

**Annual Performance Review of  
HART Executive Director and Chief Executive Officer Lori Kahikina P.E.  
for the period 1/1/2022 to 12/31/2022**

Pursuant to Section 17-104.1(g) of the Revised Charter of the City and County of Honolulu 1973 (2017 ed.) (Charter) and Section 8.5 of the Honolulu Authority for Rapid Transportation (HART) Board Rules, the Board of Directors of HART (Board) by its Human Resources Committee (Committee) conducted an annual evaluation of the performance of Lori Kahikina P.E., HART’s Executive Director and CEO (ED/CEO), for the period January 1, 2022 to December 31, 2022.

This report represents the performance evaluation for the first year of a two-year Employment Agreement; the evaluation period is January 1, 2022 through December 31, 2022. The Employment Agreement provides that the Board, at the conclusion of the annual performance evaluation, could consider a bonus in an amount up to \$55,000, or 20% of the base pay, subject to the availability of funds.

All Board members had the opportunity to submit individual written evaluations and ratings organized around the stated criteria set forth in the Employment Agreement, as follows, on a five-point scale:

1. Board Interaction
2. External relationships
3. Internal relationships
4. General management

The ED/CEO’s performance will be evaluated based on her success in addressing the following performance factors: Board Interaction, External Relationships, Internal Relationships, and General Management.

Definitions of rating components used in completing the Performance Evaluation Report:

FAILS TO MEET EXPECTATIONS	1	Results achieved do not meet required expectations and objectives
IMPROVEMENT REQUIRED	2	Results achieved do not meet expectations and require improvement
MEETS EXPECTATIONS	3	Results achieved meet required expectations and objectives
EXCEEDS EXPECTATIONS	4	Results achieved exceed required expectations and objectives
EXEMPLARY	5	Results achieved far exceed required expectations and objectives consistently

Of the ten members authorized by Charter and the two seated Legislative appointees to the Board, eleven members provided written evaluations. The results are as follows.

Summary of Numerical Rankings by Board Members			
Criteria	Average	Range	No. of Scores
Board Interaction	3.526	2-5	11
External Relationships	3.794	2-5	11
Internal relationships	3.242	2-5	11
General Management	3.714	2-5	11

Board members were generally positive in their assessments, praising Ms. Kahikina for her prompt and transparent communication of information, her relations with the Board of Directors (“improvements towards the development of a more collaborative and inclusive relationship with the Board of Directors recognized and noted”), as well as other stakeholders, and most significantly, the Federal Transit Administration (FTA). Members commented “Lori has done a stellar job of keeping external stakeholders updated” and “[y]our most significant and prominent external relationship accomplishment was your interaction with the USDOT and PMOC to get the recovery plan approved.” Some members also commended Ms. Kahikina on her leadership style, stating that “[a]fter terminating about half of the employees at HART, Lori has recruited a qualified and capable team to lead the agency,” and “the ED has done a great job pulling together her senior team.” Members were complementary regarding Ms. Kahikina’s management skills, noting that “Lori has implemented strong management skills,” “you have been effectual and passionate in your management of HART, and “the ED/CEO has shown exceptional leadership skills and the overall capacity and comprehensive knowledge to manage this complex Project.”

However, Board members also noted areas needing improvement. Some members said that greater deference could be paid to the Board of Directors in Ms. Kahikina’s communication and interactions with the Board. Some noted that the ED/CEO’s facilitation of Board member participation in HART events could improve: “Board member participation in community events, senior staff briefings and/or HART construction walkabouts should be improved in the next period.” One member encouraged the ED/CEO to make greater efforts to explore alternative means of funding to Ala Moana and beyond. Another member noted that, while the ED/CEO had cultivated relationships with many stakeholders, she should do so with labor unions and financial institutions. Several Board members also expressed concern regarding staffing in the areas of discipline, terminations/resignations, retention, and vacancies, with one member citing staff grievances regarding “lack of staff support and too strong of an authorial [sic] management style.” A couple of members said that having access to HART staff survey results would be helpful in assessing the staff’s opinion of the ED/CEO’s leadership. Members were also critical of the financial oversight of the project, one stating “[c]onsistent requests to provide the Board of Directors with a long-term financial plan...have gone unfulfilled.”

Ms. Kahikina's performance and leadership over the past contract year has been satisfactory, she is a seasoned construction Government leader who has brought program management discipline to HART. During this period, she has made notable achievements in moving the project forward. That being said, however, the Board urges Ms. Kahikina to improve staffing and retention in all areas of the organization, to continue developing a collaborative relationship with all Board members, and to put special effort into developing an effective communication plan with the public and all stakeholders.

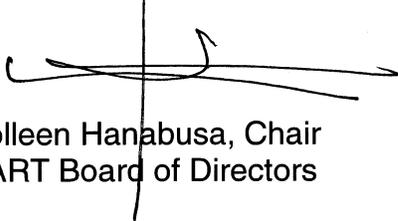
Notwithstanding its general approval of Ms. Kahikina's performance, due to fiscal austerity, as well as some members' positions regarding the award of bonuses to government employees in the current financial climate, the Board elects not to award a bonus.

Lastly, the Board has established performance metrics as attached hereto in Exhibit A.

Respectfully submitted,



Michele Brunngraber, Chair  
HART Human Resources Committee



Colleen Hanabusa, Chair  
HART Board of Directors

**Annual Performance Metrics  
for  
Lori M. K. Kahikina, Executive Director & CEO  
Honolulu Authority for Rapid Transportation (HART)  
Evaluation Period January 1, 2023 – December 31, 2023**

As detailed in the position description attached as Exhibit A to the Employment Agreement (Agreement) between Lori M. K., Kahikina (CEO) and HART acting through its Board of Directors (Board) dated December 1, 2021, the CEO has certain responsibilities, powers, duties and functions which have been enumerated along with expectations as to skills and abilities with which she will perform them and conduct her relationships, both internal and external, in her capacity as HART's leader.

Pursuant to Section 17-104.1(g) of the Revised Charter of the City and County of Honolulu 1973 (2017 ed.), the CEO shall receive an Annual Performance Review upon which, pursuant to relevant portions of the Agreement and subject to availability of funds, bonus eligibility consideration shall be given by the Board based upon accomplishment of "specific and measurable performance metrics" submitted by CEO and approved by the Board. In addition to the satisfactory performance of position description items of Exhibit A, the Board and CEO agree that accomplishment of the following priority tasks will serve as the basis for the CEO's bonus eligibility consideration:

**ED/CEO's Calendar Year 2023 Objectives**

- City Center Utility Relocation III and IV contracts remain within cost, schedule and performance
- City Center Guideway and Stations design-bid procurement remains within cost, schedule and performance
- Complete Full Funding Grant Agreement amendment and secure Federal Funding tranches that meet CCGS procurement needs
- Successfully transition Operations and Maintenance to City Department of Transportation Services on time with no major liens
- Collaborate with executive level stakeholders and other transit officials
- Fully staff HART positions, develop and retain staff, focus on esprit de corp
- In collaboration with BOD and Hawaii leadership, revivify HART's strategic plan

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Acknowledged and Accepted  
Lori M. K. Kahikina  
Executive Director and CEO

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Date