hours. During the consideration of the remaining candidates, two candidates decided to withdraw from the process.

The Board began deliberating during the continued executive session of February 18th. It carefully considered all of the information that had been provided and further deliberated in a continuation of the executive session on February 22nd until reaching a consensus that among the three candidates being considered, Mr. Daniel Grabauskas was most qualified. Mr. Grabauskas' resume is attached to this report. Throughout the deliberations, the Board and Krauthamer continued to conduct due diligence as to Mr. Grabauskas' experiences at the Massachusetts Bay Transit Authority, and some of the news articles obtained are attached hereto. Mr. Grabauskas was presented with the Board's proposed basic terms of employment on February 23rd, reviewed those terms and found them agreeable and confirmed this to the Board on February 24th, with the understanding that the Board would still have to vote to approve his appointment.

The basic proposed terms of employment for Mr. Grabauskas are as follows: an annual base salary of $245,000, a $3,000/month housing allowance, a $500/month transportation allowance, and the possibility of an annual bonus of $35,000 if performance objectives are met. Standard City benefits such as vacation and sick leave; EUTF medical, drug, vision and dental plan options; life insurance coverage; and deferred compensation program participation would apply. The at-will appointment would be for a three-year term. There would be a severance payment of one year's base salary if the Executive Director/CEO is terminated prior to the end of the term of appointment for any reason other than for cause.

The Board's selection of Mr. Grabauskas was based on the following reasons:

(1) His experience operating multi-modal systems, including bus and rail, and his clearly articulated vision for integration.

(2) His proven success in working with boards and multiple stakeholders during construction and operation.

(3) His sincere communication skills as demonstrated with the Board during his interview, as well as evidenced by past successes with all stakeholders, including impacted business owners, unions, and members of the public.

(4) His commitment to completing this project on time, and within budget.

(5) The relevance of his past experience and successes in (a) completing construction within the FTA construct, and (b) negotiating with AnsaldoBreda.

(6) His successful integration of transit oriented development (TOD) with rail systems.

(7) His openness to different cultures.

(8) His passion for public transportation.

The consensus of the Board in deliberating regarding the final group of candidates was that while all of them had the requisite five years of fixed guideway system experience, Mr. Grabauskas was the best fit for this project, at this time. His strong communication skills, his passion for public transportation, his experience leading a multi-modal transit system, and his knowledge of the FTA's Full Funding Grant Agreement (FFGA) process made him an ideal candidate for HART Executive Director/CEO. Staff is working hard on the Full Funding Grant Agreement application, and the Board intended that the Executive Director/CEO be of assistance with the FTA process. Mr. Grabauskas has FFGA experience, and will be able to "hit the ground running", and start working in early April.

The Board discussed at length the fact that the City and HART have enjoyed the strongest of teams in the engineering field, led by Interim Executive Director Toru Hamayasu. The Board recognized that Mr. Hamayasu's knowledge, experience, and relationship of earned trust with his federal and State counterparts, and stalwart commitment and dedication to the rail project have been the backbone upon which the project has been built. Especially until the FFGA is fully executed and during this transition period leading into advanced construction, Mr. Hamayasu's ongoing leadership and focus on advancing the project is critical. The Board also discussed the fact that the need for communication with stakeholders will only increase over time, especially during

construction, and that Mr. Grabauskas' management and communication skill sets and passion perfectly complemented the existing HART structure and staff in this regard.

Finally, Mr. Grabauskas has actually overseen a publicly operated multi-modal transportation system, and understands not just the integration of all modes of transportation, such as bus and rail, but also the importance of development around the transit route. For our project to achieve its full potential, more than construction of the rail line is required; we need to coordinate bus routes to funnel transit riders from neighborhoods and schools to and from the 21 transit stations, and in following our development plans, we need to advance TOD so that people want to and can afford to live in the transit corridor, allowing us to "keep the country, country." As CEO of the fifth largest public transportation system in the country, Mr. Grabauskas was responsible for the integration of different modes of transportation, and directed rail construction and successful TOD projects. Our project will also benefit from having Mr. Grabauskas at the helm in that he can give proper emphasis to the operational aspects of rail transportation while design and construction is ongoing.

The entire Board of Directors of HART, and the Human Resources Committee in particular, have worked diligently under an aggressive schedule to recruit, assess, interview and identify an Executive Director/CEO for the Authority. The commitment of time and effort by all ten Board members and our staff was noteworthy and appreciated. Throughout, Krauthamer & Associates has provided superlative professional services, and proven to be an excellent choice to assist the Board in this important endeavor. Mr. Moser and his firm are to be acknowledged for an outstanding job very well done. They were assisted throughout by Mr. Ronald Tober, who provided the Board with invaluable assistance.

I am confident that the integrity of our process was preserved, that the process in fact worked, that Mr. Grabauskas is the most qualified person for the Executive Director/CEO position, and that if approved he will serve HART with distinction.

Respectfully submitted,

KESLIE W.K. HUI
Chair, Human Resources Committee
Board of Directors, Honolulu Authority for Rapid Transportation

DANIEL A. GRABAUSKAS

EDUCATION

College of the Holy Cross, BA, Political Science — 1985
Cornell University, Masters in Business Administration — Degree Conferred May, 2012

PROFESSIONAL EXPERIENCE

Bronner Center for Transportation Management — August, 2010 - Present
Chairman and Senior Strategic Advisor
Serve as part-time consultant, strategic advisor, and chairman of newly-created Center of subject matter experts competing for procurement opportunities for transportation work in the government sector at the state and federal levels. The Bronner Group is a consulting firm that specializes in accountability, transformation, and innovative strategies exclusively for public sector agencies.

Massachusetts Institute for a New Commonwealth (MassINC) — November, 2009 - June, 2010
Senior Fellow for Public Policy
Named inaugural senior fellow for public policy by Boston-based non-partisan think tank. Authored a number of articles on topical transportation issues and coordinated a major symposium on the future of public transportation in the US: session keynote was by FTA Administrator Peter Rogoff; also presenting were members of the US Congress, key area business leaders and academics, as well as a unique panel of transit CEOs representing five of the largest transit systems in the US for which I served as moderator.

Massachusetts Bay Transportation Authority (MBTA) — May, 2005 – August, 2009
General Manager
Served as chief executive officer of 5th largest public transportation network in the United States, with 6,100 employees, with 95% of the workforce represented by 28 Unions and 11 collective bargaining units, an annual operating budget of $1.4 billion, an annual capital budget exceeding $500 million, with operations in 175 municipalities throughout Eastern Massachusetts and Rhode Island.

Selected management highlights and accomplishments:

- Oversaw the $75 million Scheidt & Bachmann contract for the highly successful conversion from payment tokens to smart cards, and implementation of the so-called "CharlieCard" in 2005-2006, the most quickly adopted new transit smart card system in the US.
- Undertook extensive subway and bus station rehabilitation of the nation's oldest transit system to address customer concerns by increasing and updating lighting features, increasing station and vehicle cleanliness, increased elevator and escalator reliability and availability, enhanced security through the installation of over 800 closed circuit television cameras and boosted transit police patrols in the central subway district.
- Completed several significant capital expansion projects including the 18 mile, $534 million new commuter rail line, the Greenbush Line, in 2007.
- Managed and successfully turned around troubled $215 million contract with AnsaldoBreda awarded in 1995 for 95 new, ADA-compliant light rail cars for the Green Line, with final car delivered in 2007.

- Oversaw $172 million contract with Siemans Transportation Systems for the delivery of 97 new Blue Line rail cars, replacing the entire existing fleet, and increasing from four- to six-car trains to address longstanding capacity constraints.
- Managed and judiciously allocated our own bond funds, state-appropriated funds, federal annual fixed-guideway modernization (5309 funds) and urbanized area formula funds (5307 funds), and worked closely with the Federal Transit Administration regionally and in Washington, DC and with our congressional delegation navigating the federal New Starts and so-called Small Starts programs processes and advancing our applications.
- Negotiated nearly $1 billion contract extension for the management of commuter rail system with the Massachusetts Bay Commuter Rail (MBCR is a consortium of Bombardier, Veolia, and Boston-based Alternate Concepts, Inc.).
- Implemented first-in-the-nation WiFi service on all 13 commuter rail lines to significant customer acclaim.
- Achieved 100 percent compliance with the American's with Disabilities Act for the system's bus network (for the first time in the system's history) and with in-station audio and visual public address systems.
- Introduced the system's first-ever next train announcements in the central subway stations and initiated next train countdown system for 141 commuter rail stations.
- Introduced new, multi-award winning website -- including being named the 2007 Best Government Website by the International Academy of Digital Arts and Sciences with the "Webby" award -- with enhanced trip planning functionality, GOOGLE maps interface, multi-lingual translations, and other innovative customer-centric options.
- Generated non-fare revenue through various initiatives both large and small, such as new housing, retail stores, parking amenities, and advertising in transit oriented developments (TOD). Managed these assets with diligence, creativity, and strong community sensitivity; personally involved with the public and media outreach for many of these initiatives: to listen, to learn, and to be responsive to diverse neighborhood and community desires.
- Supervised the private contractor asset management team who issued and managed hundreds of leases for both small business ventures in subway stations.
- Implemented a number of employee training programs designed to invite entry-, mid-level employees to think about and to prepare for career advancement within the authority; as well as a number of employee recognition programs designed to reward positive actions and attributes and longevity of employment.
- Promoted diversity training for employees working alongside their co-workers and with the diverse community that the MBTA serves; and, settled a major, multi-year class action lawsuit brought under the Americans with Disabilities Act by the Boston Center for Independent Living and named plaintiffs just 11 months after being named General Manager. The settlement is considered a model for public transit systems by the legal services community.
- Developed excellent working relationships with local, state and federal emergency response personnel, including the Federal Emergency Management Agency, Transportation Safety Administration, Homeland Security, and the regional office of the FBI.
- Trained in incident management and drilled in significant emergency response procedures in a variety of situations. Hands-on experiences include: response to several significant crashes on the highways; response to the aftermath of the terrorist attacks on the London metro in July 2005; preparation and planning for the Democratic National Convention in Boston in 2004; and preparations for the H1N1 flu.
- Maintained excellent working relationships with union representatives; successfully concluded a full round of labor contract negotiations with all 28 labor unions.
- Instituted a management accountability system dubbed "T-Stat", modeled on CompStat developed in New York City, to establish benchmarks and metrics for success throughout the operational departments of the authority; personally chaired monthly meetings with all-department heads present and reporting.
- Expanded bicycle access to unprecedented levels and introduced innovative bicycle security measures.

- Maintained proactive media relations and further developed strong public communications skills.

Commonwealth of Massachusetts

Secretary of Transportation, Executive Office of Transportation January, 2003 – March, 2005
Directed Cabinet-level agency with 8,600 employees, an administrative budget of $1.4 billion and a capital budget in excess of $1.8 billion annually, advising the Governor, Lieutenant Governor, and Secretary of Commonwealth Development on state transportation policies, planning, management, reform, and modal integration for state Highway Department, Registry of Motor Vehicles, Aeronautics Commission, and Massachusetts Bay Transportation Authority.

Selected management highlights and accomplishments:

- Served as Chair of the MBTA Board and the state's 13 metropolitan planning organizations (MPOs).
- Served as Gubernatorial appointed Board Member of Boston's Metropolitan Area Planning Commission.
- Implemented significant legislatively-mandated transportation management reforms.
- Established and promoted initiatives such as Fix It First, giving priority to road and bridge funding for existing infrastructure, and Communities First, increasing local involvement in transportation projects, and smart growth through transit-oriented development (TOD) projects around multi-modal hubs.
- Supervised completion of several significant capital projects including the $312 million Bus Rapid Transit (BRT) Silver Line II in 2004, the MBTA's first direct connection to Logan International Airport.
- Initiated first statewide, multi-modal planning effort in over 20 years, including a fresh look at the state's freight rail infrastructure and increased emphasis on bridge repair and rehabilitation.

Registrar, Registry of Motor Vehicles September, 1999 – January, 2002
Served as chief executive of agency with 1,100 employees, a nearly $70 million operating budget and $950 million annual revenues responsible for licensing 4.4 million drivers and registration of 5.2 million vehicles.

Selected management highlights and accomplishments:

- Reduced average customer wait times in branches from 90 minutes to fewer than 9 minutes.
- Instituted an automated queuing system in branches that inform customers of their estimated wait times, and made this information available in real-time to customers via the website and telephone.
- Revamped the agency's website, significantly enhancing online capabilities, increasing the variety of online transactions and increasing total transactions from 35,000 per year to over 500,000 per year in two years.
- Partnered with independent insurance agents and auto dealers through an electronic vehicle registration program allowing them to process registration renewals and other transactions at their premises.
- Won legislative funding for and installed new computer and telephone systems; consolidated phone center operations reducing wait times and increasing self-service options for consumers and businesses.
- Implemented first-ever employee customer-service training and recognition programs.
- Added new service branches at little or no taxpayer coast through innovative public-private partnerships with malls and retail businesses.

Director, Office of Consumer Affairs & Business Regulation February, 1998 – September, 1999
Directed Cabinet-level agency's administrative, policy, and budgetary objectives for office and key regulatory agencies with an overall budget of $60 million and nearly 900 employees. Served as the state's chief spokesperson and advocate for consumer interests, as well as supervised the regulatory agency heads of the Division of Banks, Division of Insurance, Department of Telecommunications and

Energy, Division of Weights and Measures, State Racing Commission, Alcoholic Beverages Control Commission, and Division of Professional Licensure.

Chief of Staff, Department of Economic Development February, 1997 - February, 1998
Chief of Staff, Executive Office of Health & Human Services January, 1995 - October, 1995

Deputy Secretary, Executive Office of Communities & Development August, 1991 - January, 1995

Chief of Staff, Massachusetts Senate, Office of Senator Richard R. Tisei January, 1991 - August, 1991

Chief of Staff, Massachusetts Senate, Office of Senator Mary L.Padula January, 1987 - June, 1990

International Republican Institute
Resident Program Officer, Vilnius, Lithuania November, 1995 - December, 1996

Nichols College, The Fischer Institute
Assistant to the Director July, 1985 - June, 1986

VOLUNTEER AND CIVIC ACTIVITIES

Board of Directors, Anti-Defamation League - New England Region (Since 2011)
Board of Overseers, Anti-Defamation League - New England Region (2009-2011)

CEO Advisory Board, Girl Scouts of Eastern Massachusetts (2011-2012)

Moroccan Parliamentary Election, Volunteer Election Trainer (May 2007)
Nigerian Presidential Election, Volunteer Election Trainer (February 1999)
Bulgarian Parliamentary Election, Volunteer Election Observer (April 1997)
Bulgarian Presidential Election, Election Observer (November 1996)

American Council of Young Political Leaders (ACYPL), Lifetime Member (Since 2003)
Official Delegate to Indonesia and Malaysia (2003)

Ipswich Historical Society Member (Since 1998)

Town of Arlington, Finance Committee (Appointed: 1993-1997)
Town of Arlington, Town Meeting Member (Elected: 1993-1997)

MA National & Community Service Commission, Commissioner (1994-96)
MA Community Service Commission, Commissioner (1991-94: Dissolved)

Holy Cross Club of Greater Boston
President (1994-1995)
Vice President (1991-1994)
Secretary (1989-1991)
Board of Directors (1989-2000)
Holy Cross General Alumni Association
Board of Directors (1991-2001)

PERSONAL INTERESTS

Gardening, hiking, sea kayaking, cycling, cooking, reading, international travel.

T crises, controversies sully Mr. Fix-it image of Grabauskas

Boston Globe - Boston, Mass.

Author: Noah Bierman

Date: Aug 26, 2008

Daniel A. Grabauskas arrived at the MBTA as the guy who could fix the unfixable.

He had transformed the state's Registry of Motor Vehicles, a pit that held drivers virtually hostage for two or three hours when they renewed their licenses, into a place with Wal-Mart-style greeters at the door, a modern computer system, and 15-minute waiting times.

But three years later, the Massachusetts Bay Transportation Authority is far from fixed, and there are more political darts aimed at Grabauskas. He has earned praise from transportation activists for putting a focus on efficiency and access and has instituted customer service improvements such as the automated CharlieCard and the beginning of cellphone service on subways. But overwhelming debt, political infighting, and a recent series of controversies and crises at the T have tarnished his image.

In May, a trolley operator was killed in a jolting Green Line crash that highlighted the old equipment's susceptibility to human error. Soon after, Grabauskas fended off criticism for letting employees drive home state cars. This month, a federal lawsuit against a group of MIT students exposed how the T's electronic fare tickets could be reprogrammed to give free rides, leading one of the T's board members to say she had "lost all confidence" in the ability of Grabauskas to manage the agency.

"We're moving the ball in the right direction," he said. "But in this particular job, there is no end zone. You're either moving in the right direction, or you're moving in the wrong direction."

His team provided reams of lists and graphics, including a monthly system accountability book he initiated, to show where he is improving service and saving money. Canceled trips on buses and subways are down, and the fleets are running longer without breaking down, with fewer speed restrictions. Commuter rail, however, continues to run late more often than promised.

As Grabauskas grappled with the fare card public relations problem, he stumbled into another, when he granted nonunion employees a 9 percent pay increase days after warning that hefty fare increases may be necessary in 2010. The ill-timed raises led to a rebuke from the state's top transportation official and a reversal that displeased many of his managers, who have gone three years without a raise.

"That is one tough place," said Jim Stergios, executive director of the Pioneer Institute, a free market think tank, comparing the T to the Registry.

Increasingly, the confident face of public transportation in Boston has become a target, one of the last Republican holdovers in state government and, some allies contend, a scapegoat for a system struggling with decades of debt.

"There's a little surprise that he's not able to get things done like he did" at the Registry, said Mayor Thomas M. Menino, who is generally a fan. But at the T, Grabauskas has less control, more factions, unions, boards, and internal politics to deal with, Menino said. "Somebody's always trying to undercut what he's doing."

Governor Deval Patrick's office declined to answer questions for this article, only issuing a statement through Secretary of Transportation Bernard Cohen asserting that the two men have a "constructive working relationship" while pointing to the need for the "MBTA board's continued vigilance."

But Cohen's public responses to the pay raises last week revealed what many see as growing antagonism from the administration. Cohen also serves as chairman of the nine-member MBTA board, which signed Grabauskas, who makes $255,000 a year, to a five-year contract in 2005.

Much of this discussion of debt and politics is academic to the system's hundreds of thousands of riders, who simply want to get to work on time, with some level of comfort.

Walk into a subway car, and everyone, whether they have heard of Grabauskas or not, can tell you about tardy service, late construction, crowded trains, or "boiling hot" stations.

"Some of the bus drivers are rude," said Michael Greg, a 53-year-old construction worker from Boston.

Grabauskas hears it all, even at dinner parties, though he says he also gets compliments on the CharlieCard and constructive suggestions about routes and schedules.

He points to his efforts at communications, such as newer sound systems and digital signs. He fortified the call center so operators answer more calls, speak more languages, and report back to him with more consistent feedback. Stations are generally cleaner, he said. Employee overtime costs are down.

Grabauskas is proudest of his efforts to settle a disability lawsuit and improve access on the T, something he said helps everyone get on and off buses and trains with more ease.

But some problems, such as the ongoing construction of the Kenmore station, leave many with the impression that the agency is unable to complete tasks. The station near Fenway Park is already at least 20 months overdue.

"That's kind of become legend," said Michael Dukakis, the former governor and frequent T rider, citing a string of construction delays.

Grabauskas, 45, looks as if he sleeps in a pressed shirt and necktie. He lives in Ipswich with his partner of nearly 20 years, Paul Keenan. Grabauskas drives to work, but takes the T when he

I. SalemNews.com, Salem, MA

August 4, 2009

A. Our view: Attacks on T general manager unwarranted

The Massachusetts Bay Transportation Authority has plenty of problems. General Manager Daniel Grabauskas isn't one of them.

So it was a bit surprising and, frankly, disappointing that three members of the T's board of directors launched a broadside against Grabauskas last week. In a letter to the Patrick administration, board members Darnell Williams, Janice Loux and Ferdinand Alvaro said they had lost confidence in Grabauskas and criticized his response to two serious train accidents in the past 14 months.

Grabauskas, an Ipswich resident, has also come under fire from his boss, state Transportation Secretary James Aloisi, who weeks ago slammed the general manager for being out of town when a National Transportation Safety Board report on one of the accidents was released. Grabauskas was out on a scheduled furlough day and said Aloisi's claim that he was unavailable was "a lie."

The attacks on Grabauskas, an appointee of former Republican Gov. Mitt Romney, make little sense unless viewed through a political lens. It's clear to many on Beacon Hill that Gov. Deval Patrick would prefer to clear the post for an appointee of his own.

Supporters of Grabauskas rallied late last week. Sen. Steven Baddour, chairman of the Legislature's transportation committee, grilled Aloisi at a hearing on federal stimulus money. The Methuen Democrat wanted to know if any staff at the Executive Office of Transportation had helped draft the critical letter from the T board.

Baddour told the State House News Service it is "inexcusable" to blame Grabauskas for human error by MBTA operators.

And four other members of the T board wrote a letter distancing themselves from their colleagues and saying they support Grabauskas.

The letter from board members Willie Davis, Grace Shepard, Frank Chin and Baron Martin, said they find Grabauskas to be "responsive, responsible, innovative and focused on improving customer service and safety." His response to last year's train accident showed "true leadership in a crisis," they stated.

Grabauskas has earned better treatment from the Patrick administration than this. Prior to his stint at the MBTA, Grabauskas ran the Registry of Motor Vehicles, where he turned around perhaps the worst of all state agencies, placing the focus where it belongs — on customers.

The administration's political games don't even make fiscal sense. Even if Grabauskas were a disaster at the T — and he is far from that — ousting him before his contract expires in May 2010 would be prohibitively expensive.

Grabauskas has indicated that when his contract expires, he will take a respite from public life.

That's too bad. But we can't blame him. Who needs to put up with this kind of political nonsense?

The Patrick administration would do better to focus more on extending transportation reforms and less on driving qualified public employees from their jobs.

Newton mayor to governor: Leave Grabauskas alone

By adamg - 8/4/09 - 2:51 pm

Outgoing Newton Mayor David Cohen has waded into the battle over MBTA leadership, writing Gov. Deval Patrick that he fully supports current T General Manager Dan Grabauskas:

> Mr. Grabauskas' manageme nt of capital spending has, in my opinion, saved the "T." Although 90% of the agency's staggering debt burden preceded his tenure, Mr. Grabauskas has emphasized using precious discretionary capital dollars to improve state of good repair. This has led to improved quality of service and enabled the "T" to get a much better handle on capital costs.
>
> I also bore witness to Mr. Grabauskas' leadership skills and compassion during the tragic night of May 28, 2008 when a trolley operator lost her life in an accident that took place in Newton. During the most difficult of circumstances, Mr. Grabauskas took control of the incident, managing communications with the affected family, media, and the personnel on the ground. Throughout this very unfortunate and volatile event, Dan Grabauskas' leadership abilities made what was a truly tragic event as bearable as possible for the individuals involved.

Entire letter:

July 31, 2009

Honorable Deval L. Patrick
Massachusetts State House
Office of the Governor, Room 280
Boston, MA 02133

Dear Governor Patrick:

I am writing on behalf of Dan Grabauskas, General Manager of the MBTA. In my six years as chairman of the MBTA Advisory Board, the "T's" oversight Board, I have seen first hand the changes he has implemented to promote efficiency and cost savings.

The "T" is in a better place today because of him. But I fear that Mr. Grabauskas is being unfairly blamed for a financial crisis, which he has been warning us of since the day he took office, and which he has been working diligently to avert.

As early as 2005 his office began raising the twin fiscal warning flags of lagging revenues and huge debt service costs. The laudable MBTA reform act of 2000 allocated one cent of the sales tax to the "T." At that time it was widely estimated that this revenue stream would grow by about 5% per year.

When it grew by only 1.4% annually, the general manager was on top of the situation and gave the public and all public decision-makers ample notice that this state of affairs was not sustainable. As early as 2005 his financial team was predicting that if the sales tax continued to under-perform, the "T" would face a fiscal crisis in FY2010.

Not content merely to warn of a crisis, the general manager implemented a series of changes that improved efficiency and saved money. Automated fare collection, which had been stalled for years, is now a reality. Reduction in the number of MBTA personnel, dramatic reduction in absenteeism and overtime, savings in health insurance through the implementation of higher co-pays and changes in plan design, the freeze on salaries for managers, and improvements in the way the "T" purchases vehicles have all played a significant role in reducing the deficit the "T" faces now.

In addition, a new computer-aided GPS based system and rigorous management of on-time performance metrics has strengthened customer safety and system-wide security. The purchase of new buses and rapid transit vehicles and an increased emphasis on cleaning contracts for stations and vehicles have all contributed to the record high ridership the "T" is presently experiencing, and its concomitant record high fare box revenues.

Mr. Grabauskas' management of capital spending has, in my opinion, saved the "T. Although 90% of the agency's staggering debt burden preceded his tenure, Mr. Grabauskas has emphasized using precious discretionary capital dollars to improve state of good repair. This has led to improved quality of service and enabled the "T" to get a much better handle on capital costs.

I also bore witness to Mr. Grabauskas' leadership skills and compassion during the tragic night of May 28, 2008 when a trolley operator lost her life in an accident that took place in Newton. During the most difficult of circumstances, Mr. Grabauskas took control of the incident, managing communications with the affected family, media, and the personnel on the ground. Throughout this very unfortunate and volatile event, Dan Grabauskas' leadership abilities made what was a truly tragic event as bearable as possible for the Individuals involved.

The future the "T" faces is a difficult one. The MBTA would be very well served to have Dan Grabauskas' steady hand guiding the agency during these challenging times.

Very truly yours,

David B. Cohen
Mayor

Cc: Dan Grabauskas
Secretary James Aloisi
Members of the MBTA Board of Directors

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Newton The T Dan Grabauskas

Comments

In related news

By Will LaTulippe - 8/4/09 - 2:58 pm #1

David Cohen does not read the newspaper. 2

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This would've been a lot

By Spatch - 8/4/09 - 3:28 pm #2

This would've been a lot better if David Cohen had gone completely hysterical, taped himself reading it, added some choice obscenities, and put it up on YouTube. 1

reply

Oh, There is still time!

By Trixie - 8/4/09 - 3:51 pm #3

There is still plenty of time! 3

reply

With mascara running down his cheeks!

By adamg - 8/4/09 - 4:23 pm #4

Or: He screamed his support in German as he smashed his monitor repeatedly with his keyboard. 2

In the meantime, there's his Twitter feed.

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on time busses? Clean stations? Capital spending?

By anon (not verified) - 8/4/09 - 4:11 pm #5

Newton is either getting all the money the rest of the system isn't, or he lives in a fairytale. 0

For the last few days, the 39 has been running so badly that at 11AM the bus was PACKED to the gills and it had only just left Forest Hills...

reply

The MBTA, where service cuts

By anon (not verified) - 8/4/09 - 6:27 pm #6

The MBTA, where service cuts and declining reliability is an improvement of quality and service. 0

David B. Cohenalso stated we've always been at war with Oceania

reply

Cohen...

By Chuck T (not verified) - 8/6/09 - 5:28 pm #7

Luckily, we already know he's out of touch with reality. I love when Jeremy, his spokesman, tries to explain how Cohen is doing things for the good of the people of Newton. 0

He obviously has no idea what that means, since he can't even figure out that the T doesn't serve Newton all that well.

reply

Cohen, not the best reference...

By anon (not verified) - 8/10/09 - 10:15 pm #8

Cohen is pathetic; I wouldn't want a recommendation from him. As for the "T", many people from Newton use it, but we would rather drive if free or low cost parking was available. 1

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Four board members voice praise for T chief

Boston Globe - Boston, Mass.
Author: Noah Bierman
Date: Jul 31, 2009
Start Page: B.1
Section: Metro
Text Word Count: 1048

Document Text

Four members of the MBTA's board of directors fired off a strongly worded letter yesterday defending General Manager Daniel A. Grabauskas, delivering what may prove a significant setback in the efforts of the Patrick administration to oust the leader of the chronically troubled transit system.

The open dispute on the eight-member board is now threatening to become a full-blown political liability for Governor Deval Patrick. A range of people - from Mayor Thomas M. Menino to a gubernatorial rival to legislative leaders - have jumped to the defense of Grabauskas, with some accusing Patrick of playing politics.

MBTA riders also have much at stake, given that they face a hefty fare increase and key decisions over how to address serious crash safety concerns and whether to go forward with costly expansion plans. Uncertainty at the top could make it difficult for the Massachusetts Bay Transportation Authority to carry out some of those long-term endeavors.

"During the period of time we have worked with the general manager we have found him to be responsive, responsible, innovative, and focused on improving customer service and safety," wrote the four members of the MBTA's board of directors, Willie J. Davis, Grace Shepard, Frank F. Chin, and Baron H. Martin.

The letter was addressed to Patrick's transportation secretary, James A. Aloisi Jr., who chairs the board and has had a public falling out with Grabauskas, who made the board's letter public yesterday.

One of the four letter-writers, Shepard, is relatively new to the board and was appointed by Patrick after the recommendation of the Metropolitan Area Planning Council. The other three were initially appointed by Republican governors and, in some instances, reappointed by Patrick.

Grabauskas, a Republican, is one of the last holdovers from Governor Mitt Romney's administration and has survived, albeit at times uncomfortably, as a result of a contract that would be costly to buy out.

He is paid $255,000 this year under the contract, which has nine months remaining. If he were terminated, the state would have to pay him his salary and benefits for the remaining months of the contract, unless he is fired for a serious breach, such as gross negligence.

Menino said that Grabauskas has always been there when the city needed him.

"We need to support Grabauskas in any way possible, so we can upgrade the system," said Menino. "I can go back in our files and get a whole list of things he's done for us."

Earlier this week, three other MBTA board members wrote a letter highly critical of Grabauskas, citing two serious MBTA crashes within the past 15 months and saying they had lost confidence in his ability to manage the agency, one of the country's largest bus and rail systems. On Wednesday, Patrick said he also had concerns about the competence and adequacy of MBTA management, though he stopped short of directly calling for the firing of Grabauskas.

Patrick's office referred questions yesterday to Aloisi, who declined an interview request but issued a statement acknowledging the division on the board, which is scheduled to meet Thursday.

"This is not about the personal or the political," the statement said. "It is about ensuring the safety and competent oversight of the MBTA on behalf of its riders and the general public."

Grabauskas said yesterday that he will serve out his contract and that the public dispute has been a distraction from the issues he should be focusing on.

"Several board members who have served a very long time and know me very well have reached a very different conclusion than the others," he said.

The rift on the board would appear to set up a tie, though Aloisi's voting status under the board's rules is uncertain.

The MBTA's attorney, William Mitchell, wrote in an e-mail sent through Grabauskas that the board's regulations are silent as to whether the chairman votes only in a tie. In the past, it has depended on the type of motion under consideration, he wrote. Aloisi's spokesman said the chairman always has a vote.

Patrick could also choose to appoint a ninth board member to fill a vacancy and break a tie, but that could prove politically tricky, since the board is set to be eliminated Nov. 1 as part of a statewide transportation overhaul.

The real decision will probably be over whether to fight Grabauskas or pay him the balance of his salary in exchange for making the issue go away.

Davis, who said he drafted the letter after communicating with the other three members who signed it, said the four would support buying Grabauskas out of his contract.

"I think its safe to say that that's what we would recommend," Davis said. "It certainly would avoid a fight, wouldn't it?"

It's unclear whether Patrick and Aloisi would endorse that, given the extremely difficult financial conditions facing the T and the state.

Legislative leaders have already sided with Grabauskas.

And yesterday, Senate minority leader Richard R. Tisei issued a statement accusing Patrick of exploiting the T crashes to seize control of an independent agency. Tisei was named campaign chairman this week for Republican gubernatorial candidate Charles D. Baker Jr.

Grabauskas worked as an aide to Tisei in the early 1990s.

"Obviously, the attacks on Dan are all being orchestrated in an attempt to place one of the governor's political allies in a plum patronage position, just like he tried to do with Marian Walsh," Tisei said in the statement. Tisei was referring to Patrick's ill-fated attempt to place the state senator, an early supporter, in a long-vacant job at the Massachusetts Health and Educational Authority.

An MBTA board member who is calling for Grabauskas's ouster, Ferdinand Alvaro Jr., took exception to accusations that criticisms of Grabauskas are political.

Though Alvaro was appointed by Patrick, he is a Republican. Alvaro said the T has been beset by financial problems, diversity concerns, and a very poor report on one of the recent crashes from the National Transportation Safety Board.

"While one can certainly make an argument that Dan Grabauskas did not create this problem, I think one could also say that he has not solved the problem," Alvaro said. "Therefore, it is time in my opinion for new leadership."

Noah Bierman can be reached at nbierman@globe.com.

Credit: Noah Bierman, Globe staff

Rail board names top paying city job finalist

Reported by: Gina Mangieri

Email: gmangieri@khon2.com

Published: 2/24 1:50 pm

Updated: 2/24 8:48 pm

One finalist has been named for the the city's top-paying job, to oversee the largest public works project in Hawaii history.

The Honolulu Authority for Rapid Transportation board has now decided to take public testimony before finalizing a $322,000 contract and voting to approve the nominee, Daniel Grabauskas, for CEO next Thursday, March 1.

Grabauskas is a Boston-based consultant at the Bronner Center for Transpotation Management. His last public sector job was heac of the Massachusetts Bay Transportation Authority, the nation's 5th largest transit network known as the "T" that operates buses, heavy and light rail, trolleys, subways, and ferries.

"He believes in rail," said Keslie Hui, chairman of the HART board's Human Resources Committee. "He believes in the transformative ability of this type of transportation infrastructure."

Grabauskas will make $322,000 dollars a year: $245,000 base, $36,000 housing allowance, $6,000 transportation allowance anc $35,000 annual performance bonus potential. He was paid $255,000 at the MBTA where he oversaw more than 6,000 employees and a $1.4 billion operating budget.

Grabauskas made $327,000 as a severance package when he was given the opportunity to quit or be fired about a year short of a five-year term. "The result of our investigations, we found that there was an administration change at the time that Dan was pressured to leave office," Hui said.

Grabauskas was an appointee of then-Governor Mitt Romney to head Massachusetts' Transportation Department during a couple of the tail-end years of Boston's notorious "Big Dig," a $22 billion highway and tunnel project that went a decade over schedule and had been budgeted decades earlier at $2.8 billion.

While pledging to pursue reimbursements of Big Dig cost overruns, he sought tens of millions of dollars in federal earmarks to renovate an historic Boston bridge.

Later at the MBTA, Grabauskas was forced out after clashes with new Democrat Gov. Duval Patrick's team. Two train accidents in less than 15 months and a massive power outage that affected 60,000 commuters aggravated the dialog.

Some MBTA board members wrote of him near the time of his departure: "We have certainly lost confidence in the general manager's ability to take ownership of the failings of an agency he has led for five years." They were critical of what they called management transparency issues, safety (also noted as a problem by the NTSB after crash investigations) and operations that carried $160 million deficit.

Another group of MBTA board members supported Grabauskas and wrote: "We have found him to be responsive, responsible, innovative, and focused on improving customer service and safety." Under his tenure MBTA had a surge in ridership, transit was made much more handicap accessible, he banned cellular phone usage by drivers in response to safety incidents, and instituted a popular automated fare system. He also refused to sign documents that would have kept his severance package secret from the public, as the MBTA board wanted him to upon the separation.

The public will have a chance to research and comment about these and other issues and opinions between now and next Thursday.

As KHON2 exclusively reported Wednesday (<http://www.khon2.com/news/local/story/Top-city-hire-to-be-picked-without-public-input/DtOX8a1l1UuQU2btfpEa0Q.cspx>), the original recruiting plan would have presented this hire to the public only after the contract was finalized and voted on by the board.

"We really only had confirmation of everything this morning," Hui said of the board's decision to pick Grabauskas and make his name public in time for the meeting-notice deadline with the Clty Clerk's office Friday.

"It shouldn't take public pressure form the news media to bring out in good faith," said Honolulu City Councilmember Tom Berg. "HART should be making the wake and we follow them. It's the other way around in this instance."

"Is this their attempt at transparency?" said Honolulu City Councilmember Ann Kobayashi. "I hope that in the future that there will be even more transparency without you having to go through this effort, that they'll do it on their own."

Asked why the board changed its plan, Hui said: "Because Dan was willing to provide his name, we wanted to be as transparent as possible and give the public time to evaluate our choice of him as a candidate."

"I am a strong believer in open and honest communication and look forward to hearing many perspectives on how to get the best job done," Grabauskas said in a HART statement.

"We were looking for experience, communication skills, a record of honesty and openness," Hui added. "We were looking for leadership."

Hui said recruitment cost was $150,000, which covered a recruiting firm contacting 150 candidates. The field was narrowed dowr to 13 for review, then five finalists were chosen by the board, two of whom withdrew.

"I think that it was just a breadth of factors," Hui said, "including their current employment, including compensation discussions, including political risk quite frankly."

Hui acknowledged interim Executive Director Toru Hamayasu was an applicant, adding, "Toru is an extremely strong candidate. I'm not prepared to speak quite yet as to how far he made it in the process, but he is a very strong candidate, he is a dedicated leader, and he will continue to serve as a senior leader for our agency going forward."

Asked if the two remaining finalists from the top-5 (besides Grabauskas and the two who withdrew) would still be considered for the job if Grabauskas is not confirmed after the public testimony and board vote, Hui said: "We haven't had that discussion, but I believe it's possible."

"He's aware that it's not final," Hui said. "I would say this way that once you folks meet dan you will be very happy with him."

Hui said the contract has been discussed but is not drafted or agreed to yet. He said they discussed including a 1-year severance package as part of a 3-year contract should the board need to terminate at-will.

Grabauskas has an extensive career in appointed Republican administration positions, in addition to GOP campaign experience. GOP presidential candidate Mitt Romney appointed Grabauskas to his Massachusetts cabinet. We asked Hui if they are concerned whether Grabauskas would look toward Washington opportunities if Romney were to go on to the White House. "We asked Dan that," Hui sai, "and actually the enthusiasm he expressed for this project was not only reassuring, it got us excited. This is a once-in-a-career opportunity to build a system brand new, and it was something he was extreley excited about. He is a very open, communicative guy, and he was almost bubbling over with excitement to come out here, join our community, learn more about what's going on wih our project."

Hui said Grabauskas is scheduled to arrive in Honolulu on Monday night and will be scheduled to meet with stakeholders including mayor, city council and other members of the community on Tuesday and Wednesday.

All 10 HART board members have already met him. No press availability was offered prior to Thursday, but Hui said the request would be considered.

Honolulu Mayor Peter Carlisle declined to comment. Mayoral candidate and rail critic Ben Cayetano, previously critical of the plar to reveal the name only after board-vote approval, said of today's finalist naming: "Good. They should have behaved this way all along."

Mayoral candidate and rail supporter Kirk Caldwell said: "It looks like Mr. Grabauskas is a very qualified person. The one thing I would ask of HART is, if there are surprises or anything that is raised that requires greater investigation, that they wouldn't rush

into the final vote, that they maybe defer decision making, to investigate further and then come back to a decision. This is about transparency, this is about giving the public a chance and making them feel sure that every stone is turned over."

"We need more time for the public to digest to be able to really have input," Koyabashi said. "It's such a huge-paying job for the largest project for the state, so then not to have much time for input on who is going to run this thing... We need more transparency for the public to digest what's happening."

Asked why the final vote has to be taken March 1 and not at the following month's meeting or beyond, Hui said: "We need to move forward with strong leadership and adequate staffing as soon as possible. We are working very hard to get our $1.55 billior in federal funding. We are very much on track for that...We're failing on several fronts, one of which is communication and we need more people, we need talented people, and we need to keep on moving that process forward so that we can not only make this project happen but fulfill our commitments to the public to provide information people want to know about."

[?]

Star Advertiser

Panel picks finalist to direct rail board

A former official with Massachusetts transit awaits confirmation

By B.J. Reyes

POSTED: 01:30 a.m. HST, Feb 25, 2012

Daniel Grabauskas, who stepped down as general manager of the Massachusetts Bay Transportation Authority in 2009 amid political turmoil, was named as the finalist Friday to lead the Honolulu Authority for Rapid Transportation as its chief executive officer.

The full HART board is scheduled to vote on his selection after taking public testimony at its meeting Thursday. If approved, Grabauskas would begin work in mid-April.

His proposed three-year contract includes an annual base salary of $245,000, plus a $36,000-a-year housing allowance and a $6,000 annual transportation allowance, HART said. The proposal also includes the potential for a $35,000 annual performance bonus.

"We were looking for experience, communication skills, a record of honesty and openness," said Keslie Hui, chairman of the HART board's human resources committee. "We were looking for leadership, strong leadership, and that's what really came through."

Grabauskas was on the mainland and not made available for comment Friday. He is scheduled to arrive in Honolulu Monday. In a statement, he said he looks forward to learning more about Honolulu's planned $5.27 billion rail project from staff, elected leaders and the community.

"I am a strong believer in open and honest communication and look forward to hearing many perspectives on how best to get the job done," he said.

Grabauskas has been serving as chairman and senior strategic adviser of the Bronner Center for Transportation Management.

"It is only fitting that America's most exciting mass transit project — in Honolulu — should have a transformational leader like Dan," Gila J. Bronner, chief executive officer of the Bronner Group, a Chicago-based public affairs consulting firm, said in a statement online.

Grabauskas was appointed general manager of the Massachusetts Bay Transportation Authority, the nation's oldest and fifth-largest transit agency, by former Massachusetts Gov. Mitt Romney.

According to published reports, Grabauskas, a Republican appointee, resigned as MBTA head in August 2009 amid political pressure brought on by the new Democratic administration of Gov. Deval Patrick.

Patrick had questioned the agency's leadership amid financial troubles and two crashes on one of its train lines, according to a report in the Boston Globe. Grabauskas' backers, who included legislative leaders, characterized the move as political.

Hui said HART board members did background checks on Grabauskas and concluded the same thing.

"We found that there was an administration change at the time Dan ... was pressured to leave office," Hui said. "He was appointed by a Republican governor; that leadership then changed in Massachusetts to a Democrat in that position, and there was some pressure for him to leave."

Hui said the board's consultant, Krauthamer and Associates, conducted an international search for a chief executive and contacted about 150 candidates. The list was narrowed to 13 people, which the HART board then narrowed to five. Two withdrew before the board agreed on Grabauskas as the finalist, Hui said.

"We did reach consensus that Dan was absolutely the best candidate for us," Hui said.

The selection of Grabauskas came after months of closed-door executive sessions by the HART board, and Hui said the board was working with the other candidates to determine whether their names would be released.

Although the hire is not a done deal until the board votes, Hui said he was confident that Grabauskas would be received favorably. The choice was announced Friday to give the public time to research the candidate and present any concerns by Thursday.

Grabauskas would lead the 10-member HART board, a semiautonomous agency charged with overseeing most aspects of the rail project.

Toru Hamayasu, who has been serving as the agency's interim chief executive, will continue in that role until the new CEO arrives, HART said. He will continue with the project in a senior leadership position.

PROFILE

DANIEL GRABAUSKAS

HART CEO finalist

- >> **Current position:** Chairman, Bronner Center for Transportation Management
- >> **Previous position:** General manager, Massachusetts Bay Transportation Authority
- >> **Length of contract:** 3 years
- >> **Confirmation vote:** Thursday
- >> **Start date:** Mid-April

Rapid transit authority announces CEO finalist

Posted: Feb 24, 2012 9:29 PM HST
Updated: Feb 27, 2012 6:09 PM HST

By Ben Gutierrez - bio | email


Keslie Hui; Chair of HART board's Human Resources Committee


Ann Kobayashi; Honolulu City Councilwoman

HONOLULU (HawaiiNewsNow) - The authority overseeing the development of Honolulu fixed-rail transit system announced that it has picked Daniel Grabauskas as the finalist to be its chief executive officer.

If approved by the board of the Honolulu Authority for Rapid Transportation, Grabauskas would begin his new job in mid-April.

Grabauskas is chairman and senior strategic advisor for the Bronner Center for Transportation Management, and is the former general manager of the Massachusetts Bay Transportation Authority.

HART has proposed a three-year contract, which would pay Grabauskas a base salary of $245,000 a year. He also would get a $36,000 housing allowance and a $6,000 transportation allowance, plus a potential $35,000 performance bonus.

The transportation authority said the figures were along the lines suggested by the executive search consulting firm that help find the CEO candidates. "They were able to provide us with a range of salaries that are competitive within our industry for various experience levels, and then through direct conversations with the various finalists," said Keslie Hui, who chairs the HART board's Human Resources Committee.

Hui said the public will have a chance to make comments and ask questions when it votes on whether to hire Grabauskas next Thursday.

"I don't know what the rush is," said Honolulu City Councilwoman and rail critic Ann Kobayashi. "And they're going to have to start paying this person -- what is it, March first or whatever -- and this is the highest paid position in the city."

Kobayashi also said this is another example of how the city isn't really giving citizens a choice. "They selected someone, and then they say you can comment, you know?" she said.

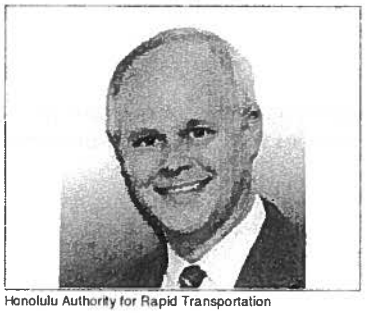
Meanwhile, there were also questions about Grabauskas' dismissal as head of the MBTA. HART board members said they investigated, and determined his departure was politically motivated. "He was appointed by a Republican governor (current GOP presidential candidate Mitt Romney). That leadership then changed in Massachusetts to a Democrat in that position, and there was pressure for him to leave," Hui said.

In a statement, Grabauskas said, "I am tremendously excited to have a part in this historic project and wish to thank the HART board for their confidence. There is much I have to learn about the project, and will rely on our staff, our elected leaders, stakeholders and the community for support in my transition."

HART Taps New Rail Chief: Grabauskas from Boston

By Michael Levine 02/24/2012

UPDATED 5:15 p.m. 2/24/2012


Honolulu Authority for Rapid Transportation

The Honolulu Authority for Rapid Transportation has identified Daniel Grabauskas, formerly of the Massachusetts Bay Transportation Authority, as the lone finalist for the permanent executive director position.

The board will meet March 1 to take public testimony and vote on Grabauskas' confirmation. If confirmed, he's expected to start the new job in mid-April, according to a press release. Grabauskas' proposed three-year contract has an annual base salary of $245,000, plus $42,000 per year for housing and transportation and the possibility of a $35,000 annual performance bonus.

"Dan Grabauskas is a proven leader in the transit industry and we are pleased to be considering him for HART's top job," said Keslie Hui, chairman of HART's Human Resources Committee, in the release. "His leadership experience with one of the nation's largest public transportation networks, his familiarity with navigating the federal funding process, and his passion for public service make him well-suited to lead HART at this important juncture."

UPDATE In a press conference held outside of HART headquarters on Hotel Street late Friday afternoon, Hui said the full board had an opportunity to interview Grabauskas and that consensus was reached. The compensation package could include one year of severance pay if Grabauskas is terminated early, but the final terms of the contract are not yet finalized.

Grabauskas said he was excited to learn more about the project and that he's a believer in honest, open communication.

"I am truly honored to have been given this opportunity and humbled to be joining this community," he said in the release.

One of the first results of a Google search for Grabauskas' name is an August 2009 Boston Globe article with the ominous headline "Embattled MBTA chief resigns." The story notes that Grabauskas is a Republican appointed by then-Massachusetts Gov. Mitt Romney, left amid lots of problems and political squabbles.

> The change comes after (then-new Gov. Deval) Patrick questioned the management of the public transit agency in the wake of two Green Line crashes and financial troubles. But Grabuaskas's backers, who include legislative leaders and members of the T board, have praised his work leading the chronically troubled transit agency and say Patrick's campaign to remove him is purely political.

UPDATE Hui said HART already did due diligence on Grabauskas' background — including a "lot of articles" about him leaving the MBTA — and determined that his ouster was due to a change in the governor's office.

HART also released a short biography for Grabauskas.

His most recent job has been as chairman of the Bronner Center for Transportation Management, where his current boss today quickly congratulated him on the job offer in Honolulu.

In 2007, Boston Magazine listed him as the highest-paid civil servant, with a $255,000 annual salary that surpassed Boston Mayor Thomas Menino and Masschusetts Gov. Deval Patrick.

Interim executive director Toru Hamayasu had applied for the position but was not selected. He'll be in charge until a permanent chief is here, and then he'll continue in a "senior leadership position" thereafter.

UPDATE Hui confirmed Hamayasu's interest in the position, and declined to say how far he advanced in the

About the Author

Michael Levine
Honolulu Reporter-Host

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recruitment process. He said it was difficult to tell Hamayasu that he wasn't the final choice.

The press release and press conference came after calls from the media for improved transparency surrounding the search for an executive director and the rail project in general.

Hui said the board is working with the other finalists — a list of 13 from the headhunting firm Krauthamer and Associates was winnowed first to five and then to three when two removed themselves from consideration — to determine if they'll be able to release their names.

He said ability to communicate the benefits of the project was a key attribute the board was looking for in its executive search.

"We were looking for a lot. We were looking for experience, communication skills, a record of honesty and openness," Hui said. "We were looking for strong leadership."

Here's the recruitment plan devised by Krauthamer and Associates, HART's headhunting firm:

To print the document, click the "Original Document" link to open the original PDF. At this time it is not possible to print the document with annotations.

DISCUSSION: *What do you think about HART's recruitment process and the man they've tapped as the new chief? Share your thoughts below.*

Discussion

Daniel Grabauskas named executive director of Honolulu rail agency

Pacific Business News by Mark Abramson, Reporter

Date: Friday, February 24, 2012, 2:30pm HST - Last Modified: Friday, February 24, 2012, 3:38pm HST

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Mark Abramson
Reporter - *Pacific Business News*
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The Honolulu Authority for Rapid Transportation said Friday that Daniel Grabauskas, former general manager for the Massachusetts Bay Transportation Authority , has been hired as the rail transit project's new executive director.

That announcement comes about a week after HART flew in Grabauskas and four other finalists for the job to see the area and be interviewed by the transit agency's board of directors.

The board is scheduled to formally vote on hiring Grabauskas at its next meeting Thursday morning. He will start the job in mid-April if he is approved.

The proposed three-year contract for Grabauskas calls for him to earn an annual base salary of $245,000 with yearly allowances of $36,000 for housing and $6,000 for transportation, HART said in a statement. His contract also calls for up to $35,000 a year in performance bonuses.

"I am truly honored to have been given this opportunity and humbled to be joining this community," Grabauskas said in a statement.

Grabauskas is currently working as the chairman and strategic adviser of the Bronner Center for Transportation Management, a professional services firm focused exclusively on government and the public sector.

According to an April 6, 2009, article on Boston.com, Grabauskas abruptly resigned from his job with the Massachusetts Bay Transportation Authority under pressure.

Boston.com reported that the agency's board voted 5-3 to pay him $327,487 to settle the remaining nine months of his contract, including salary, vacation, and sick days.

HART officials said the process of hiring Grabauskas included Chevy Chase, Md.-based search firm Krauthamer & Associates Inc. contacting 150 people and putting advertisements in several mass-transit trade publications that indicated it paid $175,000 to $450,000 a year. The job attracted applicants from as far away as Europe, Canada and the Middle East, HART officials said.

Applicants reportedly included Toru Hamayasu, HART's interim executive director. He will continue in his role until Grabauskas arrives and then continue to work on the project in a senior position, the release said.

The job description made finding a local candidate other than Hamayasu daunting. HART required five years of executive leadership experience, at least, "in a complex operating environment" and at least five years of fixed-guideway system experience.

In a previous PBN story, HART officials said they didn't disclose the finalists' names because applicants wanted to remain anonymous due to concerns about their current employers finding out they applied for the job here.

Mark Abramson covers transportation, military contracting and sports marketing for Pacific Business News.