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**Board of Directors Meeting**  
Mission Memorial Annex Conference Room  
550 South King Street, Honolulu, Hawaii  
Thursday, June 27, 2013, 9:30 A.M.

**Agenda**

- I. Call to Order by Chair
- II. Public Testimony on All Agenda Items
- III. Approval of Minutes of the May 16, 2013 Board of Directors Meeting
- IV. Committee Reports
  - A. Report on the June 13, 2013 Government Affairs/Audit/Legal Matters Committee Meeting
  - B. Report on the June 13, 2013 Joint Meeting of the Finance and Project Oversight Committee
  - C. Report on the June 27, 2013 Transit Oriented Development Committee Meeting
- V. FY2014 Business Plan Adoption
- VI. Adoption of Financial Audit Contract Amendment: Audit Preparation Assistance
- VII. FY 2014 Operating and Capital Budgets
  - A. Public Hearing
  - B. Decision-making
- VIII. Adoption of HART Chair's Annual Report
- IX. Executive Director and CEO's Report
- X. Election of Board Officers, Effective July 1, 2013
- XI. Litigation Update
- XII. Executive Session

To consult with the Board of Directors' attorneys on questions and issues pertaining to its powers, duties, privileges, immunities and liabilities pursuant to Hawaii Revised Statutes Section 92-4 and Section 92-5(a)(4) regarding the Supreme Court of Hawaii's Ruling in *Kaleikini v. Yoshioka, et al.*, SCAP-11-0000611, and other pending litigation.
- XIII. Adjournment

Note: Persons wishing to testify on items listed on the agenda are requested to register by completing a speaker registration form at the meeting or online on the HART section of the [www.honolulustransit.org](http://www.honolulustransit.org) website. Each speaker is limited to a **two-minute** presentation. Persons who have not registered to speak in advance should raise their hands at the time designated for public testimony and they will be given an opportunity to speak following oral testimonies of the registered speakers. Any physically challenged person requiring special assistance should call (808) 768-6258 for details at least three days prior to the meeting date.

# **HART**

HONOLULU AUTHORITY for RAPID TRANSPORTATION

**HONOLULU AUTHORITY FOR RAPID  
TRANSPORTATION**

**BUSINESS PLAN  
for  
FY2014**

**DRAFT**

Revision 1

May 2013

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# HART Business Plan

## INTRODUCTION

This document provides a third year Business Plan for the Honolulu Authority for Rapid Transportation (HART) covering fiscal year 2014 (July 1, 2013, through June 30, 2014). It is designed to describe HART's business activities and resource allocations during the agency's third year of operations in accordance with its responsibility for building and ultimately operating the Honolulu Rail Transit Project (HRTTP), from East Kapolei in West O'ahu to Ala Moana Center (HRTTP).

The FY2014 HART Business Plan describes why HART exists as an organization, the goals and performance measures the agency has established, what it will seek to accomplish during the third year of operations, and how it will go about performing its responsibilities. The HART Board of Directors (BOD) will review and approve the FY2014 Business Plan in conjunction with its review and final approval of a FY2014 Budget. In the future, it is envisioned that HART will prepare an annual Business Plan with a multi-year moving timeframe. The annual Business Plan will provide historical information and a projection of key operating and financial information for at least one year beyond the fiscal year which is the focal point of the Plan to provide a look-ahead for management planning and performance trend oversight purposes.

### Summary of FY2013 Highlights and Progress

FY2013 was HART's second year of existence. During the year, the HART BOD, staff, and consultant team made progress toward achieving the vision of bringing rapid transportation to O'ahu despite major challenges presented by litigation. Shown below is a brief summary of major events and accomplishments during HART's second year:

#### Project Delivery:

- Construction was started on the West Oahu/Farrington Highway guideway section and 16 columns were completed. Three full properties needed for the HRTTP were acquired and eminent domain proceedings were started on two additional properties.
- Construction activities on the West Oahu/Farrington Highway guideway section were suspended as a result of a Hawaii Supreme Court ruling (*Kaleikini v. Yoshioka, et al.*) mandating that HART complete an Archaeological Inventory Survey (AIS) on all four sections of the alignment. Steps were taken to perform the necessary AIS work which was completed two months ahead of schedule. During the AIS work, a first-of-its-kind cultural monitoring program was developed. This program will serve as a model for the remainder of construction on the HRTTP. The results of the AIS were submitted to the State Historic Preservation Division (SHPD) for review and approval for the entire alignment. The resumption of construction awaits SHPD action.
- 8,735 tons of running rail (all the rail needed for the project) was rolled, shipped and received by HART. The power contact rail is in the process of being delivered.

- In response to public input and other comments, the HART BOD approved funding for additional seats on the HRTTP railcars to be provided by Ansaldo Honolulu JV. As a result, seating capacity will be increased by 25%.
- An agreement was reached with the Hawaii Department of Transportation (HDOT) on funding for the State Rail Safety Oversight Program required by federal law. HART and HDOT worked cooperatively to hire a nationally recognized consultant who will assist in implementing and managing this program.
- The HART Transit Oriented Development (TOD) Committee formed a TOD Stakeholders Group to help promote TOD. The group, which will consist of various government and private sector stakeholders, will focus on providing and sharing information to facilitate TOD.

#### Finances:

- Successfully completed the required steps to receive a Federal Full Funding Grant Agreement (FFGA) from the Federal Transit Administration. The FFGA was executed on December 19, 2012. A key step in this major accomplishment was City Council action to approve a \$450 million “line of credit” for the HRTTP to be used only if absolutely necessary for future funding shortfalls.
- As a result of the FFGA, HART received \$67.5 million in March 2013 bringing total federal funding received to date for the HRTTP to \$132 million.
- Reduced the FY13 Operating Budget by \$1.5M and three staff positions.
- Completed the agency’s first annual financial audit cycle, which yielded overall favorable conclusions and findings related to the transition from DTS to HART. Issued first annual financial statement for HART since becoming a semi-autonomous unit.
- General Excise Tax Surcharge (GET) collections to date total \$1.029 billion which is \$32.8 million less than forecast in the June 2012 Financial Plan.
- Took aggressive action to keep the cost impact of the construction suspension below the estimated \$7-10 million per month.

#### Other Litigation Matters:

- In the case of *Honolulutraffic.com et al. v. FTA, et al.* the U.S. District Court ruled in favor of the City and FTA on a vast majority of the plaintiff’s claims. However, the Court did rule that the City and FTA (1) had failed to adequately identify Traditional Cultural Properties (TCP) prior to the issuance of the Record of Decision on the project, (2) failed to adequately consider the Beretania Street Tunnel alternative, and (3) failed to consider whether the project would constructively “use” Mother Waldron Park. The decision resulted in additional analyses and a suspension of construction and real estate acquisition activities in section four (City Center Section) of the alignment. A revised TCP report was prepared and transmitted to SHPD in compliance with the ruling. In addition, a draft Supplemental EIS was prepared and filed with the FTA which addressed the Beretania Street alignment and Mother Waldron Park issues. The TCP reports for Phase 4 and a Supplemental EIS have been prepared and further activities will be undertaken to seek approval of these additional analyses.
- In the case of *Bombardier Transportation (Holdings) USA, Inc. v. Director, Dept. of Budget and Fiscal Services, et al.*, the State of Hawaii Intermediate Court of Appeals denied the appeal and upheld the City’s decision to disqualify Bombardier’s proposal for

the core systems contract solicitation. The ruling affirmed that the City's procurement process was done properly and in accordance with state law.

Organizational Development:

- Significant organizational and staffing changes occurred in FY2013, all designed to improve the effectiveness and efficiency of the organization. Key changes included:
  - ✓ Hiring of a Deputy Executive Director from the local community with considerable transportation, construction and public sector experience.
  - ✓ Hiring of an experienced Chief Financial Officer and staff to improve fiscal processes, accounting, financial analysis and reporting.
  - ✓ Two senior management positions were eliminated to flatten the organization and the area of public involvement was streamlined by eliminating positions and external contractors, all of which saved money.
  - ✓ A senior level Director of Operations and Maintenance position was established in recognition of HART becoming an operating organization in the future.
  - ✓ Changes in the Engineering and Construction area included consolidation of responsibilities and the internal promotion of three staff members to key positions within the restructured area. In addition, a new Manager of Project Controls was hired and now reports to the Deputy Executive Director. Also, the Core Systems Manager and the Risk Manager were replaced with experienced personnel.
- The HART BOD approved the creation of a Permitted Interaction Group (PIG) to develop and recommend a Fare Policy to the full Board. The PIG will investigate fare policies of other transit agencies including bus and rail farebox recovery ratios, possible alternative sources of revenue, fare collection systems and technologies.
- Finally, a working group was established with Oahu Transit Services (OTS) to explore how best to integrate bus and rail services, as well as opportunities for consolidating administrative functions between HART and OTS to improve efficiency and customer service.

## HART Business Strategy

Public transportation is a service business that utilizes both human and physical assets to deliver its product in the marketplace. A transit agency is in competition with the automobile to increase its share of the travel market. Success in achieving a greater market share requires that a transit agency have a clear and understandable strategy for how it will go about delivering its product to prospective consumers. As a public agency, HART's business strategy must not only be easily understandable to the agency's employees and contractors but must also be understandable to the general public.

This section of the FY2014 HART Business Plan describes the basic elements of the business strategy for the agency. These elements are described below and include statements on why the agency exists and what it is trying to achieve, as well as a framework for how HART will go about accomplishing what the public has asked it to do. This framework includes Goals and a "Balanced Scorecard" (BSC) for measuring and tracking over time how well HART is doing its job. (Note: A later section of the FY2014 Business Plan describes the organizational development strategy HART is utilizing to achieve its Mission and Vision and accomplish the Goals the BOD has established.)

### **Mission Statement** (*why the agency exists*)

HART's Mission is to plan, design, construct, operate and maintain Honolulu's high-capacity, fixed guideway rapid transit system.

### **Vision Statement** (*what HART is trying to achieve*)

In accomplishing its Mission, HART will contribute to the quality of life on O'ahu by:

- **Mobility**: Improving mobility for all residents, visitors, and businesses on O'ahu particularly in the densely populated and congested corridor along the urbanized southern shore of the island.
- **Reliability**: Improving the reliability of travel in the corridor by offering a travel choice that will not be subject to at-grade level traffic congestion.
- **Land Use**: Supporting the City's land development policy by providing access to an area targeted for development of a new urban center and helping create transit-oriented development along the rail line.
- **Equity**: Providing people who are dependent on public transportation with an improved means of accessing economic and social opportunities and activities.
- **Sustainability**: Protecting the environment and lessening dependence on non-renewable fossil fuels.

(Note: The above Vision Statement is based in part on the Environmental Impact Statement prepared for the H RTP.)

Goals (how HART will go about accomplishing the Vision and fulfilling its Mission)

In order to accomplish its Mission and realize the benefits described in the Vision, HART must accomplish the following goals:

1. Project Delivery: Complete the project on time and within budget while:
  - Ensuring the safety and security of the public, HART employees, and construction workers;
  - Minimizing the impacts on adjacent natural, cultural, and built environments and communities; and
  - Fulfilling environmental mitigation commitments.
2. Service Delivery: Ensure that the design and actual construction of the project will facilitate the delivery of safe, high quality, and cost-efficient service in the future.
3. Stewardship of Resources: Maintain public trust through the prudent and transparent use of financial, human, and environmental resources.
4. Livability: Support the creation of mixed use, pedestrian-friendly, compact development along the rail line.
5. Partnerships: Pursue partnerships with the private sector to create economic opportunities and generate income and cost savings for the rail transit system.
6. Agency Culture: Foster an organization that is open, accountable, inclusive, and delivers better than promised results.

Performance Metrics

Performance expectations and metrics flow out of the Vision and Goals for the agency and are intended to help an organization measure its progress toward achieving the Vision and Goals. Performance metrics for HART will help the BOD and agency management, as well as the Authority's stakeholders and the general public, measure and evaluate the agency's progress and will aid in maintaining transparency on what HART is doing with taxpayer money. Management staff will compile and provide periodic reports to the BOD on the performance metrics. The information will also be reported to the City Council and the community in an annual report.

Performance metrics for HART have been incorporated into a BSC for the agency. The BSC establishes and will track over time metrics that measure performance in achieving the Goals which the BOD has established for the agency. The proposed HART BSC is shown in Appendix A to the Business Plan.

As shown in Appendix A, the HART BSC is structured to provide performance measures and metrics for each of the six Goals the BOD has approved. The BSC establishes the fiscal year

objectives for each measure. Space is provided for HART management to provide information on actual results or status for each of the performance measures and metrics delineated in the BSC during quarterly reports to the HART BOD. These reports will include a summary of any material changes in the status of performance measures to enhance the transparency of the progress being made on implementing the H RTP.

In FY2014 and for the next several years HART will be engaged in completing the design and construction of the H RTP. Actual operation of rail service will not occur until 2017. As such, the BSC shown in Appendix A is heavily oriented toward project implementation. The BSC does include some measures dealing with Service Delivery as it relates to the current project implementation stage of the project. Additional metrics will become meaningful when actual revenue service begins; illustrative examples of such metrics include:

- Ridership level.
- Reliability measures including:
  - On-time departures/arrivals.
  - Miles between mechanical failures.
  - Elevator and escalator availability (% of time available during operating hours).
  - Fare collection equipment availability (% of time available during operating hours).
- Safety and Security measures including:
  - Accidents per 100,000 passengers.
  - Security incidents per 100,000 passengers.
  - Employee on-the-job injuries.
- Financial measures including:
  - Operating Ratio.
  - Cost per vehicle hour and vehicle mile.
  - Cost per passenger.
  - Accident Claims received/closed/outstanding.

Given the current project implementation of HART's business activities, it is envisioned that HART management will provide quarterly updates of the HART BSC in reports to the BOD and the public. When actual revenue service begins on the rail line, monthly BSC reports will become relevant.

Using a BSC which ties to the Goals that HART has established will enable the agency to evaluate its progress on achieving the agency's Mission and Vision and to report to its stakeholders and to the community.

# FY2014 Work Program

## Agency Business Operations

HART came into existence July 1, 2011, and has functioned to date as a semi-autonomous agency of the City & County of Honolulu government. During FY2014, HART will continue to use various City business systems and administrative practices as appropriate when conducting the agency's business activities (e.g. Department of Transportation Services (DTS) procedures for Transportation Improvement Program (TIP) modifications and EEO reporting; the City's accounting and payroll systems; and the city's Enterprise Resource Planning (ERP) systems for both financial and Human Resources applications). In addition, HART will continue to receive services provided by other City Departments (e.g. Budget and Fiscal Services, Corporation Counsel, and Design and Construction). Individual agreements with City Departments set forth the scope and terms of the services to be provided. This support from the City enables the agency to continue concentrating its resources on the implementation of the HRTP. During FY2014 and beyond, HART will evaluate the extent to which it should develop its own business systems to improve efficiency and delivery of needed business services.

HART will need to complete a number of steps during FY2014 to further develop the organizational capacity and capability to fulfill its Mission as described in the preceding section. Several of the actions that will be taken are designed to ensure that HART will maintain eligibility to receive Federal funding for the HRTP. A preliminary listing of the tasks that will be undertaken in FY2014 is as follows:

- Continue to update BOD operating procedures and practices.
- Develop new agency operating procedures and practices as needed.
- Complete agency reorganization and recruit and hire key management, technical, and support staff.
- As required, adopt or modify BOD and HART policies guiding the agency business activities (e.g. financial policy and procurement policy).
- Continue to add and modify administrative procedures and practices that are specific to a transit agency in areas such as procurement and contract administration, safety and security, employee relations, and management reporting.
- Maintain a management reporting system on key performance metrics and financial information including:
  - Continue to develop internal processes that will enhance the control over fiscal processes while increasing processing efficiencies.
  - Achieve zero findings in the Authority's second annual audit, specifically addressing deficiencies identified in 2012's audit report.
  - Continue to build finance, accounting and internal controls capability.

- Continue development of a brand identity for HART.
- Regularly update and communicate with stakeholders, including the Mayor and City Council, state officials and the Oahu Metropolitan Planning Organization Policy Committee to ensure a flow of information regarding the progress of the project.
- Continue the creation of an organizational structure and culture that will enable the fulfillment of the agency's Mission and Vision.

### **EEO and Disadvantaged Business Enterprise (DBE) Programs:**

In accordance with federal and state laws and requirements, HART maintains active programs to ensure equal employment opportunities and to foster the involvement of disadvantaged and small businesses in HART's business activities. The EEO Program is coordinated with the City's EEO Office and with DTS. Oahu Transit Services as the area's bus operator maintains its own FTA approved EEO Program. HART staff prepares combined reports for both the rail and DTS programs which DTS submits to the FTA for review and approval. The FTA has approved the combined EEO program for HART/DTS for the next three years.

HART manages its own DBE Program utilizing the State of Hawaii's Unified Certification Program to identify DBE firms and works with HDOT to reach out to these firms. HART has an FTA authorized 13% goal for DBE participation in the overall HRTP and does not set annual goals. Contract specific goals are established when or if appropriate. Program staff will be working to gain increased DBE participation in upcoming construction contracts whenever possible.

### **HRTP Project Implementation**

#### **Project Description:**

The HRTP is a proposed 20-mile light metro rail line in an exclusive right-of-way with fully automatic (driverless) train operation. All of the alignment, with the exception of the access and egress from the Maintenance and Storage Facility and the Leeward Community College Station, is elevated above existing highways and arterial roadways. The rail line includes 21 stations from East Kapolei, in West O'ahu, to Ala Moana Center. Initial service is scheduled to start in 2017 from the western end of the alignment at the East Kapolei Station to the Aloha Stadium Station with full service operations to Ala Moana Center starting in 2019. Full service is anticipated to operate 20 hours per day, with 3-minute headways during peak periods and 6-minute headways in the midday. End-to-end travel time is estimated to be 42 minutes. Service will be provided by 2-car trains. Average weekday rail boardings in 2030 are projected to be about 116,000 passengers. A peak hour directional maximum load of about 8,000 passengers per hour is anticipated in 2030.

**Appendix C** provides a more detailed description of the project along with background on the planning for the project.

### Project Status and FY2014 Work Activity:

- Overall, the H RTP is currently in final design phase of project development with construction work programmed to re-start and continue on two Design-Build contracts for guideway sections and the Maintenance and Storage Facility.
- Contracts for a Program Management Support consultant (PMC) and General Engineering consultant (GEC) services will be continuing. The HART Operating Budget provides funding for 139 positions for the project which includes positions provided by the PMC.
- During Q1 of FY2014, efforts will continue to resolve and satisfy both the Hawaii Supreme Court and U.S. District Court decisions which have caused construction work to be suspended including:
  - Assisting SHPD in completing its AIS review and issuance of the necessary authorizations.
  - Completing the FTA and federal court reviews of the Supplemental EIS.
  - The objective is to restart construction by the end of Q1 to minimize delay claims and protect the project schedule from further delay.
- In preparation for the restart of construction, during Q1 of FY2014:
  - Complete negotiations on outstanding delay claims arising out of the suspension of construction work.
  - Work towards a “clean slate” with contractors by negotiating settlement of all outstanding notice to proceed (NTP) delay claims arising out of the start of the project.
  - To the extent possible, utilize the period to acquire old and new permits, rights of entry, land acquisition, and other agreements necessary to limit or eliminate exposure to future delays and delay claims.
- In FY2014, for the Design-Build (DB) contracts:

At the end of FY2014, overall construction of the West Oahu/Farrington Highway Guideway is expected to be 30% complete. The Kamehameha Highway Guideway contract design will be completed by the end of FY2014 with construction scheduled to be 20% complete. The Maintenance and Storage Facility design will be completed and construction is scheduled to be 40% complete at the end of FY2014.
- The Design-Build-Operate-Maintain (DBOM) Core Systems contract for train control, communications, operations and maintenance, and revenue vehicles, will be in the design phase and this effort will continue throughout FY2014 with contract completion at that time estimated at 10%.
- For the Design-Bid-Build (DBB) contracts:
  - The Airport Guideway and Utilities design will be completed by FY2014, with construction on the Airport Utilities expected to be 10% complete by the end of FY2014. Construction on the Airport Guideway will not begin until FY2015.

- The City Center Guideway and Utilities design will be completed by FY2014. Construction on the City Center Guideway and Utilities will not begin until FY2015.
- The Farrington Highway Station Group design will be completed by the end of FY2013, and construction will be 20% complete at the end of FY2014.
- The West O‘ahu Station Group design will be completed in the beginning of FY2014, and construction will be 5% complete at the close of FY2014.
- The Kamehameha Highway Stations design will be completed by the beginning of mid-FY2014, and construction will be 5% complete by the end of FY2014.
- The Airport Stations design will be completed by FY2014, with construction starting in FY2015.
- Continue to develop Native Hawaiian community and other key stakeholder relationships.
  - Refine the model Cultural Monitoring Program for implementation during the period of construction.
- During FY2014, advance planning for future operations on the rail system:
  - Establish more robust DTS-OTS-HART-Ansaldo cooperation on fare media/collections system; budget synergies; operational intersects and coordination; customer services; management structures; etc.
  - In conjunction with the DTS-OTS-HART-Ansaldo planning effort, the Fare Policy PIG will undertake its work to develop and recommend a Fare Policy and fare collection system for HART. It is anticipated that a final decision on a Fare Policy and fare collection system for the HRTTP will be made during FY2014.
  - Consider additional customer service features such as WiFi.
- Implement the project’s Public Art Program to incorporate public art into various design elements of the HRTTP.
- Deliver significant contract milestones, and major contract awards expected over the next 12 months, to keep the project on schedule.

Land Use Connection: Transit-Oriented Development

The Revised Charter of Honolulu (Charter or RCH) authorizes HART “to promote, create and assist transit oriented development projects near fixed guideway system stations that promote transit ridership, and are consistent with the intent of the adopted community plans and zoning.” RCH 17-103.2(n). Likewise, the Charter mandates that the Executive Director “administer programs promoting appropriate developments near transit stations, including compilation of city incentive programs,” and “review development projects having significant impact on the operation of the fixed guideway system.” RCH 17-104(m) and (n).

HART is the steward of a large-scale public investment. Federal, State, and City policy direction to concentrate growth around transit stations further enhances the value of real property adjacent to transit stations. By promoting high quality, more intensive development

on or near properties adjacent to transit stations, the agency can increase ridership, support long-term system capacity and generate additional revenues for transit, such as increased fare collection from increased ridership and changes in the fare policy, and joint development (JD) opportunities, not anticipated during project planning. Also, such development creates attractive investment opportunities for the private sector and facilitates local economic development goals.

The State and City along with the federal government control the planning and permitting authority for all of the land along the 20-mile corridor. Coordination of these activities between the respective agencies is necessary to successfully leverage public and private investment in the corridor. In coordination with HART, both the State and City are preparing neighborhood TOD plans for transit station areas and investigating revisions to the land use regulatory requirements, which will provide the policy framework for private development. The neighborhood TOD plans will support the creation of vibrant mixed-use neighborhoods consisting of workforce and affordable housing, retail shopping locations, and other infrastructure improvements necessary to improve safety, promote healthy lifestyle habits such as walking and biking, and increase rail ridership.

For the City, DPP is responsible for developing transit-oriented development (TOD) neighborhood plans and zoning regulations for station TOD areas for the eventual adoption by the City Council. During FY2014, HART TOD – land use planning staff will continue to provide technical support in areas such as system description, modal connectivity, station access, parking and safety and security to DPP in its planning efforts, which will include coordination with other cognizant City and State agencies, special interest groups (e.g. disabled, and elderly), the private sector, and the public at community meetings to develop the TOD plans for the areas surrounding the transit stations.

During FY2014, HART staff will actively pursue, develop, and execute MOUs and MOAs with public and/or private owners of land within close proximity of each planned transit station to directly access the station from their proposed development. Collaboration is already underway with the Navy, UH, DHHL, DLNR, HDOT, DAGs, and a variety of private landowners.

HART, in collaboration with the State and City planning offices, recognizes transit oriented development is a tool that can assist in implementing Smart Growth (focus on compact, mixed-use, transit-linked, and walkable communities), and Complete Streets (focus on safe and efficient access for all users while encouraging street connectivity and creation of a comprehensive, integrated, connected network for all modes) in proximity to the H RTP guideway and rail stations. These tools all are consistent with HART's commitment to incorporation of sustainability practices throughout its planning practices.

To assist in the collaboration efforts, the HART BOD has approved the creation of a Transit Oriented Development Stakeholders Advisory Group consisting of representatives from HART, the City, the State and private sector representatives from various organizations and groups. HART will be working to get the Stakeholders Group in place and functioning during FY2014.

Finally, HART staff will keep track of new TOD programs and opportunities developing at the federal level as a result of the implementation of the new surface transportation law MAP-21 as well as potentially at HUD or thru other federal programs or initiatives.

### **Procurement Plan**

#### Agency Business Operations

HART will conduct routine procurements for needed services, equipment, and supplies related to support the conduct of agency business operations utilizing City procedures and group discount opportunities.

#### Project Implementation

The table below lists the H RTP contracting actions that were in process in the 4<sup>th</sup> quarter of FY2013 and those that will be active during each quarter of FY2014:

Qtr	Section	Type	Status	Description	Ad Date	NTP Date
2013 4Q	PW	DFIM	Active	Elevators & Escalators	8/17/2012	6/15/2013
		Services	Active	Federal Government Liaison	11/30/2012	6/15/2013
	PW	Pro Svcs	Active	Historic Architectural Design Consultant	3/15/2013	6/15/2013
	PW	Pro Svcs	Future	Professional Recruiting Services	4/10/2013	5/30/2013
	PW	Services	Future	OCIP Brokerage Services	12/14/2012	6/29/2013
2014 1Q	City Cen	Design	Active	Dillingham Station Group/Kaka'ako Station Group	11/16/2012	8/15/2013
	PW	Services	Future	On-Call Construction Contractor	3/15/2013	8/27/2013
	PW	Prof Svcs	Future	General Engineering Consultant Re-compete	5/31/2013	9/1/2013
	PW	Art	Future	Art-in-Transit (Call for Artists)	4/30/2013	9/30/2013
2014 2Q	Airport	CE&I	Active	Airport and City Center Utilities CE&I	12/21/2012	10/2/2013
	WOFH/KHG	CE&I	Active	West Oahu / Farrington Highway and Kamehameha Station Groups (includes H2/R2 Ramp)	1/23/2013	12/2/2013
	KHG	Design	Future	Pearl Highlands Parking Structure/Bus Transit Center	4/15/2013	12/21/2013
2014 3Q	Airport	Construction	Future	Airport Section Utilities	11/1/2013	3/5/2014
2014 4Q	Airport	CE&I	Future	Airport and City Center Guideway CE&I	7/5/2013	4/1/2014
	WOFH/KHG	Construction	Future	West Oahu / Farrington Highway and Kamehameha Station Groups Construction	1/15/2014	4/15/2014
	City Cen	Construction	Future	City Center Section Utilities	3/15/2014	6/15/2014

# **HART Organizational Development Strategy**

## **Background**

Planning and development of the HRTP was the responsibility of DTS for six years. The HRTP was managed through DTS' Rapid Transit Division (RTD). DTS/RTD managed the completion of the required planning, economic, engineering, and environmental studies needed to advance the project through the stages of the FTA's New Starts project development process including: analysis of alternatives; technology and alignment selection; conceptual and preliminary engineering (PE) work; the preparation of a Final Environmental Impact Statement (FEIS); and the development of a contracting strategy for actually constructing the project.

Because of the uncertainty surrounding whether the City would receive the funding and approvals needed to advance the project, the strategy DTS/RTD employed was to maintain a relatively small staff and hire consultants to provide the expertise necessary to perform various aspects of the required work. The City project staff was supplemented by a Program Management Support Consultant (PMC) that has provided experienced and technically proficient personnel to fill key positions and roles in the project organization. PMC provided services have included professional, technical, managerial and other support services to initiate and complete the PE/EIS phase of the project and initiation of final design and construction. PMC personnel have functioned as staff embedded within the DTS/RTD assisting City employees in managing and overseeing the work.

In addition, DTS/RTD retained the services of a General Engineering Consultant (GEC) to undertake the planning, economic, engineering, and environmental work that was required to advance the project through FTA's New Starts process. As part of this effort, the GEC conducted engineering and technical studies, including conceptual engineering, to support the preparation of the EIS, and PE work to support the City's request to advance to final design. The GEC assisted the DTS/RTD with preparing competitive procurement documents for the various DB contracts and the Core Systems DBOM contract.

The project has passed the critical milestone of completing the FEIS and obtaining a Record of Decision (ROD) issued by the U.S. Department of Transportation in accordance with the National Environmental Policy Act (NEPA) and Hawai'i State law. With the issuance of the ROD, FTA provided authority to begin property acquisition and undertake utility relocation work. As noted in the FY2013 Work Program section, DB contracts for initial phases of the project have already been awarded and construction work has started on the initial phases. HART has now begun final design on other elements of the project.

With the start-up of HART on July 1, 2011, RTD ceased to exist and the RTD staff, including the embedded PMC staff, was transitioned to become the core staff of HART. In addition, the GEC continued to perform its scope of work under the auspices of HART.

## **FTA Requirements**

Because the HRTP will be funded in part with Federal dollars through the FTA, HART must demonstrate that it meets FTA requirements for grantees pursuing a major investment project

like the H RTP. Principal among these requirements is that the grantee must exhibit the “technical capacity and capability to efficiently and effectively” carry out the project. The FTA conducts an assessment of a grantee’s technical capacity and capability by looking at a number of things including the following:

- Organizational structure.
- Staff qualifications and experience.
- Roles, responsibilities, and interfaces among key project team members laid out in a responsibility matrix.
- Staffing plan showing labor distribution over the life of a project.
- Copies of various key procurement documents.
- Description of management processes and procedures including the division of decision-making authority between the BOD and management staff; financial and procurement policies and procedures; and community outreach and relations efforts.
- Resumes of project team members.

The above information is embodied in a Project Management Plan (PMP). The PMP is periodically updated as a project moves through the various stages of project development. The current PMP for the H RTP is in the process of being updated for the next project milestone, the FFGA. With each successive update of the PMP, the expectations for the technical capacity and capability of the grantee increases. In other words, the grantee must demonstrate a growing capacity and capability to match the increasing scope, complexity, and magnitude of the work to be performed in the next project phase in order to receive FTA approval to proceed. HART is scheduled to be in position to receive an FFGA in the second quarter of FY2013 assuming everything is in order.

As a result, ensuring that HART will meet the FTA’s technical capacity and capability requirements is a major factor in the formulation of the organizational development strategy embodied in the PMP and described herein.

### **HART Organization**

Work on the project is now in the final design phase of FTA’s New Starts process. Work continues on property acquisitions and owner/tenant relocations and utility relocation. Limited construction work on DB portions of the project has begun.

The organizational approach embodied in the PMP for the final design and construction phases requires a staff of 139 positions and continues the role of the PMC as providing embedded staff within HART. **Appendix B** contains a series of organizational charts that depict the Authority’s functional structure and show the placement of the positions that make up the proposed FY2014 HART staff. Of these positions, 24 or roughly 17% of them are expected to be PMC provided staff.

The GEC's role has evolved to reflect the start of final design and construction work. The GEC will oversee final design efforts and provide construction management and oversight services including resident engineering, office engineering, and inspection. This includes performing quality assurance inspections of all contractor activities; reviewing all contract document submittals including shop drawings and specifications; reviewing contractor invoices; reviewing requests for information; reviewing requests for change; conducting inspections, value engineering, and reviewing change order estimates. The GEC will provide Construction Engineering and Inspection services for HART's DB contracts.

The PMP calls for retaining the services of engineering design consultants (EDCs) to develop final detailed designs of the remaining project elements that will be procured through open competitive bidding. This does not include the three DB contracts or the Core Systems and Vehicles contract since final design is a function within the scope of those contracts. This does include stations, the Airport and City Center guideway phases and various fixed facilities. Fixed facilities design includes the design of civil and structural facilities, trackwork, utilities, the Pearl Highlands parking structure and access ramps, landscaping and some systemwide elements. The GEC will oversee the final design work of the EDCs. The GEC also continues to provide technical studies and management support for implementation of the Section 106 Programmatic Agreement 2<sup>nd</sup> Mitigation Support for the ROD.

### **Future Organizational Development**

At present and for the next three to four years, HART is a project development agency with no daily operating or service delivery responsibilities. This, of course, will change as the rail transit project gets completed and actual revenue service begins operating initially in 2017 with full service along the entire alignment starting in 2019. The staffing needs and business systems needs of the agency will evolve over time as the change from project development to operations and service delivery occurs. How well this transformation is accomplished will be important to the success of the agency in accomplishing its Mission and Vision. The strategy for managing this evolution is outlined below:

- Phase out use of PMC and build HART staff capability.
  - Identify those positions that HART will need long term for operations and the planning of extensions and seek to fill these positions with direct hires.
    - Examples: Deputy CEO, Chief Operating Officer, Chief Engineer, Internal Audit, Marketing, Planning, Property Management.
    - Use PMC to temporarily fill these roles when recruitment is unsuccessful or cannot be completed in a timely fashion.
    - PMC employees will mentor and help train HART staff and new hires; this may require some overlapping of positions.
  - Utilize the services of the City's Department of Human Resources for assistance on organizational development including a classification and compensation structure, and recruitment and employee development strategies.
  - Current PMC contract expires in February 2015; the contract may need to be extended for an additional period depending on HART's success in staff recruitment.

- GEC and EDCs will continue their roles/scope until the project construction, system integration and testing, and start-up work is completed.
- Develop internal business processes and systems that fit the needs of the transit system. Move away from using City processes and systems wherever it makes the most sense for HART to achieve its Mission, Vision, and Goals.
- Develop a seamless multi-modal (bus and rail) transit system.
  - Engage in joint planning with DTS and “TheBus” management (O‘ahu Transit Services) for reconfiguration of the bus system to complement rail.
  - Establish a joint bus-rail fare collection system (hardware and software) and a revenue processing set-up to reduce interface problems and achieve economy of scale cost savings.
  - Encourage DTS to update /improve the bus fare collection system prior to the start of rail operations.
- Future issues that will need to be addressed:
  - Programming of bus fare collection system improvements to interface with rail fare collection needs to be pursued in the very near future.
  - The process for setting fares between the HART BOD and City Council will need to be addressed.
  - Operating support from the City for the rapid transit operation will be required as delineated in the Financial Plan.
  - Development of operating policies and rules and the identification of any implications for project design and the operating and capital improvement budget.
  - Pursuing opportunities for concessions and possible joint use of transit facilities and assets to generate income.

# HART Financial Strategy, Plans and Budgets

## Financial Overview

HART has prepared a detailed 20-year financial plan in accordance with the requirements of the Federal Transit Administration to receive federal funding for the HRTTP. The financial plan provides a summary of the capital costs and funding sources associated with both the HRTTP and the City's ongoing operating and capital needs for its existing public transportation system. It also includes a plan to fund the operations and maintenance (O&M) costs associated with the project, TheBus, and Handi-Van services. The current HART Financial Plan was prepared in June 2012 in preparation for receiving the FFGA from the FTA that was executed in December 2012. **Appendix D** contains a summary of revenues and expenses as shown in the approved HART Financial Plan for completing the HRTTP and for operating the City's integrated public transportation system over the period covered by the Plan (FY2010 – FY2030).

The financial strategy reflected in the approved HART Financial Plan can be summarized as follows:

- Implementation of the HRTTP will be funded primarily by revenues from a one-half percent (0.5%) surcharge on the State's General Excise Tax (GET) and grants from the federal government provided by the Federal Transit Administration. The 0.5% GET tax expires in 2022.
- Short and medium term debt financing will be used to help manage cash flows during construction of the HRTTP. However, all such debt will be retired by the time the GET tax expires.
- Ongoing funding for operation of the integrated bus and rail public transportation will be provided through a combination of fare revenues from passengers, City general funds and some Federal Transit Administration grant programs.

## FY2014 Operating and Capital Expense Budgets

HART staff prepared and submitted preliminary FY2014 Operating and Capital Budgets to the HART BOD Finance Committee in November 2012. On November 30, 2012, the HART Executive Director/Chief Executive Officer transmitted the proposed FY2014 Budgets to the Mayor and the City Council. This section of the FY2014 Business Plan describes in summary form the Operating and Capital Budgets. City Council requested further detailed information of the HART proposed budget during the spring of 2013, and will include it in the City's budget bills anticipated to be approved on June 6, 2013. The HART Board is scheduled to discuss and adopt the FY14 Operating and Capital budgets by June 30, 2013. The final version of the FY2014 Business Plan will reflect the final FY2014 Operating and Capital Budgets adopted by the HART BOD. The total budget request for FY2014 was as follows:

Operating Budget	\$ 20,917,259
Capital Improvements	<u>1,340,438,300</u>
Total FY 2014 Budget Request	\$1,361,355,559

**Appendix D** includes a summary table which provides operating and capital expense historical information for FY2012 (Note: a detailed breakdown of actual costs for all line items is not available) and FY2013 (Projected) as well as the FY2014 Budget described in the sections below.

**FY2014 Operating Budget**

The HART Operating Budget includes expenses for HART staff and administrative expenses (i.e. office and equipment rent and supplies, legal services, telecommunications and various administrative services). It also includes expenses related to the support HART receives from other City departments as well as a contribution to City overhead expenses. The Operating Budget has three major expense categories as shown in the table below. The table provides a breakdown of these three cost components for FY2014 and a comparison against the budgeted projected actual amounts for FY2013. The FY2013 projected amounts shown in the table are preliminary; there will be adjustments made through August 2013 to record payable amounts.

<b>Expense Category</b>	<b>FY2013 Budget</b>	<b>FY2013 Projected</b>	<b>FY2014 Budget</b>
Personnel	\$12,971,682	\$ 10,406,533	\$13,030,366
Current Expenses	8,081,511	6,370,244	7,880,893
Equipment & Software	16,000	--	6,000
<b>TOTAL</b>	<b>\$21,069,193</b>	<b>\$16,776,777</b>	<b>\$20,917,259</b>

The Personnel category of the FY2014 Operating Budget includes funding for 139 full-time equivalent (FTE) positions, then same level as FY2013. This compares to 136 FTEs authorized in the FY2012 Budget and 110 FTEs in 2011. As described in the Organizational Development Strategy section, the staffing level proposed is designed to ensure that HART has the technical capacity and capability to manage the implementation of the HRTP and meet the requirements of the FTA. The following chart provides a summary breakdown of the number of positions included in the FY2014 staffing plan by major functional category and includes PMC provided positions funded by the Capital Budget. See **Appendix B** for detailed organizational charts.

<b>Functional Category</b>	<b>Positions</b>
Executive Management (CEO, Deputy CEO, Board Administrator, RTSA, EEO & Admin. Support)	8
Project Controls & Change Management	15
Budget & Finance (CFO, Procurement, Grants, Budget, Accounting, Risk Management & Internal Control)	24
Planning, Utilities, Permits & Right-of-Way	29
Engineering & Construction Management	37
Other Professional (Legal, Operations, Safety & Security, Quality & Assurance, Government Relations, & Public Involvement)	23
Administrative Services	9

The following table provides a breakdown of the reimbursements to other City departments included in the proposed FY2014 Budget:

<b>City Department/Purpose</b>	<b>Amount</b>
Corporation Counsel – Staff Salaries	\$ 552,482
Corporation Counsel – Current Expenses	37,500
Design & Construction – Staff Salaries	50,000
Budget & Financial Services – Staff Salaries	61,946
Fringe Benefits Associated with Above Salary Items	284,043
5% Reduction to Salaries and Fringe Benefits	0
CASE – Central Administrative Services Expenditure	996,060
<b>TOTAL</b>	<b>\$ 1,982,031</b>

### **FY2014 Capital Budget**

The FY2013 Capital Budget is made up primarily of expenses related to the design and construction of the H RTP consistent with the work planned for the year as described in the Work Program section of this Business Plan. The table below provides a summary comparison of the FY2014 planned expenditures by project budget component against the FY2013 budget. The FY2013 projected amounts presented in the table are preliminary; there will be adjustments made through August 2013 to record payable amounts.

<b>Capital Budget Elements</b>	<b>FY2013 Budget</b>	<b>FY2013 Projected</b>	<b>FY2014 Budget</b>
Consultant Services	\$ 64,593,540	\$ 10,365,120	\$19,731,900
Design Services	72,673,230	111,560,542	39,867,500
Programmatic Agreement	100,000		1,950,000
Utility Relocation	17,342,190		134,500,000
Construction, Const. Mgmt. & Insp.	243,966,420	90,187,459	304,466,100
Core Systems & Equipment	55,556,510	32,250,852	425,907,000
Land Acquisition & Relocation	37,353,070	23,777,549	86,570,000
Public Art	0	2,042	1,975,000
Contingency & Recertification	0	0	325,470,800
<b>TOTAL</b>	<b>\$ 491,584,960</b>	<b>\$268,143,564</b>	<b>1,340,438,300</b>

While the purposes of most of the elements listed in the above table are generally self-explanatory, several are further described below:

- The Consultant Services expense category includes funding for: the Project Management Consultant providing experienced personnel in various specialized and technical areas to augment agency staff (\$3.0 million); consultants supporting the agency in the areas of real estate acquisition and relocation (\$0.2 million) and owner-controlled insurance program (\$0.2 million); and consultant services supporting the Hawaii Department of Transportation (HDOT) in the areas of traffic management, design review, state safety oversight, as well as HDOT labor costs (\$1.6 million total).

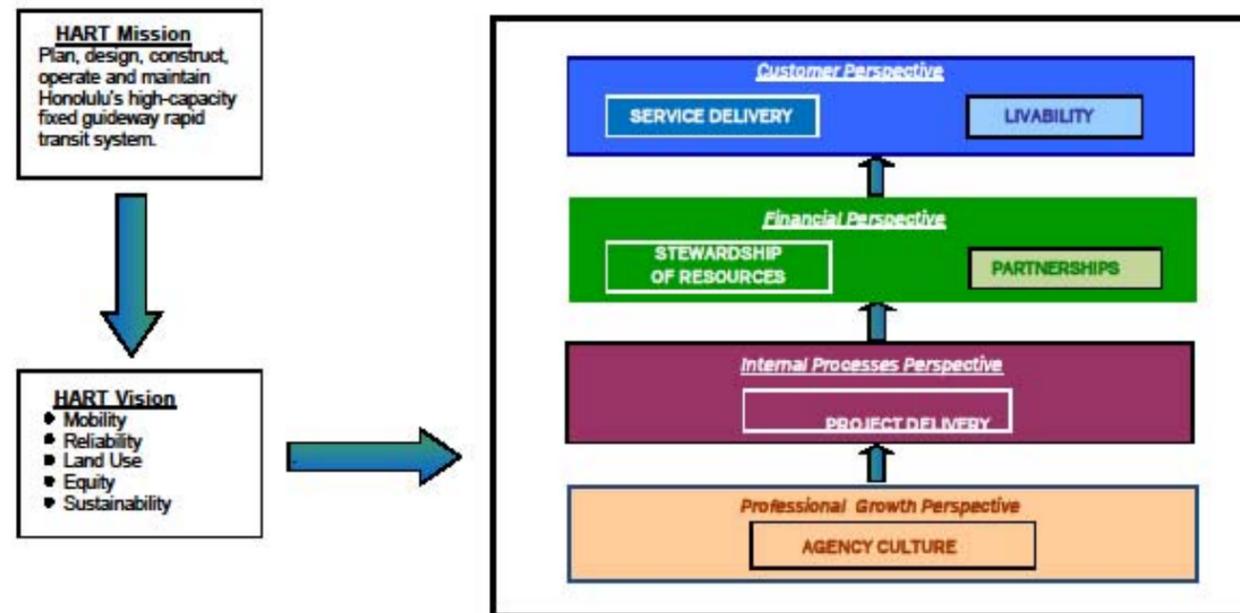
- The Design Services line item is for final design services related to various DBB contracts including the station groups for West O‘ahu /Farrington Highway, Airport, and Kaka‘ako; Airport Guideway; City Center Guideway; Quality Audit Expenses; and allocated contingency for the three DB contracts.
- The Programmatic Agreement (PA) category covers funding for the Kako‘o (independent PA project manager).
- The Public Art category provides funding for the start-up of the Public Art Program.
- The Contingency & Recertification line item category has been added as a result of the update of the Risk and Contingency Management Plan done in conjunction with the FTA. The line item provides allowances for Contingency drawdowns (\$225,470,800) and Contract Recertifications (\$100,000,000) during FY2014. Contract Recertifications occur on occasion to help manage cash flow during the fiscal year when invoices need to be paid prior to receiving debt proceeds and do not change the total contract value.

**Appendix A**

**HART Balanced Scorecard**

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**Business Strategy Map**



Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend
	January, February, March 2013				October 2009 - March 2013				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
<b>Customer Perspective</b>									
<b>SERVICE DELIVERY</b>									
Platform Gates				○				○	Submittal anticipated during FY14.
Fare Collection System				○				○	TBD in FY14.
Bus-Rail Integration Plan				○				○	TBD
HART Operating Organization Plan				○				○	TBD
HART Service Policy/Standards				○				○	TBD
<b>LIVABILITY</b>									
HART Sustainability Policy				○				○	TBD in FY13.
Transit-Oriented Development (TOD) Policy				○				○	TOD stakeholders group in development.
<b>Financial Perspective</b>									
<b>STEWARDSHIP OF RESOURCES</b>									
<b>Programmatic Agreement (PA) [Positive = # above or added to Plan; Negative = # remaining]</b>									
Traditional Cultural Property (TCP) Studies	0	0	-0-	●	3	4	(1)	●	# Guideway Sections with TCP studies completed vs. planned. Sections 1-3 completed - State Historic Preservation Division (SHPD) approved TCP studies; Section 4 studies completion expected April 2013, with Consulting Party Review and Consultation in early May (completion of the City Center TCP work is also a condition of the pending federal lawsuit).
Section I (WOFH) Archaeological Inventory Survey (AIS)	0	0	-0-	●	92	92	-0-	●	# trenches completed vs. planned. Section I AIS completed - SHPD accepted AIS Report April 19, 2010.
Section II (KHG) AIS	0	0	-0-	●	37	31	+6	●	# trenches completed vs. planned. Section II AIS completed - SHPD accepted AIS Report on May 23, 2012. Additional trenches were added in collaboration with SHPD to provide additional data at those locations.
Section III (Airport) AIS	0	0	-0-	●	47	40	+7	●	# trenches completed vs. planned. Sections III completed - AIS Report in SHPD Review starting March 4, 2013. Comments returned March 29, 2013. Revision in progress. Additional trenches were added in collaboration with SHPD to provide additional data at those locations. <i>These figures represent an adjustment to numbers previously reported.</i>
Section IV (City Center) AIS	18	18	-0-	●	250	232	+18	●	# trenches completed vs. planned. Section IV completed - AIS Report submitted to HART April 1, 2013. On April 8, 2013, HART submitted the report to SHPD for review. 18 additional trenches beyond the original plan were added in January in collaboration with SHPD to provide additional data at those locations. <i>These figures represent an adjustment to numbers previously reported.</i>
Overall AIS Completion (#)	---	---	N/A	●	426	395	+31	●	# trenches completed vs. planned.
Overall AIS Completion (%)	---	---	N/A	●	108%	---	N/A	●	% trenches completed vs. planned.
'iwi kūpuna finds (bone fragments or full burials) only	2	---	N/A	●	7	---	N/A	○	# 'iwi kūpuna finds. A total of 7 finds have been identified through January 2013. None have been found since. These finds are only associated with the AIS work for the project. Additional finds are possible during utilities relocation and construction. There are 5 finds of human skeletal fragments and 2 human burials. No determinations have been made on the status of any of these finds as burials by SHPD or OIBC at this time. Consultation is in progress with cultural and lineal descendants and these agencies.
<b>Operating Budget [Negative = below Plan]</b>									
Operating Expenditures	3.8	5.3	(1.5)	●	40	55	(15.0)	●	\$M in Q3 FY13 Expenditures/Encumbrances vs. Inception to Date Operating Budget. For Current Quarter monitoring purposes: \$21M Total Budget/4 quarters = \$5.3M. <i>Current information includes Inception to Date figures.</i>
Staffing Level	4	6	(2)	●	126	137	(11.0)	●	# Current HART Full-Time Equivalents (FTEs) vs. planned positions in the FY13 Operating Budget. 126 current FTEs
<b>Capital Budget [Negative = below Plan]</b>									
Capital Expenditures/Encumbrances	\$56	\$92	(36)	●	\$578	\$642	N/A	●	\$M in Q3 FY13 Expenditures/Encumbrances in Current Quarter vs. Total Inception to Date Capital Budget of \$642M. HART is monitoring the capital expenditures each quarter. The capital expenditures are less than planned due to the litigation causing delays. <i>Current information includes the Inception to Date figures.</i>

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend	
	January, February, March 2013				October 2009 - March 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
<b>Revenues (Negative = below Plan)</b>										
Financial Perspective (Continued)	Net GET Surcharge Receipts	\$42	\$51	(9)	●	\$596	\$633	(\$38)	●	* \$974M = Actual Net GET Surcharge received since inception of the surcharge on 1/1/07 * \$M Net GET Surcharge Cash Receipts vs. projected FYs 2010-2013 revenue in FFGA Financial Plan Table A-1, Capital Plan Cash Flows. Receipt amounts exclude Starting Cash Balance of \$298M. * \$3,291M = Total Net GET Surcharge revenue forecast for FYs 2010-2023 * \$51M = Forecast quarterly amount on a cash basis through March 2013 = one-fourth of the \$203M FY 2013 amount * Project Inception-to-Date (10/2009 to 3/2013) \$633M = Forecast amount through March 2013 (on a cash basis) The status for the Current Quarter and the Inception to Date has changed from yellow to orange.
	Federal Grant Funds (New Starts)	\$68	\$65	+3	●	\$132	\$314	(\$182)	●	The variance indicates the available amount of funds. HART has not yet applied for these funds and will apply for them in early FY2014. * FTA New Starts receipts vs. projected FYs 2010-2013 per Table A-1 of the FFGA Financial Plan. * \$1,550M = Total \$5309 New Starts funds; The first increment under the FFGA is \$255M. * \$65M = Forecast quarter amount = one-fourth of the \$258M FY 2013 amount * Project Inception-to-Date (10/2009 to 3/2013) \$314M = Forecast amount = three-fourths of \$258M (FY 2013 forecast amount) plus amounts for FYs 2011 (\$21M) & 2012 (\$99M).
	Federal Grant Funds (ARRA)	---	---	N/A	●	\$4	\$4	\$0	●	\$214M FTA funds = \$210M \$5307 + \$4M ARRA (American Recovery and Reinvestment Act). No \$5307 funds are planned to be used in FY 2013. This source of funding has been completed.
<b>PARTNERSHIPS</b>										
Financial Perspective (Continued)	Total Stations with Approved Transit-Oriented Development Plans (as shown below)	0	2	N/A	●	0	21	N/A	●	TOD plans are being created for 21 stations.
	City Department of Planning and Permitting Transit-Oriented Development Plans	0	2	N/A	●	0	19	N/A	●	City Department of Planning and Permitting (DPP) has responsibility for TOD plans for 19 of the 21 stations. A total of 13 stations have final draft TOD neighborhood plans at this time.
	Hawaii Community Development Authority Transit-Oriented Development Plans	0	0	N/A	●	0	2	N/A	●	Two additional stations are in HCDA and not part of the DPP planning.
<b>PROJECT DELIVERY - OVERALL</b>										
Internal Processes Perspective	<b>Project Budget</b>									
	FFGA Baseline Project Budget	---	---	N/A	○	\$5,122	\$5,122		●	\$M FFGA Baseline Project Budget (including contingencies and FTA-eligible finance charges), in accordance with FTA New Starts project guidelines.
	Committed (\$)	\$34	---	---	●	\$2,260	\$4,251	(1,991)	●	\$M Total Committed (awarded Contract Values + approved Change Orders) this quarter and to date vs. the current Total FTA 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.
	Committed (%)	1.5%	---	---	●	53.2%	---	N/A	●	% \$M Committed of the committed Baseline FFGA Project Budget.
	Incurred (\$M)	\$63	---	---	●	\$656	\$4,251	(3,595)	●	\$M Incurred (Expenditures + approved Requests for Payment) this quarter and to date vs. the current Total FTA Project Budget, excluding remaining contingencies and finance charges. The plan is based on the original program cost curve issued in 2009 and will be re-baselined in September 2013 once construction resumes.
	Incurred (%)	1%	---	---	●	15%	---	---	●	% \$M Incurred (Expenditures + approved Requests for Payment) of the current Total FTA Project Budget, excluding remaining contingencies and finance charges.
	Estimate at Completion (EAC)	---	---	---	●	\$5,122	\$5,122		●	\$M current vs. planned Estimate at Completion (EAC = contract values as budgeted or awarded + executed change orders + pending and potential changes).

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend
	January, February, March 2013				October 2009 - March 2013				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
<b>Project Progress</b> [Positive = ahead of Late Plan; Negative = behind Late Plan]									
Overall Project Progress	1.3%	2.2%	(0.9%)	●	11.9%	13.2%	(1.3%)	●	% 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.
Overall Design Progress	4.3%	2.1%	+2.2%	●	42.0%	36.8%	+5.2%	●	% Complete of Final Design contracts & DB-DBOM design levels-of-effort actual vs. late plan. During the partial temporary suspension of work on ground-disturbing activities, HART is proceeding with final design and engineering activities on awarded contracts to position the project to continue construction once the suspension is lifted following AIS completion. Design is progressing satisfactorily in support of the planned bid dates. The status for the Current Quarter and the Inception to Date has changed from yellow to green.
Overall Construction Progress	1.9%	3.1%	(1.2%)	●	7.8%	10.1%	(2.3%)	●	% Completion of Construction (DB, DBB, DBOM & E/E) contracts vs. planned. On 8/24, HART issued a partial temporary suspension of work for all ground-disturbing activities. HART is evaluating the cost (including equipment, overhead and personnel costs) and schedule impacts of the work suspension with Design-Build Contractor Kiewit Infrastructure West Co. (KIWC) to develop and implement mitigation strategies. KIWC has released field personnel and reassigned staff to other projects.
<b>Contingency</b>									
Cost Contingency	\$644	\$644	-0-	●	\$644	\$644	-0-	●	\$M Total Project Cost Contingency vs. the FFGA Baseline Total Project Contingency Budget.
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).
<b>PROJECT DELIVERY - SPECIFICS</b>									
<b>Contracting - Construction (DB, DBOM and Elevators/Escalators)</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	N/A	●	4	4	0	●	# Contracts awarded vs. planned. Elevator/Escalator (E/E) contract award is expected in Q4 FY13.
Committed (Contract Values + Executed Changes)	2%	---	N/A	○	96%	100%	(4%)	●	% \$M Committed (\$1,703 M) of baseline budget (\$1,771 M) not including contingencies. (Due to increased committed amount)
Contracts Completed	0	0	N/A	○	0	0	-0-	○	# Contracts completed vs. planned.
<b>Contracting - Construction (DBB)</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	N/A	○	0	0	-0-	○	# Contracts awarded vs. planned. The first of 8 planned DBB construction contracts is scheduled to be awarded in Q2 FY14. (Re-packaged; reduce to 8 from 11.)
Committed (Contract Values + Executed Changes)	---	---	N/A	○	0%	0%	-0-	○	% \$M Committed (\$0 M) vs. baseline budget (\$1,237 M) not including contingencies.
Contracts Completed	0	0	N/A	○	0	0	-0-	○	# Contracts completed vs. planned.
<b>Contracting - Final Design Consultants</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	N/A	●	6	6	-0-	●	# Contracts awarded vs. planned. The seventh of 9 planned Final Design contracts is scheduled to be awarded by Q1 FY14. (Re-packaged; reduce to 9 from 10.)
Committed (Contract Values + Executed Changes)	---	---	N/A	○	73%	100%	(27%)	●	% \$M Committed (\$118M) vs. baseline budget (\$162M) not including contingencies. Excluded changes in the numbers were reviewed and the current percentage complete reflects the current project status.
Contracts Completed	0	0	N/A	○	0	0	N/A	○	# Contracts completed vs. planned.
<b>Contracting - Other Consultants</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	-0-	●	12	12	-0-	●	# Contracts for Consultant Services other than for final design, construction or insurance awarded this quarter and to date vs. planned, including: 6 for Construction Engineering and Inspection Services, 4 for Project Management (2 Program Management Oversight Consultant + 2 General Engineering Consultant), 4 for Specialty Consulting (Real Estate, Kako'o, Owner-Controlled Insurance Program [OCIP] and LEED MSF Commissioning Consultants), 4 for HDOT Consultant Services and 2 for On-Call for Construction and HazMat Removal consulting. The first CE&I contract will not be awarded until Sept 2013. (Re-packaged; reduce to 20 from 23.) The Inception to Date numbers were updated to reflect the current contract mix.
Committed (Contract Values + Executed Changes)	---	---	N/A	●	58%	100%	(42%)	●	% \$M Committed (\$333M) vs. baseline budget (\$573M). Due to the construction delay, the contract amounts awarded are less than expected. Once construction resumes, the amount committed will increase. The numbers were reviewed and the current percentage complete reflects the current project status.
Contracts Completed	0	0	-0-	●	2	2	-0-	●	# Contracts completed vs. planned. PMSC-1 and GEC-1 have been completed and are being closed out.

Internal Processes Perspective (Continued)

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend
	January, February, March 2013				October 2009 - March 2013				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
<b>Change Orders and Claims</b>									
Change Orders (#)	13	—	N/A	●	61	—	N/A	●	# Change Orders executed this quarter (10 Construction, 1 Final Design, 1 UTIL, 1 Specialty Consultant) These change orders are reducing our unallocated contingency.
Change Orders (\$)	\$79.7	—	N/A	●	\$161.2	—	N/A	●	\$M Change Orders executed this quarter (\$25.1M Construction, \$.6M Specialty Consultant, \$.2M UTIL and others) These change orders reflect the Notice to Proceed and AIS delays.
Claims Filed	0	0	N/A	○	0	0	N/A	○	# Claims filed vs. anticipated.
Claims Resolved	0	0	N/A	○	0	0	N/A	○	# Claims resolved vs. filed.
<b>Utility &amp; HDOT Agreements (Negative = # remaining)</b>									
Utility Agreements	2	—	N/A	○	27	29	(2)	●	# Utility Agreements completed vs. required. The Interim Bridging Agreement for Airport was executed in February and the City Center Interim Bridging Agreement was executed in March. HART needs to sign a utility agreement for the City Center and Airport. HART is internally reviewing the two remaining agreements. Completion of 29 agreements by the end of Q3 FY13 is planned. <i>The numbers were reviewed and the current figures reflect the current project status. Numbers for the calendar year were utilized earlier, and fiscal year numbers are now utilized.</i>
HART-HDOT Agreements	—	—	N/A	○	2	8	(6)	●	# HDOT Agreements completed vs. required. Of the 4 Master Agreements required, 1 (WOFH) has been completed. Of the 4 Joint Use and Occupancy (JU&O) Agreements required, 1 (WOFH) has been completed. The KHG Master and JU&O Agreements remain to be executed, pending meeting with HDOT & HART Attorneys, and possibly elevating subject matter between Mayor and Governor.
<b>Real Estate/Right-of-Way (ROW) (Negative = # remaining)</b>									
Full Acquisitions	0	0	0	●	21	38	(17)	●	# Properties fully acquired ready for construction this quarter and to date vs. planned. Due to acquisition difficulties in securing the Lee property in the WOFH section, the final design is impacted. One property remaining in the Kamehameha section is in escrow. One full take is in escrow and 3 remaining full takes are in negotiations at the Airport section. The remaining City Center full takes are on hold due to the federal court case. The status for the Current Quarter changed from green to yellow.
Expenditures for Full Acquisitions	\$0	\$0	\$0	●	\$36	\$37	(\$1)	●	\$M in expenditures recorded for full acquisitions vs. planned in the FFGA Budget.
Partial Acquisitions	0	0	0	●	7	133	(126)	●	# Properties partially acquired ready for construction this quarter and to date vs. planned. Most of the partial acquisitions are located in the City Center section and are on hold pending resolution in the federal court case.
<b>Safety (lower Actual = favorable vs. Hawaii standard)</b>									
Performance against Standard	0	0	0	●	0.2	4.3	—	●	Incidence rate of Recordable Injuries and Illnesses vs. the Hawaii 2010 Total Recordable Incidence Rate (TRIR). Federal regulations define the Incidence Rate as the # of recordable injuries and illnesses occurring amongst a given # of full-time workers (usually 100) over a given period of time (usually 1 year). A Recordable Incident is a work-related injury or illness that results in: death, loss of consciousness, days away from work, restricted work activity or job transfer, or medical treatment beyond first aid. (29 CFR 1904).
OSHA Recordable Injuries	0	0	0	●	4	0	—	●	# Occupational Safety and Health Agency (OSHA) Recordable Injuries to date.
OSHA Violations	0	0	0	●	0	0	—	●	# OSHA violations to date.
Safety Certification Checklists	—	—	N/A	○	—	—	—	○	# Safety Certification Checklists completed vs. planned.
<b>Quality Assurance (QA)</b>									
QA Audits	3	3	-0-	●	15	15	-0-	●	# QA Audits of HART, GEC, contractors and suppliers completed vs. planned.
Design NCRs	7	7	0	●	20	21	(1)	●	# Design Non-Conformance Reports (NCRs) closed vs. issued.
Construction NCRs	—	—	N/A	○	—	—	N/A	○	# Construction NCRs closed vs. issued.

Internal Processes Perspective (Continued)

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend	
	January, February, March 2013				October 2009 - March 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
<b>Economic Multipliers</b> <i>(Negative = below plan)</i>										
<b>Internal Processes Perspective (Continued)</b>	DBE Participation	0.014%	13%	-12.986%	●	0.35%	13%	-12.65%	●	Actual vs. target participation rate of Disadvantaged Business Enterprises (DBE). The planned DBE participation rate is an overall project goal. <i>The rate has been adjusted to more accurately reflect performance to date.</i>
	Direct Jobs Created	---	---	---	○	---	---	---	○	# Direct jobs created. Projections and criteria to be developed.
	<b>Public Outreach</b>									
	Neighborhood Board Meetings	24	---	N/A	●	742	---	N/A	●	# Neighborhood Board Meetings in which HART has participated to date.
	Presentations/ Events	29	---	N/A	●	1,393	---	N/A	●	# Events in which HART has participated to date.
<b>AGENCY CULTURE</b>										
<b>Professional Growth Perspective</b>	<b>Staff Training and Career Development Program</b>									
	Training Opportunities				○				○	# Training opportunities provided to HART staff vs. planned. Annual Training Plan to be developed.
	Employees Trained				○				○	# HART Employees (including PMSC) who have received professional training. Objective to be established.
	<b>Internal Promotions</b>									
	Internally-Filled Positions	2	0	+2	●	4	0	+4	●	% of positions filled that have been filled internally. Objective to be established.
	<b>PMSC/GEC Phase-Out</b>									
	Positions Transitioned to HART	0	0	-0-	●	3	0	+3	●	# Positions transitioned from PMSC to HART vs. planned in the HART Business Plan. TBD.
	<b>Employee Satisfaction</b>									
	Surveys	0	0	N/A	○	0	0	N/A	○	# Employee surveys conducted to date vs. planned. Plan to be developed.

**Appendix B**

**HART Organizational Charts**

DRAFT

Prepared by:

*Waijiam Do*  
Administrative Specialist

4/2/2013  
Date

Concur:

*[Signature]*  
Director of Administrative Services

4/2/2013  
Date

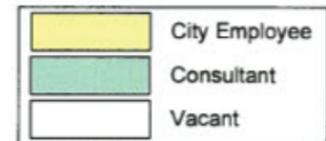
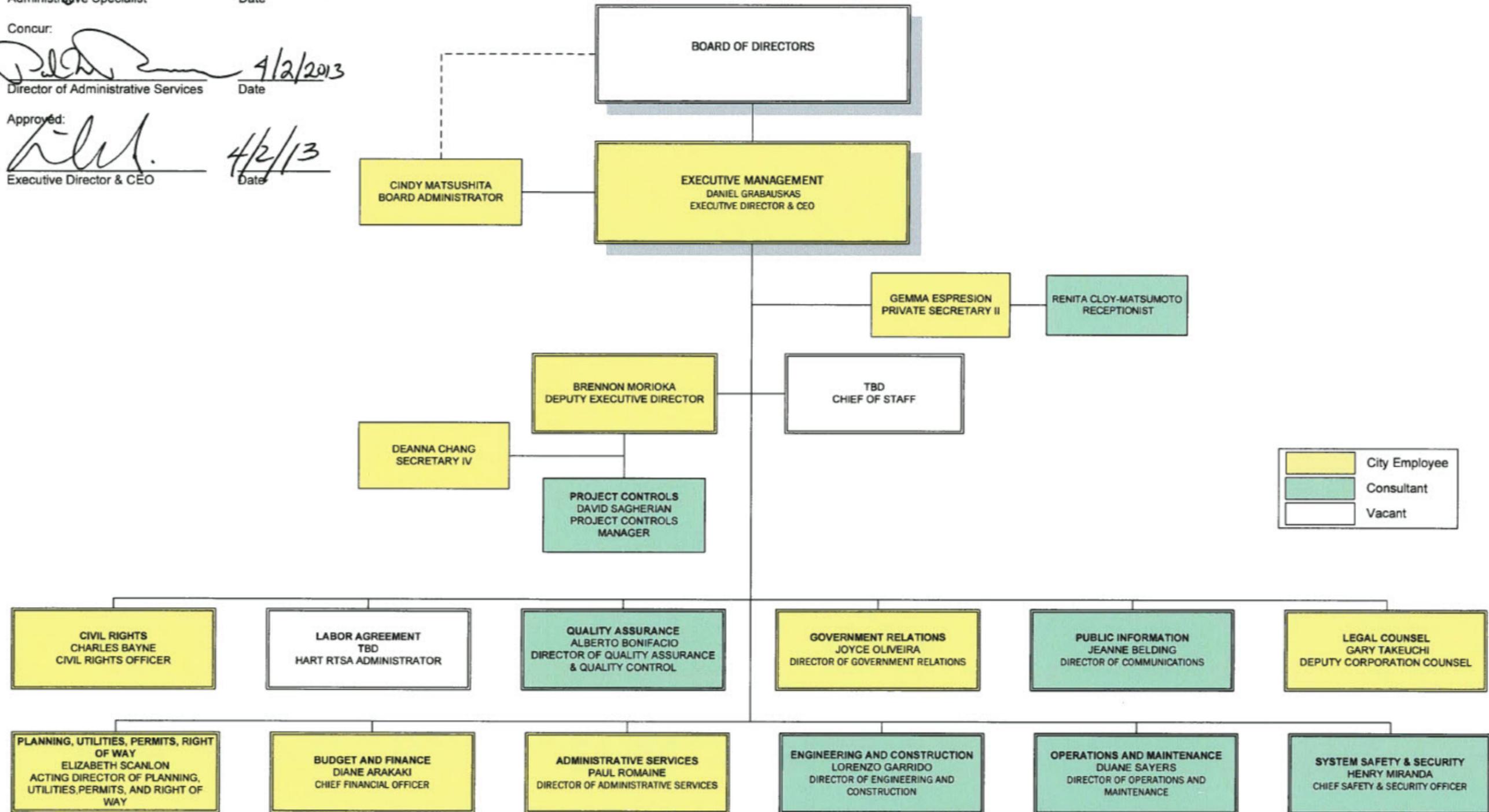
Approved:

*[Signature]*  
Executive Director & CEO

4/2/13  
Date

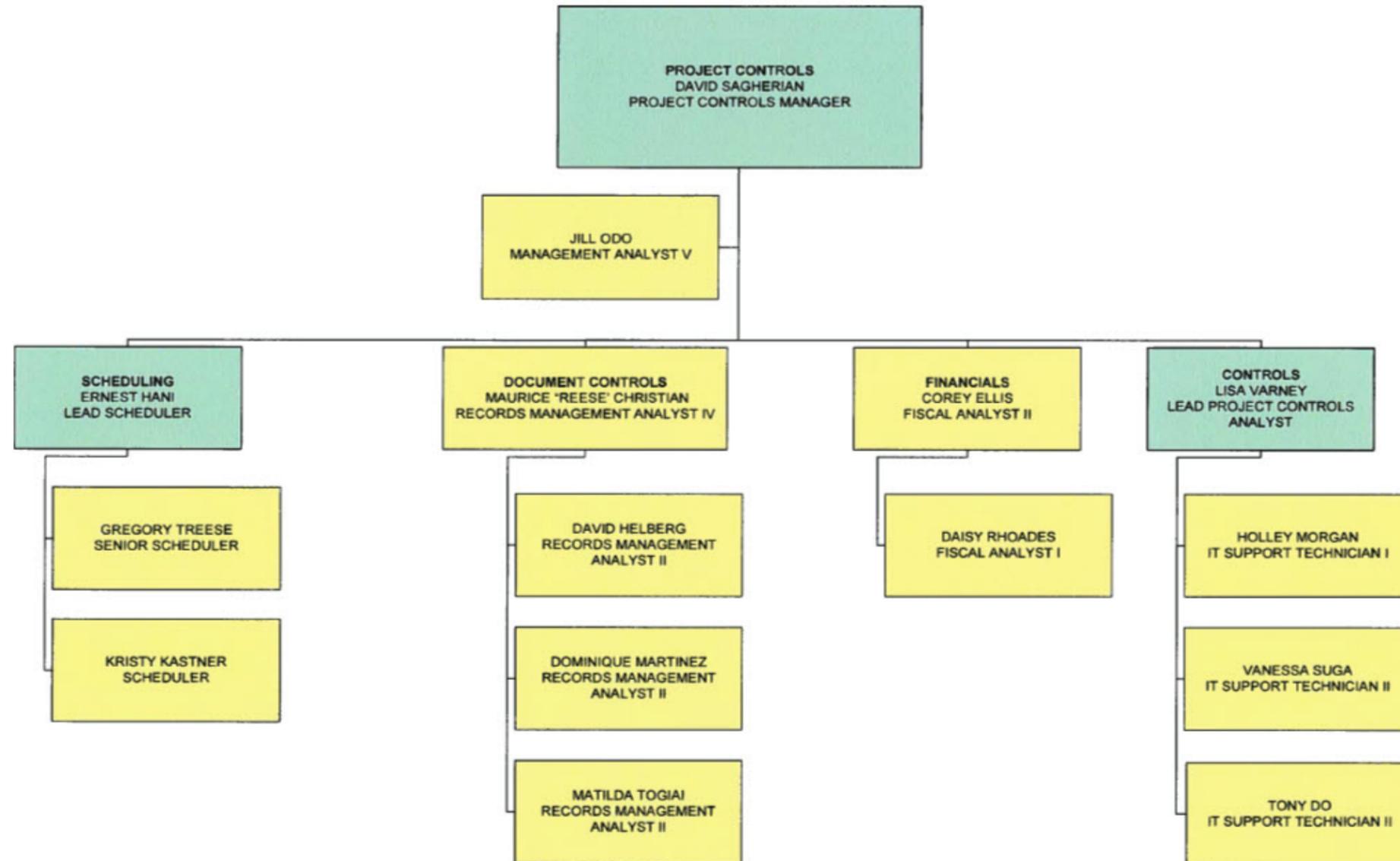
# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

APRIL 2, 2013



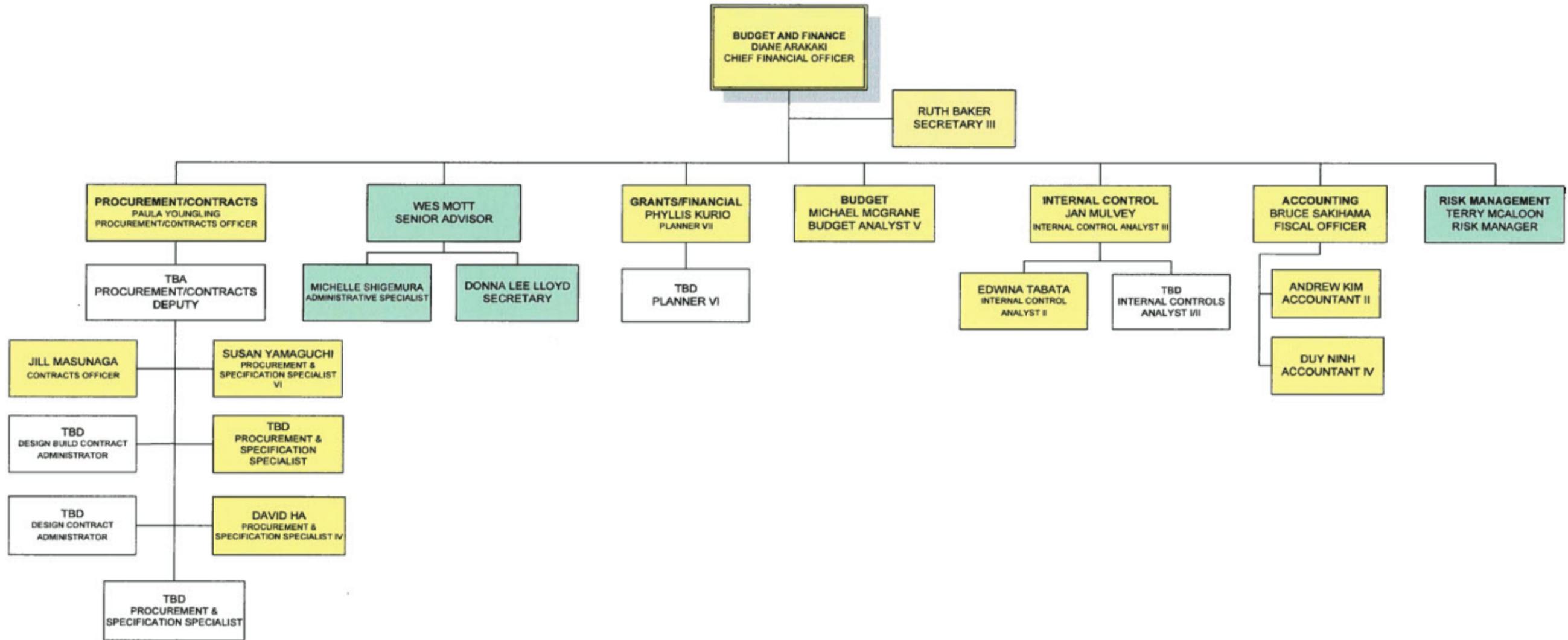
# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION PROJECT MANAGEMENT

APRIL 2, 2013



# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION BUDGET AND FINANCE

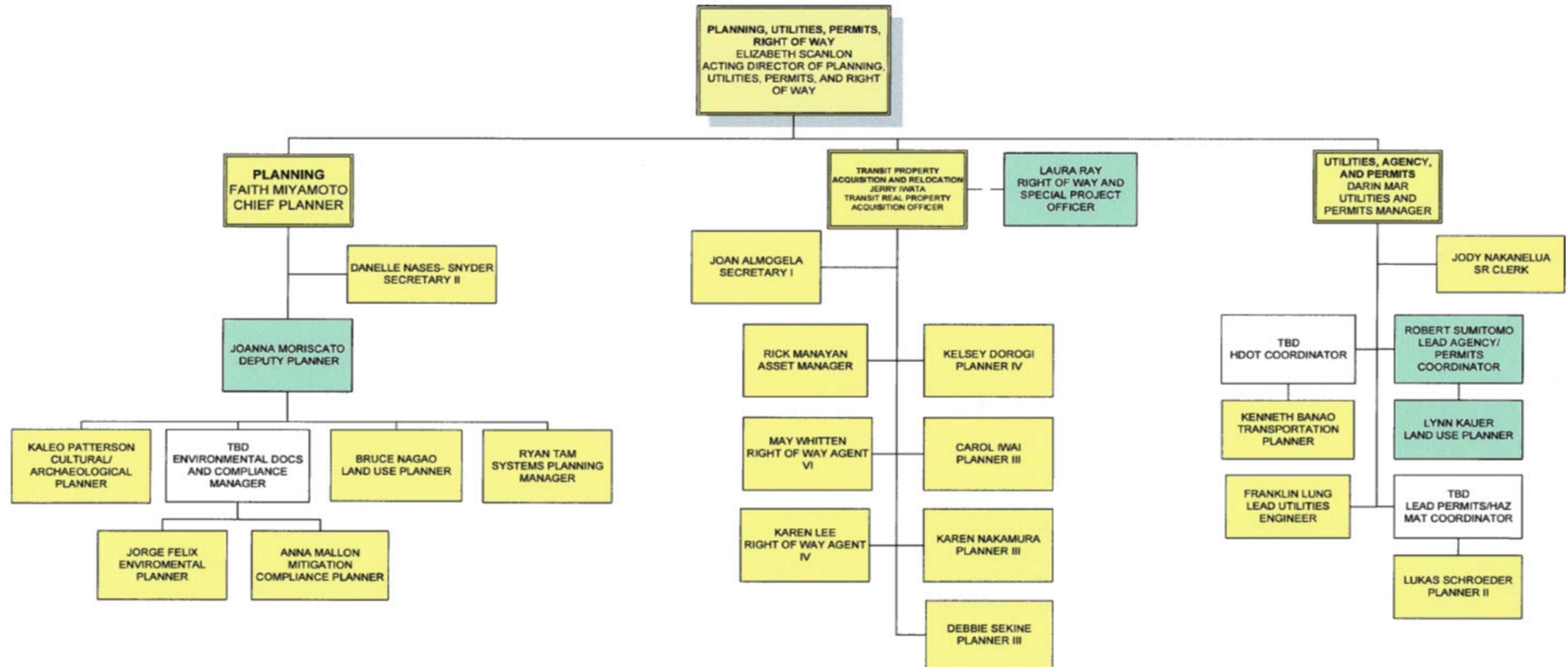
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# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

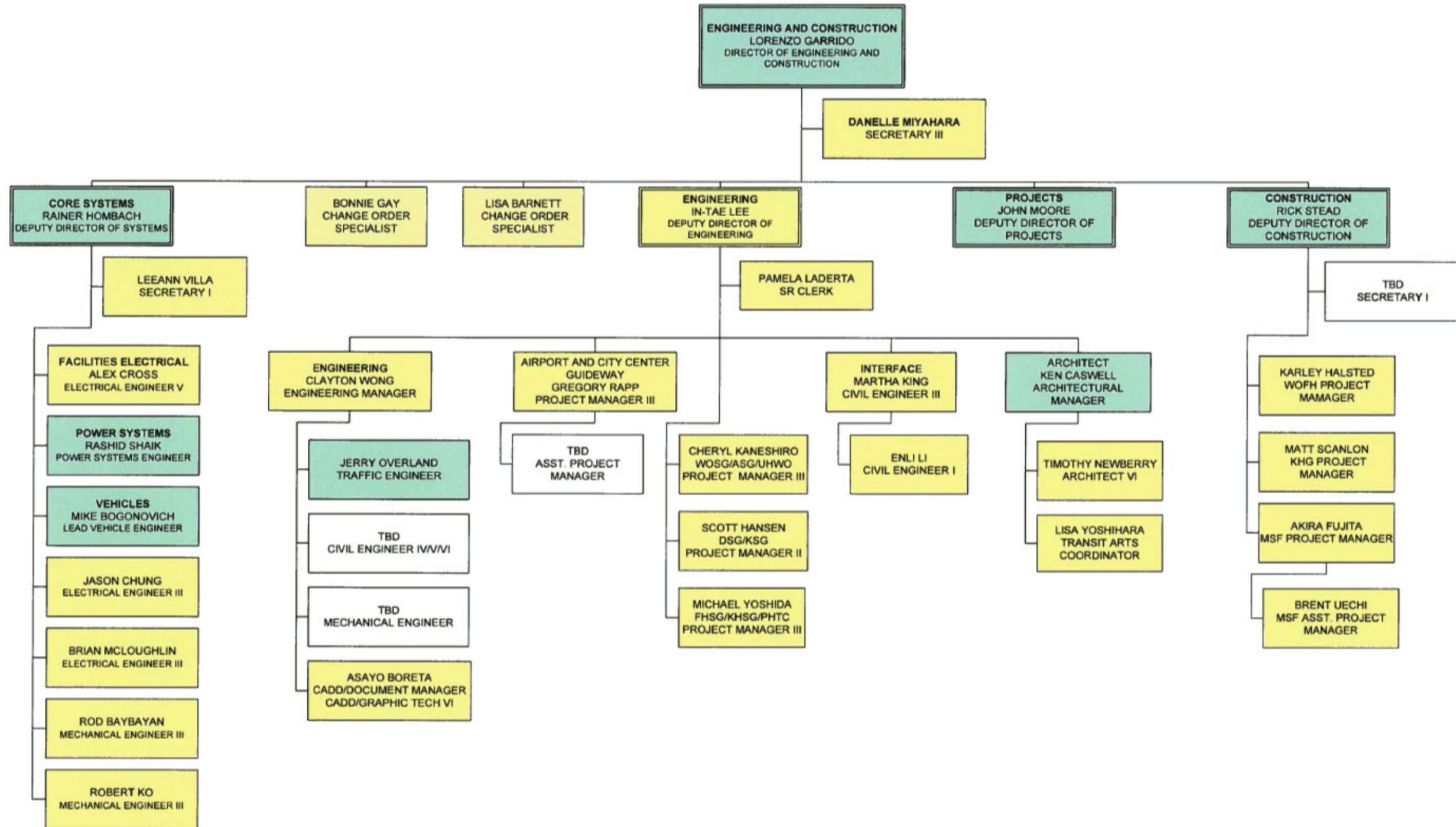
## PLANNING, UTILITIES, PERMITS, RIGHT OF WAY

APRIL 2, 2013



# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION ENGINEERING AND CONSTRUCTION

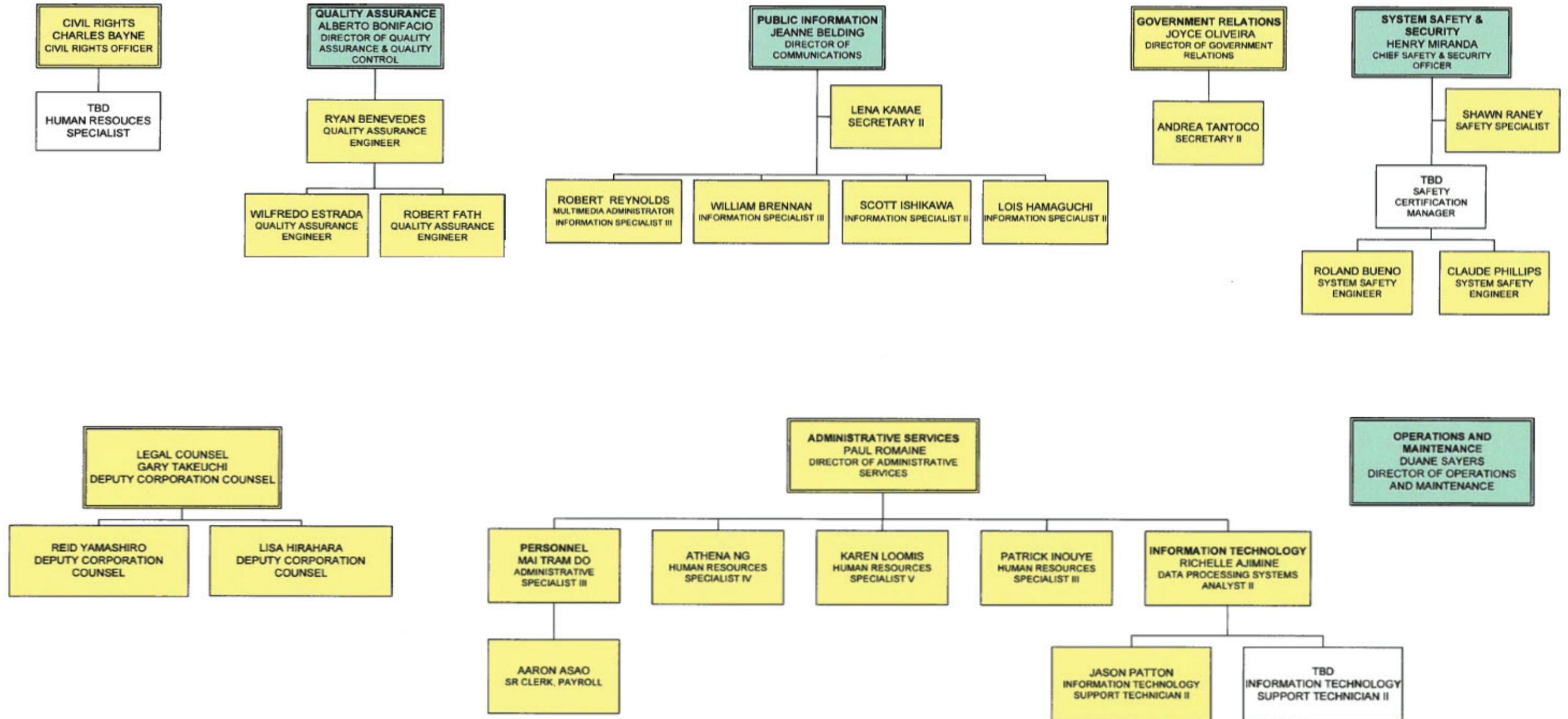
APRIL 2, 2013



# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

## CIVIL RIGHTS, QUALITY ASSURANCE, PUBLIC INFORMATION, GOVERNMENT RELATIONS, SYSTEM SAFETY & SECURITY, LEGAL COUNSEL, ADMINISTRATIVE SERVICES, AND OPERATIONS AND MAINTENANCE

APRIL 2, 2013



## Appendix C

### Project Background and Planning

The Alternatives Analysis (AA) for the project was initiated in August 2005 and the *Honolulu High-Capacity Transit Corridor Project Alternatives Analysis Report* was presented to the Honolulu City Council in November 2006. The purpose of the report was to provide the City Council with the information necessary to select a mode and general alignment for high-capacity transit service on O‘ahu. The report summarized the results of the AA that was conducted following the FTA’s planning guidance. It also provided information on the costs, benefits, and impacts of four alternatives: No Build Alternative, Transportation System Management Alternative, Managed Lane Alternative, and Fixed Guideway Alternative.

During November and December 2006, public meetings were held on the AA. On December 22, 2006, the Honolulu City Council enacted Ordinance No. 07-001, which selected a fixed guideway alternative from Kapolei to the University of Hawai‘i at Mānoa with a connection to Waikīkī as the Locally Preferred Alternative (LPA) for the project. Ordinance 07-001 identified a specific alignment for the majority of the corridor but left options open in two locations. At the western end of the corridor, the LPA selection identified two alignments (described in the AA Report as Section I – Saratoga Avenue/North-South Road and Kamokila Boulevard/Farrington Highway), with the notation “*as determined by the city administration before or during preliminary engineering.*” In the center of the corridor, the LPA selection also identified two alignments (described in the AA Report as Section III – Salt Lake Boulevard and Aolele Street), also with the notation “*as determined by the city administration before or during preliminary engineering.*”

The LPA selection was made recognizing that the then-identified revenue sources, including revenues from the 0.5 percent county GET surcharge in place from January 1, 2007, through December 31, 2022, and a reasonable expectation of FTA New Starts funds, would not be sufficient to fund the capital cost of the LPA. Thus, a financially feasible project needed to be identified. On February 27, 2007, the Honolulu City Council initially selected a segment of the LPA from East Kapolei to Ala Moana Center, via Salt Lake Boulevard (Resolution 07-039, FD1(c)). However, on January 28, 2009, the Honolulu City Council, under Resolution 08-261, recommended replacing the Salt Lake portion of this initial alignment with a route that includes direct service to Pearl Harbor and the Airport. This section of the LPA, from East Kapolei to Ala Moana Center, which serves the Airport is referred to as “the project” and is shown in **Figure 1** and described in Project Description, both following.

Figure 1: The Project



## Project Description

### Alignment

The project is an approximately 20-mile portion of the LPA extending from East Kapolei in the west to Ala Moana Center in the east (**Figure 1**). The alignment is elevated, with the exception of 3,175 linear feet (0.6 mile) that is at-grade near the Leeward Community College Station.

The project is planned to be delivered in four design and construction sections, as described below.

### *Section I – West O‘ahu /Farrington Highway: East Kapolei to Pearl Highlands*

East Kapolei is the western terminus of the project. The alignment begins at Kualaka‘i Parkway (North-South Road) north of Kapolei Parkway. The alignment follows Kualaka‘i Parkway in a northerly direction to the entrance to UH West O‘ahu where it turns east and continues south of Farrington Highway and then onto Farrington Highway and crosses Fort Weaver Road. The alignment is elevated along this length.

The alignment continues in a north-easterly direction following Farrington Highway in an elevated structure. Alongside Waipahu High School, the alignment descends to grade as it enters the Maintenance & Storage Facility (the former Navy Drum site). The alignment continues at grade to Leeward Community College and then returns to an elevated configuration to cross the H-1 Freeway. North of the Freeway, the alignment turns eastward along Kamehameha Highway.

**Table 1: Section I Stations – East Kapolei to Pearl Highlands**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
1.	<b>East Kapolei:</b> Kualaka‘i Parkway @ East -West Road	Center Platform Concourse	Park-and-Ride lot: 900 spaces
2.	<b>UH West O‘ahu :</b> Kualaka‘i Parkway @ Campus Drive	Side Platform Concourse	Park-and- Ride lot: 1,000 spaces Major bus interface
3.	<b>Ho‘opili:</b> Future minor east-west street approximately 300' south of Farrington Highway	Side Platform No concourse	
4.	<b>West Loch:</b> Farrington Highway @ Leoku Street	Side Platform Concourse	Major bus interface with Bus Transit Center
5.	<b>Waipahu Transit Center:</b> Farrington Highway @ Mokuola Street	Side Platform Concourse	Major bus interface with Bus Transit Center
6.	<b>Leeward Community College:</b> Leeward CC parking lot	Center Platform At grade	Community college interface Access from below platform circulation space

***Section II – Kamehameha Highway: Pearl Highlands to Aloha Stadium (Airport)***

The alignment continues in an elevated structure and continues in the median of Kamehameha Highway, crossing H-1 and continuing to where the Moanalua Freeway extension joins Kamehameha Highway at Aiea Stream. The route then crosses the westbound lane of Kamehameha Highway past a section with a pocket track and continues to the Aloha Stadium Station. Section II includes three stations: Pearl Highlands, Pearlridge, and Aloha Stadium, and two park-and-ride lots.

**Table 2: Section II Stations – Pearl Highlands to Aloha Stadium**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
7.	<b>Pearl Highlands:</b> Kamehameha Highway @ Kuala Street	Side Platform Concourse	Park-and-Ride multi-level structure: 1,600 spaces Major bus interface
8.	<b>Pearlridge:</b> Kamehameha Highway @ Kaonohi Street	Side Platform Concourse	Major bus interface to be provided in the future as a separate project when funds become available
9.	<b>Aloha Stadium:</b> Kamehameha Highway @ Salt Lake Boulevard	Side Platform No Concourse	Major bus interface Park-and-Ride lot: 600 spaces

***Section III – Airport: Aloha Stadium to Middle Street Transit Center Station***

Past Aloha Stadium Station, the elevated route reenters the median of Kamehameha Highway continuing to its intersection with Nimitz Highway. The route then runs along Nimitz Highway turning *makai* into Aolele Street. The route then follows Aolele Street (Koko Head) transitioning to Ualena Street and Waiwai Loop to reconnect to Nimitz Highway along the *makai* frontage road and continues to the Middle Street Transit Center, after crossing Nimitz Highway. Section III includes four stations: Pearl Harbor Naval Base, Honolulu International Airport, Lagoon Drive, and Middle Street Transit Center.

**Table 3: Section III Stations – Airport**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
10.	<b>Pearl Harbor Naval Base:</b> Kamehameha Highway @ Radford Drive	Side Platform Concourse	
11.	<b>Honolulu International Airport:</b> Aolele Street @ Ala 'Auana Street	Side Platform No Concourse	Pedestrian walkways to Airport Terminal
12.	<b>Lagoon Drive:</b> Ualena Street @ Lagoon Drive	Side Platform No concourse	Two entrances
13.	<b>Middle Street Transit Center:</b> Dillingham Boulevard @ Middle Street	Side Platform Concourse	Major bus interface with Bus Transit Center Pedestrian Bridge to Transit Center

**Section IV – City Center: Middle Street Transit Center Station to Ala Moana Center**

The elevated alignment continues southeast following Dillingham Boulevard and crosses Kapālama Canal, leaving Dillingham Boulevard at Ka‘aahi Street, and crosses Iwilei Road. After crossing Iwilei Road, the alignment follows Nimitz Highway to Halekauwila Street and continues southeast along Halekauwila Street past Ward Avenue, where it transitions onto Queen Street. At the end of Queen Street, the alignment crosses Waimanu Street and crosses over to Kona Street. The alignment then goes into Ala Moana Center and ends with a tail track along Kona Street.

Section IV includes eight stations: Kalihi, Kapālama, Iwilei, Chinatown, Downtown, Civic Center, Kaka‘ako, and Ala Moana Center. There are no park-and-ride lots planned in this section.

**Table 4: Section IV Stations – City Center**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
14.	<b>Kalihi:</b> Dillingham Boulevard @ Mokauea Street	Side Platform Concourse	Two entrances
15.	<b>Kapālama:</b> Dillingham Boulevard @ Kokea Street	Side Platform No concourse	Two entrances
16.	<b>Iwilei:</b> Ka‘aahi Street @ Dillingham Boulevard	Side Platform Concourse	
17.	<b>Chinatown:</b> Nimitz Highway @ Kekaulike Street	Side Platform Concourse	
18.	<b>Downtown:</b> Nimitz Highway @ Alakea Street	Side Platform Concourse	Two entrances
19.	<b>Civic Center:</b> Halekauwila Street @ South Street	Side Platform No Concourse	Two entrances
20.	<b>Kaka‘ako:</b> Halekauwila Street @ Ward Avenue	Side Platform No Concourse	
21.	<b>Ala Moana Center:</b> Kona Street <i>mauka</i> of shopping center	Center/Side Platform Adjacent to shopping center	Major bus interface

**System-wide Elements**

The selected transit technology is electrically powered, industry-standard steel wheel on steel rail powered from a third-rail system. The selected vehicle is to be capable of a top speed greater than 50 mph. The vehicles will be fully automated and driverless although train attendants are anticipated to be on the train during an initial burn-in period to provide the possibility of manual intervention in response to malfunctions. The driverless option is possible because the fixed guideway will operate in exclusive right-of-way with no automobile or pedestrian crossings. The system is being designed so that vehicles from more than one supplier could operate on the guideway once they are integrated with the train control system. To this degree, it is intended to be a non-proprietary system.

The traction power distribution system consists of about 14 substations and main line track power distribution facilities. The substations are spaced at approximately one and one-half mile intervals along the alignment. The exact number of substations will be determined during final design.

Train signaling uses automatic train control and automatic train operations technology. The communications and security facilities include emergency phones, closed-circuit television, and public address and information display systems.

There will be 80 guideway vehicles to accommodate 6,280 passengers per hour per direction in the initial years of operations. Additional vehicles will be added to the fleet as passenger demands require in the future.

The Maintenance & Storage Facility will be constructed on 43 acres of land at the former Navy Drum site, *makai* of Farrington Highway to the west of Leeward Community College, to service and store the transit vehicles. Up to 150 vehicles may be accommodated at the Maintenance & Storage Facility.

## **Fare Collection**

A unified fare structure is planned, which will be integrated with the City's existing bus system, TheBus. The H RTP was originally contemplated to have a barrier-free, proof-of-payment fare collection system utilizing fare vending machines in all stations and fare inspectors riding the system to verify proof of fare payment. This type of fare collection system is less capital intensive to implement but is more costly to operate over the long term. New at-grade light rail systems typically utilize proof-of-payment fare collection systems to reduce the cost of building the light rail line. An alternative would be to utilize a traditional barrier fare collection system with fare gates that require payment to enter the rail station. This type of system is feasible for the H RTP since all rail stations will be elevated with controlled access. Fare gate systems cost more to initially install but are less expensive to operate long term. They also reduce the potential for fare evasion by train users and provide information on travel and usage patterns which will help with planning service levels and bus-rail connections. Currently, H RTP stations are also being designed so that fare gates may be installed in the future with little or no disruption. HART will be studying fare collection systems in conjunction with the development of a Fare Policy for the rail line. A final decision by the HART BOD on which type of fare collection system to use is expected to be made in FY2014.

## **Operating Plan**

The Project is planned to operate in revenue service seven days a week. Weekday service will operate between 4 a.m. and midnight. Saturday service will run from 5 a.m. to midnight, and Sunday service will run from 6 a.m. to midnight. Vehicle headways in each direction will range from 3 minutes during peak periods to 10 minutes from 8 p.m. to midnight. A train will arrive in each direction at the station every 6 minutes during base periods. The system is planned to operate with multi-car vehicles at a maximum train length of 240 feet with each train able to carry a minimum of 300 passengers. The

peak capacity in the opening year will be 6,280 passengers per hour per direction. The system will be expandable to allow for a 50% increase in capacity.

### **Ridership Estimates**

2030 travel forecasts for the project anticipate about 116,000 daily transit boardings. In the initial year of full operations, the project anticipates approximately 99,800 daily boardings.

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**Appendix D**

**Financial Charts and Tables**

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**Project and Systemwide Sources and Uses of Funds,  
FY2010 - FY2030, YOE \$millions**

<b>SOURCES OF FUNDS</b>	<b>YOE \$M</b>
<b>Project Capital Sources of Funds</b>	
Project Beginning Cash Balance	298
Net GET Surcharge Revenues	3,291
FTA Section 5309 New Starts Revenues	1,550
FTA Section 5307 Formula and ARRA Funds Used for the Project 1/	214
Interest Income	3
Transfer from Project Cash Balance to Ongoing Rail Capital and O&M Cost	(193)
<b>Subtotal Project Capital Sources of Funds</b>	<b>\$5,163</b>

<b>USES OF FUNDS</b>	<b>YOE \$M</b>
<b>Project Capital Uses of Funds</b>	
Project Capital Cost	4,949
<b>Subtotal Project Capital Cost</b>	<b>\$4,949</b>
<b>Finance Charges</b>	
Interest Payment on GO Bonds Issued for the Project	191
Interest Payment on Tax-Exempt Commercial Paper	10
GO Bond Issuance Cost	13
<b>Subtotal Finance Charges</b>	<b>\$215</b>
<b>Subtotal Project Capital Uses of Funds</b>	<b>\$5,163</b>

<b>Ongoing Capital Sources of Funds</b>	
FTA Section 5309 Fixed Guideway Modernization	80
FTA Section 5309 Bus Discretionary	116
FTA Section 5307 Formula Funds Used for Ongoing Capital Cost	499
FTA Section 5307 and 5309 Grants Carryover from Prior Years	50
American Recovery and Reinvestment Act	26
FTA Section 5316 (JARC) and 5317 (New Freedom)	0
Transfers to the State's Vanpool Program	(3)
Transfer from Project Cash Balance to Ongoing Rail Capital Cost	54
City General Obligation Bond Proceeds	404
<b>Subtotal Ongoing Capital Sources of Funds</b>	<b>\$1,225</b>

<b>Ongoing Capital Uses of Funds</b>	
Additional Railcar Acquisitions	35
Project Capital Asset Replacement Program	150
TheBus Vehicle Acquisitions	667
Other Capital Cost	235
TheHandi-Van Vehicle Acquisitions	138
<b>Subtotal Ongoing Capital Uses of Funds</b>	<b>\$1,225</b>

<b>TOTAL CAPITAL SOURCES OF FUNDS</b>	<b>\$6,388</b>
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<b>TOTAL CAPITAL USES OF FUNDS</b>	<b>\$6,388</b>
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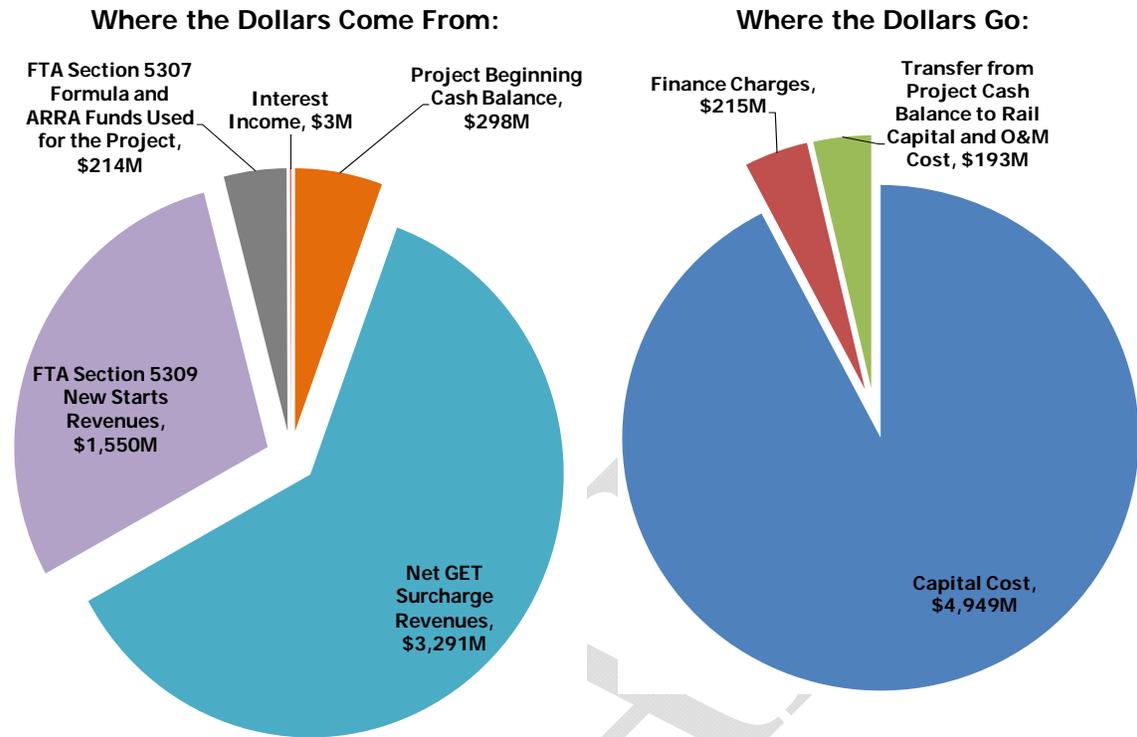
<b>Operating Sources of Funds</b>	
Fare Revenues (TheBus and Rail)	2,098
Fare Revenues (TheHandi-Van)	60
<b>Subtotal Fare Revenues</b>	<b>\$2,158</b>
FTA Section 5307 Formula Funds Used for Preventative Maintenance	247
FTA Section 5316 (JARC) and 5317 (New Freedom)	20
Transfer from Project Cash Balance to Rail O&M Cost	140
City Operating Subsidy	5,871
<b>TOTAL OPERATING SOURCES OF FUNDS</b>	<b>\$8,436</b>

<b>Operating Uses of Funds</b>	
TheBus O&M Costs	5,459
Rail O&M Costs	1,613
TheHandi-Van O&M Costs	1,310
Other O&M Costs	55
<b>TOTAL OPERATING USES OF FUNDS</b>	<b>\$8,436</b>

1/ Includes \$4M from American Recovery & Reinvestment Act of 2009

Note: totals may not add due to rounding

## Project Sources and Uses of Funds, YOE \$millions



Note: Totals may not add due to rounding  
ARRA = American Recovery and Reinvestment Act

Source: Financial Plan, June 2012

## SUMMARY OF HART FINANCIAL INFORMATION - FY2012 to FY2014

(dollars)

	FY2012	FY2013	FY2013	FY2014
	Actual	Budget	Projected	Proposed
<b>Total Budget</b>				
Operating Budget	20,582,626	21,069,193		20,917,259
Capital Improvements	354,736,280	491,584,960		1,340,438,300
<b>Total Budget Request</b>	<b>375,318,906</b>	<b>512,654,153</b>		<b>1,361,355,559</b>
<b>Operating Expenses</b>				
Personnel	8,968,714	12,971,682	10,406,533	13,030,366
Current expenses	6,917,651	8,081,511	6,370,244	7,880,893
Equipment & Software/Depreciation	18,069	16,000	0	6,000
<b>HART Operating Total</b>	<b>15,904,434</b>	<b>21,069,193</b>	<b>16,776,777</b>	<b>20,917,259</b>
<b>Reimbursements to Other City Depts.</b>				
Salaries, Fringe Benefits & Current Expenses		1,065,402	452,854	985,971
City Overhead Contribution (CASE)		1,014,467	865,297	996,060
<b>Other City Depts. Reimbursements Total</b>	<b>1,049,544</b>	<b>2,079,869</b>	<b>1,318,151</b>	<b>1,982,031</b>
<b>H RTP Capital Expenses</b>				
Consultant Services		64,593,540	10,365,120	19,731,900
Design Services		72,673,230	111,560,542	39,867,500
Programmatic Agreement		100,000		1,950,000
Utility Relocation		17,342,190		134,500,000
Construction, Construction Mgmt. & Inspection		243,966,420	90,187,459	304,466,100
Core Systems including Equipment		55,556,510	32,250,852	425,907,000
Land Acquisition		34,181,200	23,586,554	85,570,000
Relocation		3,171,870	190,995	1,000,000
Art		0	2,042	1,975,000
Other (Contingency and Recertification)		0	0	325,470,800
<b>HART Capital Program Total</b>	<b>245,259,271</b>	<b>491,584,960</b>	<b>268,143,564</b>	<b>1,340,438,300</b>

**HONOLULU AUTHORITY FOR RAPID  
TRANSPORTATION**

**HONOLULU RAIL TRANSIT  
CORRIDOR PROJECT**

**INDEPENDENT FINANCIAL AUDIT  
PROFESSIONAL SERVICES CONTRACT**

**EXHIBIT 1  
AMENDED SCOPE OF SERVICES**

## **I. INTRODUCTION**

The specifications contained herein are intended to describe the scope and nature of the work required of the Consultant who will be engaged by the Honolulu Authority for Rapid Transportation (hereinafter referred to as HART), to conduct: (1) a financial audit of the transactions, accounts, and books of HART for the fiscal years ended June 30, 2012, 2013, 2014, and 2015; and (2) an examination of the systems and procedures for accounting, reporting, and operational and internal controls of HART.

At the present time, the City and County of Honolulu (hereinafter referred to as CITY) maintains all accounts and records of HART revenues and expenditures. The CONSULTANT shall rely on the CITY's accounting system for all records of transactions.

HART was created as a result of a charter amendment contained in Article XVII of the Revised Charter of the City & County of Honolulu and commenced operations on July 1, 2011.

All provisions of these specifications shall be considered to be a part of the contract entered into by and between HART and the CONSULTANT.

## **II. FINANCIAL AUDIT AND REVIEW OF INTERNAL CONTROLS**

### **A. Audit Objectives**

The objectives of the audit are:

1. To provide a basis for an opinion by the CONSULTANT on the fair presentation of the financial statements of HART.
2. To determine whether HART's internal control structure is adequate in ensuring that there is proper recordation of revenues, expenditures, assets, and liabilities and whether HART complies with applicable laws and regulations regarding internal controls. In the required reports on internal controls, the CONSULTANT shall communicate any reportable conditions found during the course of the audit. A reportable condition shall be defined as a significant deficiency in the design or operation of the internal control structure which could adversely affect HART's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. Reportable conditions that are also material weaknesses shall be identified as such in the report. Other conditions not required to be reported shall be presented in a separate management letter, which shall be referred to in the reports on internal controls.

3. To evaluate the adequacy, effectiveness, and efficiency of the systems and procedures of accounting, reporting, and operational and internal controls and to recommend improvements to such systems and procedures.

B. Audit Scope

The audit scope shall include:

1. Financial Audit

Conduct a financial audit of the transactions, accounts, and records of HART for the fiscal years ended June 30, 2012, 2013, 2014, and 2015.

The CONSULTANT is not expected to verify every transaction, but may base the audit on tests and samples as determined by its professional judgment. There should be sufficient testing of the financial data to provide the CONSULTANT with a basis to report on the fairness of the financial statements, on the legality and propriety of the expenditures, and on the accounting of all revenues and other receipts.

HART's expenditures are represented by the following fund codes:

Fund 290, Transit Operating Fund

Fund 690, Transit Capital Fund

Fund 695, Capital Improvement Bond Fund

Fund 693, Federal Grants Fund

2. Internal Control Review

Examine existing systems and procedures of accounting, reporting, operational and internal controls of HART and all operations for which HART is responsible. Evaluate the system of internal control and assess the extent to which the system can be relied upon to ensure accurate information and compliance with laws and regulations, to provide for efficient and effective operations, and to ensure integrity in HART's receipting and expenditure of funds.

The CONSULTANT shall also identify findings of any material deficiencies and weaknesses in the systems and procedures and make appropriate recommendations for improvement.

C. Standards for Examinations and Reports

1. The examinations shall be performed and the reports thereon shall be in accordance with the Generally Accepted Auditing Standards as prescribed by the American Institute of Certified Public Accountants and the Generally Accepted Government Auditing Standards issued by the Comptroller General of the United States.
2. The report on internal control shall include the scope of the review; an evaluation of the adequacy and effectiveness of the organization and systems, including significant findings of any weaknesses and inadequacies.

The report must disclose any significant losses or waste; any fraudulent use of or improper or unauthorized expenditure of funds, or any failure to account for revenues; any significant lack of efficiency in the operations, and include recommendations for improvements in any material weaknesses and inadequacies in the organization and systems.

D. Provide assistance to the CFO in preparing HART's Annual Report by:

1. Making every effort to ensure that such report is in accordance with the reporting requirements of generally accepted accounting principles and the pronouncements of the Governmental Accounting Standards Board (GASB).
2. Assisting in the preparation of the financial statements, schedule of expenditures and related notes.
3. Assistance with the implementation of new GASB pronouncements
4. Assistance in researching issues and the applicability of GASB and GAAP pronouncements which may impact HART's financial statement reporting requirements.

E. Legal Authority

In ascertaining whether or not the financial transactions of HART are in compliance with applicable laws, ordinances, regulations and administrative procedures in accordance with Government Auditing Standards, the CONSULTANT shall become sufficiently knowledgeable with the applicable section of the following as they relate to HART activities:

1. Constitution of the State of Hawaii;
2. Hawaii Revised Statutes,
3. Session Laws of Hawaii;
4. Hawaii Administrative Rules;
5. Revised Ordinances of the City;
6. Revised Charter of the City and County of Honolulu;
7. Applicable rules, regulations, and administrative procedures issued by the Federal Transit Administration, the State of Hawaii, the City, and HART relating to HART's financial transactions, accounting systems and controls, and operating procedures; and
8. Collective bargaining agreements affecting employees of HART.

F. Working Papers

The working papers are the property of the CONSULTANT and constitute confidential information.

The CONSULTANT shall, at any time, make available to HART for its inspection and review, such of the working papers developed during the examinations as are required to be disclosed under applicable professional standards, which may include the following:

1. Audit program and internal control questionnaire (not to be copied);
2. Trial balances;
3. Schedules, recommendations, computations, analyses, audit notes; confirmation letters and replies; and
4. Documents obtained in the course of the examination.

G. Number of Copies of Audit Reports

The CONSULTANT shall provide fifty (50) bound copies of the audited financial statements, thirty (30) bound copies of the internal control report, and ten (10) copies of the schedule of findings and questioned costs not later than November 30, immediately following the fiscal year under the contract.

**III. SPECIFIC AREAS OF CONCERN**

During the contract period, HART may request the CONSULTANT to examine specific areas of concern. Such additional services shall be performed by the CONSULTANT after receipt of written authorization by HART. Such authorization shall contain the additional scope of work to be performed and additional compensation to be paid. To the extent practicable, the CONSULTANT will utilize CITY staff and other resources of HART in order to keep the amount of additional compensation to a minimum.

**AGREEMENT FOR INDEPENDENT FINANCIAL AUDITOR  
PROFESSIONAL SERVICES**

**RFP-HRT-446502**

**CONTRACT NO. SC-HRT-1200054**

This Agreement for Professional Services dated APR 17 2012 (this "Agreement"), is entered into by and between Honolulu Authority for Rapid Transportation, a semi-autonomous agency of the City and County of Honolulu, whose principal place of business and mailing address is Alii Place, 1099 Alakea Street, Suite 1700, Honolulu, Hawaii 96813, hereinafter referred to as "HART", and PKF Pacific Hawaii LLP, a Hawaii Partnership, whose principal place of business and mailing address is 1132 Bishop Street, Suite 2500, Honolulu, Hawaii 96813, hereinafter referred to as the "CONSULTANT". HART and the CONSULTANT are hereinafter collectively referred to as the "Parties".

WITNESSETH THAT:

WHEREAS, HART desires to engage the CONSULTANT to provide Independent Financial Auditor professional services for the Honolulu Rail Transit Project, hereinafter referred to as the "PROJECT";

WHEREAS, the services entered hereunder are technical and professional in nature and HART personnel are not able to provide these services;

WHEREAS, the CONSULTANT was selected pursuant to Section 103D-303 of the Hawaii Revised Statutes ("HRS"), as amended, and related Hawaii Administrative Rules ("HAR"), relating to competitive sealed proposals; and

WHEREAS, the CONSULTANT is willing and able to provide the technical and professional services required if compensation is provided for;

NOW, THEREFORE, HART and the CONSULTANT, in consideration of the foregoing and of the mutual promises hereinafter set forth, the sufficiency and adequacy of which are hereby acknowledged, and intending to be legally bound, hereby mutually agree as follows:

1. The CONSULTANT shall perform and complete in a professional manner all of the services required for the PROJECT in accordance with and as set forth in the Contract Documents as hereinafter described, shall furnish all services, labor, goods, materials, supplies, equipment and other incidentals reasonably necessary for the successful completion of the PROJECT and work contemplated under the Contract Documents (the "Work"), and the CONSULTANT shall receive and accept as full compensation for all of the Work the price for the various items of the Work as hereinafter set forth.

2. The CONSULTANT shall complete the technical and professional services and perform the Work in accordance with:

- a. Part 1 - This Agreement;
- b. Part 2 - The Special Provisions and any exhibits and attachments thereto;
- c. Part 3 - The General Terms and Conditions for Professional Service for City and County of Honolulu, dated 8/2000 ("General Terms and Conditions"); and
- d. Part 4 - The CONSULTANT's Proposal, which is inclusive of all submissions comprising and evaluated as its Best and Final Offer (collectively "CONSULTANT's Proposal"), dated January 23, 2012.

all of which are collectively referred to as the "Contract Documents", are attached hereto and incorporated herein, and are listed in order of controlling preference should there be any conflict in the terms of the Contract Documents, and any modifications, changes or amendments in connection therewith being specifically referred to and incorporated herein by reference and made a part hereof as though fully set forth herein; provided that those portions of Part 4 of the CONSULTANT's Proposal that exceed the requirements of the other Contract Documents become the new minimum Contract requirements.

3. The CONSULTANT shall complete the Work required under the Contract Documents as provided for in the Special Provisions attached hereto.

The CONSULTANT will proceed with the Work upon receipt of the written Notice to Proceed (NTP) issued under the Agreement. There will be several separate and distinct NTPs issued under this Agreement. Work shall not begin until HART has issued the NTP. Any Work undertaken by the CONSULTANT prior to issuance of a NTP will be the sole responsibility of and will be undertaken at the sole risk of the CONSULTANT without any obligation on the part of HART.

4. This is a firm fixed-price contract, and subject to the provisions of this paragraph and in accordance with Section 8 of the General Terms and Conditions, HART agrees to pay the CONTRACTOR, for the satisfactory performance and completion of the Work, the payments in accordance with the Price Proposal set forth in the CONSULTANT's Proposal. The total fixed price amount for this Agreement shall be ONE HUNDRED SIXTY THOUSAND AND NO/100 DOLLARS (\$160,000.00). For the first fiscal year, the amount of CONSULTANT'S payments shall not exceed FORTY THOUSAND AND NO/100 DOLLARS (\$40,000.00). This is a multi-term agreement subject to the availability of funds in accordance with HAR § 3-122-149 as further described in the Special Provisions. The payments for services and the Work performed under this Agreement are all inclusive of direct labor, overhead, general and administrative expenses, other direct costs, subcontractor costs, fixed fees, and all applicable taxes, including State general excise and use tax.

The allowance for the reimbursable expenses shall be TWO THOUSAND AND NO/100 DOLLARS (\$2,000.00). For the first fiscal year the allowance for reimbursable expenses shall be FIVE HUNDRED and NO/100 DOLLARS (\$500.00). The allowance for reimbursable expenses is not to be exceeded without a contract amendment and any funds remaining at the end of this Agreement shall revert back to the CITY. The allowance for reimbursable expenses must be directed and approved by HART and is subject to the terms contained in the Special Provisions. Reimbursable expenses shall be invoiced to HART at cost, plus the State general excise tax or use

tax, where applicable. Reimbursement will be made upon submission of a copy of the vendor invoice.

The total aggregate amount of this Agreement in its entirety shall not exceed ONE HUNDRED SIXTY-TWO THOUSAND AND NO/100 DOLLARS (\$162,000.00), hereinafter called the "Total Price," subject to the Special Provisions and the General Terms and Conditions, including the provisions thereof relating to reducing or increasing the compensation of the CONSULTANT.

5. By signing below, the CONSULTANT hereby represents that, to the best of its knowledge and belief, cost or pricing data, as defined in HAR § 3-122-122 and submitted pursuant to HAR § 3-122-125, either actually or by specific identification in writing to the Officer-in-Charge in support of this Agreement, is accurate, complete, and current as of the date of this Agreement. This certification includes the cost or pricing data supporting any advance agreement(s) between the CONSULTANT and HART which are a part of the CONSULTANT's cost proposal.

6. Unless notified otherwise by the Officer-in-Charge in writing, when notice is to be given to HART, it shall be mailed or delivered to:

Honolulu Authority for Rapid Transportation  
1099 Alakea Street, Suite 1700  
Honolulu, Hawaii 96813  
Attention: Executive Director and CEO

7. Unless mutually agreed to otherwise in writing, when notice is to be given to the CONSULTANT, it shall be mailed or delivered to:

Dwayne S. Takeno  
PKF Pacific Hawaii LLP  
1132 Bishop Street, Suite 2500  
Honolulu, Hawaii 96813

8. This Agreement, its integrated attachments, and the Contract Documents constitute the entire agreement of the Parties and as such is intended as a complete and exclusive statement of the promises, representations, negotiations, discussions, and other agreements that may have been made in connection with the subject matter hereof. Unless an integrated attachment to this Agreement specifically displays a mutual intent to amend a particular part of this Agreement, general conflicts in language between any such attachment and this Agreement shall be construed to be consistent with the terms of this Agreement. Unless otherwise expressly authorized by the terms of this Agreement or the Contract Documents, no modification or amendment to this Agreement or the Contract Documents shall be binding upon the Parties unless the same is in writing and signed by the respective Parties hereto.

HART-12 (11/11)

# Certificate

The attached contract for Independent Financial Auditor Professional Service Contract

(\$40,500.00)

is hereby approved as to availability and designation of funds, and certification is hereby made that there is a valid appropriation from which expenditures to be made under said contract may be made and that sufficient unencumbered funds will be available in the Treasury of the City and County of Honolulu to the credit of such appropriation to pay the amounts of such expenditures when the same become due and payable.

CONTRACT NO. SC - HRT- 1200054

HONOLULU, HAWAII

FUND Operating Transit Fund (290)

Date: 4/17/12  


ACCOUNT NO. \_\_\_\_\_

( Daniel A. Grabauskas

290/3001 - 12 = \$40,500.00 (3002)

Executive Director and CEO 

TOTAL = \$40,500.00

Honolulu Authority for Rapid Transportation

IN WITNESS WHEREOF, HART and the CONSULTANT have executed this Agreement by their duly authorized officers or agents on the day and year first above written.

Honolulu Authority for Rapid Transportation

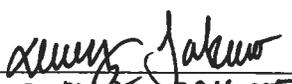
PKF Pacific Hawaii LLP



By: ~~Kenneth Toru Hamayasu~~ *ms*  
Its: ~~Interim~~ Executive Director and CEO  
Daniel Grabauskas

APR 17 2012

*Tom*



By: ~~Wayne Takeuchi~~  
Its: ~~Partner~~

APPROVED AS TO FORM AND LEGALITY:

GARY Y. TAKEUCHI

Deputy Corporation Counsel

Attach Notary Page

CONSULTANT ACKNOWLEDGEMENT

STATE OF HAWAII )  
 ) SS.  
CITY AND COUNTY OF HONOLULU )

On this 16th day of March, 2012 before me appeared  
Dwayne Takano and \_\_\_\_\_, to me

known, to be the person(s) described in and, who, being by me duly sworn, did say that

he/she/they is/are partner and \_\_\_\_\_ of  
PKF Pacific Hawaii LLP

the CONSULTANT named in the foregoing instrument, and that he/she/they is/are authorized to sign said instrument on behalf of the CONSULTANT, and acknowledges that he/she/they executed said instrument as the free act and deed of the CONSULTANT.

LS  
(Notary Stamp or Seal)

Jannel Ababon  
(Signature)  
Jannel Ababon  
(Print name)

Notary Public, State of Hawaii  
My Commission Expires: March 7, 2014

**NOTARY CERTIFICATE** (Hawaii Administrative Rules 5-11-8)

Doc. Date: no date listed No. of Pages: 5 plus attachments

Jannel Ababon Jurisdiction: First Circuit

Document Identification or Description: \_\_\_\_\_  
Agreement for independent financial auditor  
professional services. RFP-HRT-446502.  
Contract No. SC-HRT-1200054

LS  
(Notary Stamp or Seal)

Jannel Ababon 3/16/2012  
Signature of Notary Date of Certificate

**INDEPENDENT FINANCIAL  
AUDITOR  
PROFESSIONAL SERVICES  
CONTRACT**

**REQUEST FOR PROPOSALS  
SC-HRT-1200054  
RFP-HRT-446502**

**SPECIAL PROVISIONS**

**HONOLULU AUTHORITY FOR  
RAPID TRANSPORTATION  
HONOLULU RAIL TRANSIT  
PROJECT**

## SPECIAL PROVISIONS TABLE OF CONTENTS

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- VIII. FEDERAL CLAUSES
- IX. ASSIGNMENT
- X. HEADING; GENDER; NUMBER
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### EXHIBITS

- EXHIBIT 1 - SCOPE OF SERVICES
- EXHIBIT 2 - CONTRACT COST
- EXHIBIT 3 - FEDERALLY REQUIRED CLAUSES
  - EXHIBIT 1.6 a) – DBE PARTICIPATION REPORT
  - EXHIBIT 1.6 b) – FINAL REPORT OF DBE PARTICIPATION
- EXHIBIT 4- GENERAL TERMS AND CONDITIONS FOR CONTRACTS FOR PROFESSIONAL SERVICES FOR THE CITY AND COUNTY OF HONOLULU (08/2000)

**SPECIAL PROVISIONS TO THE  
AGREEMENT FOR INDEPENDENT FINANCIAL AUDITOR  
PROFESSIONAL SERVICES CONTRACT**

This Special Provisions to the Agreement for Independent Financial Auditor (this “Special Provisions”) shall be incorporated into and be a part of that certain Agreement by and between Honolulu Authority for Rapid Transportation and PKF Pacific Hawaii LLP, hereinafter referred to as “HART” and “CONSULTANT” dated APR 17 2012 (the “Agreement” or “Contract”). This Special Provisions and the General Terms and Conditions for Contracts for Professional Services for the City and County of Honolulu, dated 1/2008 (“General Terms and Conditions”) shall apply to, and are incorporated by reference into the Agreement, except as modified by reference herein. All defined terms in the Agreement shall have the same meaning in these Special Provisions, except as modified by reference herein.

**I. PROJECT**

The Honolulu High Capacity Transit Corridor Project, also known as the Honolulu Rail Transit Project (“HRTTP”), is identified in the Final Environmental Impact Statement. It is described as a twenty (20) mile grade-separated fixed guideway transit system between East Kapolei and Ala Moana Center. HART will be contracting for services related to Independent Financial Auditor Professional Services. These services will include but are not limited to: compliance with all Federal, State and City laws, regulations, and requirements; and providing the capacity to accomplish the work, as defined in Exhibit 1 – Scope of Work in the required time.

**II. SERVICES**

The basic services that the CONSULTANT shall provide under the Agreement are set forth in the Scope of Services, attached hereto and incorporated herein as Exhibit 1.

**III. DEFINITIONS**

The following definitions are added to the General Terms and Conditions:

“**FEDERAL GOVERNMENT**” means the United States of America and any executive department or agency thereof.

“**FULL FUNDING GRANT AGREEMENT**” (“**FFGA**”) means the designated means for the FTA to provide New Starts funds to projects with a Federal share of \$25 million or more. An FFGA establishes the terms and conditions for Federal financial participation in a New Starts project; defines the project; sets the maximum amount of Federal New Starts funding for a project; covers the period of time for completion of the project; and facilitates efficient management of the project in accordance with applicable Federal statutes, regulations, and policy.

“**FTA**” means the Federal Transit Administration, United States Department of Transportation. The Federal Transit Administration is the current designation for the former Urban Mass Transportation Administration. Any reference in any law, map, regulation, document, paper, or other record of the United States to the Urban Mass Transportation Administration or its acronym UMTA is deemed a reference to the Federal Transit Administration.

“**HART**” means the “Honolulu Authority for Rapid Transportation”, including its Board of Directors, duly authorized officers and representatives.

“**PMOC**” means the FTA’s Project Management Oversight Consultant.

“**PMSC**” means InfraConsult LLC, the HART Project Management Services Consultant or any successor entity.

“**PROJECT**” means all Work within the scope of services as described in the Agreement executed by the Parties and as further described in these Special Provisions for the H RTP and its component elements, which include the 28-mile Locally Preferred Alternative and the 20-mile Airport Alignment.

“**SUBCONSULTANT**” means any subcontractor or subconsultant that is to furnish Work or services at any tier under this contract.

“**U.S.C.**” means the United States Code.

“**U.S. DOT**” means the United States Department of Transportation, including its operating administrations.

“**WORK**” means the furnishing of all services, labor, goods, materials, supplies, equipment, and other incidentals reasonably necessary to the successful completion of the Agreement.

The following definitions in the General Terms and Conditions are modified:

“**CHIEF PROCUREMENT OFFICER**” shall mean and refer to the HART Executive Director or Designee.

“**CITY AND COUNTY OF HONOLULU**” and “**CITY**”, shall be replaced by “**HART**” whenever those terms appear unless the context specifically indicates otherwise.

“**CONSULTANT**” or “**CONTRACTOR**” means any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or other private legal entity engaged by HART to perform the Work under this Agreement.

“**DIRECTOR**” or “**DIRECTOR OF BUDGET AND FISCAL SERVICES**” shall be replaced by HART’s Executive Director or the Director’s duly authorized representative or designee, unless the context specifically indicates otherwise.

“**OFFICER IN CHARGE**” means HART’s Executive Director or the Director’s duly authorized representative or designee.

IV. INDEPENDENT CONTRACTOR

Section 4.1.1 of the General Terms and Conditions shall be deleted in its entirety and replaced with the following:

“The CONSULTANT shall perform the work as an independent contractor and shall indemnify and hold harmless the Honolulu Authority for Rapid Transportation (“HART”), the City and County of Honolulu (“CITY”) and its departments, and all of their respective officers, directors, employees or agents, from any and all deaths, injuries, losses, damages to persons or property, and any additional claims, demands, suits, actions and liabilities therefore including reasonable attorney fees and cost of defense, caused by error, omissions or negligence in the performance of the contract by the CONSULTANT or the CONSULTANT’s subcontractors, agents and employees and this requirement shall survive the termination of the contract.

The CONSULTANT is an independent contractor and shall not be deemed to be an agent, servant, representative or employee of HART or the CITY. The contract shall not be construed to create a partnership or joint venture between the CONSULTANT and HART or the CITY.”

V. INSURANCE REQUIREMENTS

Section 4.3 of the General Terms and Conditions shall be deleted in its entirety and replaced with the following:

“4.3. **INSURANCE.** Insurance coverage shall be provided by insurers authorized to provide insurance in the State of Hawaii.

a. At all times during the term of this Contract and any extensions thereto, the CONSULTANT shall, at his own expense, procure and maintain any and all insurance to cover CONSULTANT’s operations that may be required under any applicable federal, state or local law, statute or ordinance or regulation, including but not limited to applicable workers compensation and automobile liability insurance. In addition, the CONSULTANT shall maintain the following:

(1) **Commercial General Liability (CGL)** and if necessary commercial umbrella insurance with a limit of not less than \$1,000,000 each occurrence, and general aggregate, with HART and the City and County of Honolulu included as additional insureds. The policies shall contain a waiver of subrogation in favor of HART and the City and County of Honolulu.

(2) **Professional Liability.** The CONSULTANT shall maintain professional liability insurance with limits of not less than \$1,000,000 per occurrence/annual aggregate, covering the CONSULTANT, the

CONSULTANT's employees or agents for liability arising out of errors, omissions, or negligence in the performance of professional services under the contract.

- b. The insurance specified above shall:
  - 1. Provide that such insurance is primary coverage with respect to all insureds for claims arising from CONSULTANT's negligent acts and/or omissions or misconduct; and that any insurance (or self-insurance) carried by HART shall be excess and non-contributing;
  - 2. Contain a standard Cross Liability endorsement providing that the insurance applies separately to each insured, applicable to policies specified in 4.3;
  - 3. Not be terminated, canceled, not renewed or substantially changed without thirty (30) days prior written notice to HART, except for non-payment of premium;
  - 4. Except for Professional Liability Insurance required in 4.3 a (2) above, insurance required in 4.3. a. shall be written on an "Occurrence" form of policy, unless otherwise specifically approved by HART.
  
- c. Certificate of insurance:
  - 1. The CONSULTANT will provide and thereafter maintain current and renewal certificates of insurance, prepared by a duly authorized agent, or if requested, copies of the policies, evidencing the insurance in effect at all times during the term of this contract as required herein to HART.
  - 2. Certificates shall clearly identify the project by name and/or contract number.
  - 3. Certificates shall show the Certificate Holder as the Honolulu Authority for Rapid Transportation and the City and County of Honolulu, and be delivered to the Executive Director and CEO, 1099 Alakea Street Suite 1700, Honolulu, Hawaii 96813, and the Director of Budget and Fiscal Services, 530 South King Street Room 115, Honolulu, Hawaii 96813."

## VI. COMPENSATION AND INVOICING

Section 8 of the General Terms and Conditions, entitled "COMPENSATION," is hereby deleted in its entirety and replaced with the following:

### **"8.1. COMPENSATION AND INVOICING**

- a. Subject to the provisions set forth in this Contract, the CONSULTANT will be paid upon completion by HART for authorized and satisfactorily completed Work and services rendered under this Contract. Such payment shall be full compensation for Work performed and services rendered, for all supervision, labor, supplies, materials, equipment or use thereof, taxes, and for all other necessary incidentals. The amount to be paid to the CONSULTANT shall be computed as hereafter set forth; provided that such payment shall not exceed the Total Price amount of ONE HUNDRED SIXTY TWO THOUSAND AND NO/100 DOLLARS (\$162,000.00), which includes all costs and fees associated with this Contract. In the event the CONSULTANT incurs costs, fees or other compensation in excess of the Total Price, adjusted as provided herein, the CONSULTANT shall pay such excess from its own funds and HART shall not be required to pay any part of such excess and the CONSULTANT shall have no claim against HART on account thereof.
- b. Compensation for work and services shall be on a lump-sum basis but not to exceed the Total Price. Compensation shall be based on the CONSULTANT's price proposal.
- c. Reimbursable expenses referred to in the Contract, and identified in Exhibit 2 to the Special Provisions, attached hereto and incorporated herein, shall be billed at cost without markup by the CONSULTANT and shall include pre-approved actual expenses incurred by the CONSULTANT for Work performed.

VII. PROMPT PAYMENT TO SUBCONSULTANTS

Section 8.6 of the General Terms and Conditions, entitled "PROMPT PAYMENT TO SUBCONSULTANTS," is hereby deleted in its entirety and replaced with the following:

**"8.6. PROMPT PAYMENT TO SUBCONSULTANTS**

- a. Any money, other than retainage, paid to the CONSULTANT shall be dispersed to SUBCONSULTANTS within ten (10) days after receipt of the money in accordance with the terms of the subcontract; provided that the SUBCONSULTANT has met all the terms and conditions of the subcontract and there are no bona fide disputes.
- b. Upon final payment to the CONSULTANT, full payment to the SUBCONSULTANT, including retainage, shall be made within ten (10) days after receipt of the money; provided that there are no bona fide disputes over the SUBCONSULTANT's performance under the subcontract. *See HAR § 3-125-23.*

- c. A payment request made by the CONSULTANT to the Officer-in-Charge that includes a request for sums that were withheld or retained from a SUBCONSULTANT and are due to the SUBCONSULTANT may not be approved, unless the payment request includes:
1. Substantiation of the amounts requested; and
  2. Certification by the CONSULTANT, to the best of the CONSULTANT's knowledge and belief; that:
    - i) The amounts requested are only for performance in accordance with the specifications, terms, and conditions of the contract;
    - ii) The SUBCONSULTANT has made payments due to its SUBCONSULTANTS and suppliers from previous payments received under the contract and will make timely payments from the proceeds of the payment covered by the certification, in accordance with their subcontract agreements and the requirements of this section; and
    - iii) The payment request does not include any amounts that the CONSULTANT intends to withhold or retain from a SUBCONSULTANT or supplier in accordance with the terms and conditions of their subcontract.
- d. Prompt Payment of Retainage to SUBCONSULTANTS upon Satisfactory Completion of SUBCONSULTANT Work. Upon satisfactory completion of accepted work by a SUBCONSULTANT, the CONSULTANT shall request sums that were withheld or retained from a SUBCONSULTANT and are due to the SUBCONSULTANT pursuant to subsection (c). The CONSULTANT shall pay all retainage owed to the SUBCONSULTANT within ten (10) days after payment to the CONSULTANT."

#### VIII. FEDERAL CLAUSES

##### FEDERAL FUNDING, INCORPORATION OF FTA TERMS, AND CHANGES TO FEDERAL REQUIREMENTS

This Agreement includes, in part, certain standard terms and conditions required by the Federal Transit Administration ("FTA"), as expressly set forth in the Agreement Special Provisions. All provisions required by the FTA, as set forth in FTA Circular 4220.1F, dated November 1, 2008 (including any changes), are herein incorporated by reference. Anything to the contrary notwithstanding, all FTA mandated terms and conditions will be deemed to control in the event of a conflict with other provisions contained in the Agreement. The CONSULTANT shall not perform any act, fail to perform any act, or refuse to comply with any HART request which would cause HART to be in violation of FTA terms and conditions. This Agreement will be subject to any financial assistance agreement between HART and the FTA and all laws, regulations, guidelines, and provisions of the financial assistance agreement will apply to the Agreement and will be incorporated by reference as if fully set forth therein.

The CONSULTANT shall at all times comply with all applicable Federal Government laws and regulations, including without limitation FTA regulations, policies, procedures and directives, including those listed directly or by reference in Applicable Grant Agreements between HART and FTA, as they may be amended or promulgated from time to time during the term of the Agreement (collectively, "Federal Standard Requirements"). These Federal Standard Requirements may change and the changed Federal Standard Requirements will apply to this Agreement as required unless the Federal Government determines otherwise. The CONSULTANT's failure to comply with the Federal Standard Requirements shall constitute a material breach of the Agreement.

The Federal Standard Requirements are contained in Exhibit 3, attached hereto and incorporated by reference.

IX. ASSIGNMENT

This Agreement is non-transferable and non-assignable in whole or in part, except by an instrument, in writing, signed by each of the Parties.

X. HEADINGS; GENDER; NUMBER

The titles of headings of Sections, Subsections and Paragraphs are intended for convenience of reference and shall not be considered as having any bearing on their interpretation.

All words used in the singular shall extend to and include the plural. All words used in the plural shall extend to and include the singular. All words used in any gender shall extend to and include all genders.

XI. COMPLIANCE WITH OMB CIRCULAR A-87 - OFFICE OF MANAGEMENT AND BUDGET

The CONSULTANT shall at all times comply with the Office of Management and Budget (OMB) Circular A-87, Revised 05/10/2004, which establishes principles and standards for determining costs for Federal awards carried out through grants, cost reimbursement contracts, and other agreements with State, Local, and Indian Tribal Governments. This Circular and its Attachments (A -E) establish the principles and standards to provide a uniform approach for determining allowable costs.

**HONOLULU AUTHORITY FOR RAPID  
TRANSPORTATION**

**HONOLULU RAIL TRANSIT PROJECT**

**INDEPENDENT FINANCIAL AUDIT  
PROFESSIONAL SERVICES CONTRACT**

**EXHIBIT 1  
SCOPE OF SERVICES**

## **I. INTRODUCTION**

The specifications contained herein are intended to describe the scope and nature of the work required of the CONSULTANT who will be engaged by the Honolulu Authority for Rapid Transportation (hereinafter referred to as HART), to conduct: (1) a financial audit of the transactions, accounts, and books of HART for the fiscal years ending June 30, 2012, 2013, 2014, and 2015; and (2) an examination of the systems and procedures for accounting, reporting, and operational and internal controls of HART.

At the present time, the City and County of Honolulu (hereinafter referred to as CITY) maintains all accounts and records of HART revenues and expenditures. The CONSULTANT shall rely on the CITY's accounting system for all records of transactions.

HART was created as a result of a charter amendment contained in Article XVII of the Revised Charter of the City and County of Honolulu and commenced operations on July 1, 2011.

All provisions of these specifications shall be considered to be a part of the contract entered into by and between HART and the CONSULTANT.

## **II. FINANCIAL AUDIT AND REVIEW OF INTERNAL CONTROLS**

### **A. Audit Objectives**

The objectives of the audit are:

1. To provide a basis for an opinion by the CONSULTANT on the fair presentation of the financial statements of HART.
2. To determine whether HART's internal control structure is adequate in ensuring that there is proper recordation of revenues, expenditures, assets, and liabilities and whether HART complies with applicable laws and regulations regarding internal controls. In the required reports on internal controls, the CONSULTANT shall communicate any reportable conditions found during the course of the audit. A reportable condition shall be defined as a significant deficiency in the design or operation of the internal control structure which could adversely affect HART's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. Reportable conditions that are also material weaknesses shall be identified as such in the report. Other conditions not required to be reported shall be presented in a separate management letter, which shall be referred to in the reports on internal controls.

3. To evaluate the adequacy, effectiveness, and efficiency of the systems and procedures of accounting, reporting, and operational and internal controls and to recommend improvements to such systems and procedures.

B. Audit Scope

The audit scope shall include:

1. Financial Audit

Conduct a financial audit of the transactions, accounts, and records of HART for the fiscal years ending June 30, 2012, 2013, 2014, and 2015.

The CONSULTANT is not expected to verify every transaction, but may base the audit on tests and samples as determined by its professional judgment. There should be sufficient testing of the financial data to provide the CONSULTANT with a basis to report on the fairness of the financial statements, on the legality and propriety of the expenditures, and on the accounting of all revenues and other receipts.

HART's expenditures are represented by the following fund codes:

Fund 290, Transit Operating Fund

Fund 690, Transit Capital Fund

Fund 695, Capital Improvement Bond Fund

Fund 693, Federal Grants Fund

2. Internal Control Review

Examine existing systems and procedures of accounting, reporting, operational and internal controls of HART and all operations for which HART is responsible. Evaluate the system of internal control and assess the extent to which the system can be relied upon to ensure accurate information and compliance with laws and regulations, to provide for efficient and effective operations, and to ensure integrity in HART's receipting and expenditure of funds.

The CONSULTANT shall also identify findings of any material deficiencies and weaknesses in the systems and procedures and make appropriate recommendations for improvement.

C. Standards for Examinations and Reports

1. The examinations shall be performed and the reports thereon shall be in accordance with the Generally Accepted Auditing Standards as prescribed by the American Institute of Certified Public Accountants and the Generally Accepted Government Auditing Standards issued by the Comptroller General of the United States.
2. The report on internal control shall include the scope of the review; an evaluation of the adequacy and effectiveness of the organization and systems, including significant findings of any weaknesses and inadequacies.

The report must disclose any significant losses or waste; any fraudulent use of or improper or unauthorized expenditure of funds, or any failure to account for revenues; any significant lack of efficiency in the operations, and include recommendations for improvements in any material weaknesses and inadequacies in the organization and systems.

D. Legal Authority

In ascertaining whether or not the financial transactions of HART are in compliance with applicable laws, ordinances, regulations and administrative procedures in accordance with Government Auditing Standards, the CONSULTANT shall be sufficiently knowledgeable with the applicable sections of the following as they relate to HART activities:

1. Constitution of the State of Hawaii;
2. Hawaii Revised Statutes,
3. Session Laws of Hawaii;
4. Hawaii Administrative Rules;
5. Revised Ordinances of the City;
6. Revised Charter of the City and County of Honolulu;

7. Applicable rules, regulations, and administrative procedures issued by the Federal Transit Administration, the State of Hawaii, the City, and HART relating to HART's financial transactions, accounting systems and controls, and operating procedures; and
8. Collective bargaining agreements affecting employees of HART.

E. Working Papers

The working papers are the property of the CONSULTANT and constitute confidential information.

The CONSULTANT shall, at any time, make available to HART for its inspection and review, such of the working papers developed during the examinations as are required to be disclosed under applicable professional standards, which may include the following:

1. Audit program and internal control questionnaire (not to be copied);
2. Trial balances;
3. Schedules, recommendations, computations, analyses, audit notes, confirmation letters and replies; and
4. Documents obtained in the course of the examination.

F. Number of Copies of Audit Reports

The CONSULTANT shall provide fifty (50) bound copies of the audited financial statements, thirty (30) bound copies of the internal control report, and ten (10) copies of the schedule of findings and questioned costs not later than November 30, immediately following the fiscal year under the contract.

**III. SPECIFIC AREAS OF CONCERN**

During the contract period, HART may request the CONSULTANT to examine specific areas of concern. Such additional services shall be performed by the CONSULTANT after receipt of written authorization by HART. Such authorization shall contain the additional scope of work to be performed and additional compensation to be paid. To the extent practicable, the CONSULTANT will utilize HART staff and other resources of HART in order to keep the amount of additional compensation to a minimum.

**SPECIAL PROVISIONS  
EXHIBIT 2**

**HONOLULU RAIL TRANSIT PROJECT**

**INDEPENDENT FINANCIAL AUDITOR PROFESSIONAL SERVICES CONTRACT**

**CONTRACT COST**

**EXHIBIT 2  
CONTRACT COST**

<u>Item</u>	<u>Amount</u>
Financial Auditor for Fiscal Year 2012	\$ 40,000.00
Financial Auditor for Fiscal Year 2013	\$ 40,000.00
Financial Auditor for Fiscal Year 2014	\$ 40,000.00
Financial Auditor for Fiscal Year 2015	<u>\$ 40,000.00</u>
<b>Total Fixed Price Contract Amount</b>	<b>\$160,000.00</b>
<b>Allowance for Reimbursable Expenses</b>	<b><u>\$ 2,000.00</u></b>
<b>Total Aggregate Amount</b>	<b>\$162,000.00</b>

**HONOLULU AUTHORITY FOR RAPID  
TRANSPORTATION**

**HONOLULU RAIL TRANSIT PROJECT**

**INDEPENDENT FINANCIAL AUDITOR  
PROFESSIONAL SERVICES CONTRACT**

**EXHIBIT 3  
FEDERALLY REQUIRED CLAUSES**

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**NOTE: This Exhibit is intended to be incorporated as part of the Special Provisions to the Agreement and is being provided in this Request For Proposals for information purposes for this solicitation and may be modified.**

## FEDERALLY REQUIRED CLAUSES

### 1.0 GENERAL

The CONTRACTOR understands that Federal laws, regulations, policies, and related administrative practices applicable to this Agreement on the date signed may be modified from time to time. The CONTRACTOR agrees that the most recent of such Federal requirements will govern the administration of the Agreement at any particular point in time, except if HART issues a written determination otherwise. To achieve compliance with changing Federal requirements, the CONTRACTOR agrees to include notice in each subcontract that Federal requirements may change and that the changed requirements will apply to the subcontract as required.

#### 1.1 No Government Obligation to Third Parties

(a) HART and the CONTRACTOR acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying Agreement, absent the express written consent by the Federal Government, the Federal Government is not a party to this Agreement and shall not be subject to any obligations or liabilities to HART, the CONTRACTOR, or any other party (whether or not a party to that Agreement) pertaining to any matter resulting from the underlying Agreement.

(b) The CONTRACTOR agrees to include the above clause in each subcontract. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

#### 1.2 Program Fraud and False or Fraudulent Statements and Related Acts

(a) The CONTRACTOR acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§ 3801 *et seq.* and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. Part 31, apply to its actions pertaining to this Project. Upon execution of the underlying Agreement, the CONTRACTOR certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying Agreement or the Federal Transit Administration (FTA) assisted project for which this Agreement work is being performed. In addition to other penalties that may be applicable, the CONTRACTOR further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the CONTRACTOR to the extent the Federal Government deems appropriate.

(b) The CONTRACTOR also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under an Agreement connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. Chapter 53, the Federal Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5323(l) on the CONTRACTOR, to the extent the Federal Government deems appropriate.

(c) The CONTRACTOR shall include the above two clauses in each subcontract. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

### 1.3 Access to Records and Reports

(a) The CONTRACTOR shall provide HART, the FTA Administrator, the Comptroller General of the United States or any of their authorized representatives access to any books, documents, papers and records of the CONTRACTOR which are directly pertinent to this Agreement for the purposes of making audits, examinations, excerpts and transcriptions. The CONTRACTOR shall, pursuant to 49 C.F.R. § 633.17, provide the FTA Administrator or his authorized representatives, including any Project Management Oversight Contractor, access to the CONTRACTOR's records and construction sites pertaining to a major capital project, defined at 49 U.S.C. § 5302(a)(1), which is receiving federal financial assistance through the programs described at 49 U.S.C. §§ 5307, 5309 or 5311.

(b) The CONTRACTOR shall permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

(c) The CONTRACTOR shall maintain all books, records, accounts and reports required under this Agreement for a period of not less than three years after the date of termination or expiration of this Agreement, except in the event of litigation or settlement of claims arising from the performance of this Agreement, in which case the CONTRACTOR shall maintain the same until HART, the FTA Administrator, the Comptroller General of the United States, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.

### 1.4 Federal Changes

The CONTRACTOR shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Master Agreement between HART and the FTA, as they may be amended or promulgated from time to time during the term of this Agreement. The CONTRACTOR's failure to so comply shall constitute a material breach of this Agreement.

### 1.5 Civil Rights Requirements

The CONTRACTOR shall comply with the following requirements and include the following requirements in each subcontract, modified only if necessary to identify the affected parties:

(a) Nondiscrimination. In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the CONTRACTOR shall comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.

(b) Equal Employment Opportunity. The following equal employment opportunity requirements apply to the underlying Agreement:

(1) Race, Color, Creed, National Origin, Sex. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit law at 49 U.S.C. § 5332, the CONTRACTOR shall comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Agreement Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 *et seq.*, (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive

Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of the Project. The CONTRACTOR shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the CONTRACTOR shall comply with any implementing requirements FTA may issue.

(2) Age. In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § 623 and Federal transit law at 49 U.S.C. § 5332, the CONTRACTOR shall refrain from discrimination against present and prospective employees for reason of age. In addition, the CONTRACTOR shall comply with any implementing requirements FTA may issue.

(3) Disabilities. In accordance with section 102 of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12112, the CONTRACTOR shall comply with the requirements of the U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, the CONTRACTOR shall comply with any implementing requirements FTA may issue.

(4) Access for Individuals with Disabilities. The CONTRACTOR shall comply with 49 U.S.C. § 5301(d), which states the Federal policy that elderly individuals and individuals with disabilities have the same right as other individuals to use public transportation services and facilities, and that special efforts shall be made in planning and designing those services and facilities to implement transportation accessibility rights for elderly individuals and individuals with disabilities.

## **1.6 Disadvantaged Business Enterprises (DBE)**

(a) DBE Assurances. The CONTRACTOR and its subcontractors shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Agreement. The CONTRACTOR shall carry out applicable requirements of 49 C.F.R. Part 26 in the award and administration of U.S. DOT-assisted Agreements. Failure by the CONTRACTOR to carry out these requirements is a material breach of this Agreement, which may result in termination of this Agreement or such other remedy, as HART deems appropriate.

The above paragraph shall be included in each subcontract the CONTRACTOR signs with a subcontractor.

(b) Prompt Payment. The CONTRACTOR shall pay all subcontractors (DBEs and non-DBEs) for satisfactory performance of their subcontracts no later than ten (10) days from receipt of payment by HART. Full and prompt payment by the CONTRACTOR to all subcontractors shall include retainage, if applicable.

(c) DBE Goal. The City has established a race neutral overall DBE goal of 3.83% for fiscal year 2012. Although HART has not established a DBE Agreement goal for this Project, DBE firms and small businesses shall have an equal opportunity to participate in the Agreement. The CONTRACTOR shall adhere to the following requirements:

(1) Take affirmative steps to use as many of the race-neutral means of achieving DBE participation identified at 49 C.F.R. § 26.51(b) as practicable to afford opportunities to DBEs to participate in the Agreement. A race-neutral measure is one that is, or can be, used to assist all small businesses.

(2) A DBE firm must perform a commercially useful function, i.e., must be responsible for the execution of a distinct element of the work and must carry out its responsibility by actually performing, managing and supervising the work; and

(3) A DBE firm must be certified by the Hawai'i State Department of Transportation before its participation is reportable under paragraph (d) below;

(d) Reports to HART. The CONTRACTOR shall report its DBE participation obtained through race-neutral means throughout the period of performance. The CONTRACTOR shall submit the "DBE PARTICIPATION REPORT" reflecting payments made by the CONTRACTOR to DBE subcontractors. Payments to the CONTRACTOR will not be processed if the DBE PARTICIPATION REPORT is not properly completed and attached. The DBE PARTICIPATION REPORT shall be prepared in the format set forth in ATTACHMENT 1.6 a) of this Exhibit.

(e) Records. On request, the CONTRACTOR shall make available for inspection, and assure that its subcontractors make available for inspection:

(1) Records of prompt payments made in accordance with Section 1.6(b), above;

(2) The names and addresses of DBE subcontractors, vendors, and suppliers under this Agreement;

(3) The dollar amount and nature of work of each DBE subcontractor;

(4) The social/economic disadvantaged category of the DBE firms, i.e. Black American, Hispanic American, Native American, Subcontinent Asian American, Asian Pacific American, Non-Minority Women, or Other; and

(5) Other related materials and information.

(f) The CONTRACTOR shall promptly notify HART, whenever a DBE subcontractor performing work related to this Agreement is terminated or fails to complete its work. The CONTRACTOR shall also promptly notify HART of a DBE subcontractor's inability or unwillingness to perform and provide reasonable documentation.

#### **1.7 Government-Wide Debarment and Suspension (Non-procurement)**

(a) This Agreement is a covered transaction for purposes of 2 C.F.R. § 180.220(b) and 2 C.F.R. § 1200.220. As such, the CONTRACTOR is required to verify that none of the CONTRACTOR, its principals, as defined at 2 C.F.R. § 180.995, or affiliates, as defined at 2 C.F.R. § 180.905, are excluded or disqualified as defined at 2 C.F.R. § 180.940 and 2 C.F.R. § 180.935.

(b) The CONTRACTOR is required to comply with 2 C.F.R. § 180 Subpart C, as supplemented by 2 C.F.R. § 1200 Subpart C, and must include the requirement to comply with 2 C.F.R. § 180, Subpart C, as supplemented by 2 C.F.R. § 1200 Subpart C, in any lower tier covered transaction equal to or exceeding \$25,000 it enters into. By signing the Agreement, the CONTRACTOR certifies as follows:

The certification in this clause is a material representation of fact relied upon by HART and the City and County of Honolulu ("The City"). If it is later determined that the CONTRACTOR knowingly rendered an erroneous certification, in addition to remedies available to HART and the City, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment. The CONTRACTOR agrees to comply with the requirements of 2 C.F.R. § 180, Subpart C, as supplemented by 2 C.F.R. § 1200 Subpart C, throughout the Agreement period. The CONTRACTOR further agrees to include a provision requiring such compliance in its lower tier covered transactions equal to or exceeding \$25,000.

### **1.8 Lobbying**

The "CERTIFICATION REGARDING LOBBYING," as executed by the CONTRACTOR in Exhibit 8 of the Request for Qualifications, is incorporated herein by this reference. The CONTRACTOR and its subcontractors at every tier shall comply with U.S. DOT regulations, "New Restrictions on Lobbying," 49 C.F.R. Part 20, modified as necessary by 31 U.S.C. § 1352, which requires that no Federal appropriated funds shall be used to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal Agreement, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its behalf with non-Federal funds with respect to that Federal Agreement, grant, or award covered by 31 U.S.C. § 1352. Such disclosures are forwarded from tier to tier up to HART.

### **1.9 Clean Air Requirements**

(a) The CONTRACTOR shall comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §§ 7401 et seq. The CONTRACTOR shall report each violation to HART and understands and agrees that HART will, in turn, report each violation as required to FTA and the appropriate EPA Regional Office.

(b) The CONTRACTOR shall include the above clause in each subcontract exceeding \$100,000.

### **1.10 Clean Water Requirements**

(a) The CONTRACTOR shall comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. §§ 1251 et seq. The CONTRACTOR shall report each violation to HART and understands and agrees that HART will, in turn, report each violation as required to FTA and the appropriate EPA Regional Office.

(b) The CONTRACTOR shall include the above clause in each subcontract exceeding \$100,000.

### **1.11 Fly America Requirements**

(a) The CONTRACTOR shall comply with 49 U.S.C. § 40118 (the "Fly America Act") in accordance with the General Services Administration's regulations at 41 C.F.R. Parts 301-10, which provide that HART and sub-recipients of Federal funds and their contractors are required to use U.S. Flag air carriers for U.S. Government-financed international air travel and transportation of their personal effects or property, to the extent such service is available, unless travel by foreign air carrier is a matter of necessity, as defined by the Fly America Act. The CONTRACTOR shall submit, if a foreign air carrier was used, an appropriate certification or memorandum adequately explaining why service by a U.S. flag air carrier was not available or

why it was necessary to use a foreign air carrier and shall, in any event, provide a certificate of compliance with the Fly America requirements.

(b) The CONTRACTOR shall include the requirements of this section in all subcontracts that may involve international air transportation.

### **1.12 Energy Conservation Requirements**

(a) The CONTRACTOR shall comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

(b) The CONTRACTOR shall include the above clause in each subcontract at every tier. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to the provisions.

### **1.13 Recycled Products**

The CONTRACTOR agrees to comply with all the requirements of Section 6002 of the Resource Conservation and Recovery Act as amended (42 U.S.C. § 6962), including, but not limited to, the regulatory provisions of 40 C.F.R. Part 247, and Executive Order No. 12873, as they apply to the procurement of the items designated in Subpart B of 40 C.F.R. Part 247.

### **1.14 Text Messaging While Driving**

In accordance with Executive Order No. 13513, Federal Leadership on Reducing Text Messaging While Driving, October 1, 2009, 23 U.S.C.A. § 402 note, and U.S. DOT Order 3902.10, Text Messaging While Driving, December 30, 2009, the CONTRACTOR is encouraged to comply with the terms of the following:

(a) Definitions.

(1) "Driving" means operating a motor vehicle on a roadway, including while temporarily stationary because of traffic, a traffic light, stop sign, or otherwise. "Driving" does not include being in your vehicle (with or without the motor running) in a location off the roadway where it is safe and legal to remain stationary.

(2) "Text Messaging" means reading from or entering data into any handheld or other electronic device, including for the purpose of short message service texting, e-mailing, instant messaging, obtaining navigational information, or engaging in any other form of electronic data retrieval or electronic data communication. The term does not include the use of a cell phone or other electronic device for the limited purpose of entering a telephone number to make an outgoing call or answer an incoming call, unless the practice is prohibited by State or local law.

(b) Safety. The Contractor is encouraged to:

(1) Adopt and enforce workplace safety policies to decrease crashes caused by distracted drivers including policies to ban text messaging while driving:

(A) Contractor-owned or Contractor-rented vehicles or Government-owned, leased or rented vehicles;

(B) Privately-owned vehicles when on official Project related business or when performing any work for or on behalf of the Project; or

(C) Any vehicle, on or off duty, and using an employer supplied electronic device.

(2) Conduct workplace safety initiatives in a manner commensurate with the CONTRACTOR's size, such as:

(A) Establishment of new rules and programs or re-evaluation of existing programs to prohibit text messaging while driving; and

(B) Education, awareness, and other outreach to employees about the safety risks associated with text messaging while driving.

(3) Include this Special Provision in its subagreements with its subrecipients and third party contracts and also encourage its subrecipients, lessees, and third party contractors to comply with the terms of this Special Provision and include this clause in each subagreement, lease, and subcontract at each tier financed with Federal assistance provided by the Federal Government.

#### **1.15 Sensitive Security Information**

The CONTRACTOR, as a third party contractor must protect, and take measures to ensure that its subcontractors at each tier protect, "sensitive security information" made available during the administration of a third party contract or subcontract to ensure compliance with 49 U.S.C. Section 40119(b) and implementing DOT regulations, "Protection of Sensitive Security Information," 49 CFR Part 15, and with 49 U.S.C. Section 114(r) and implementing Department of Homeland Security regulations, "Protection of Sensitive Security Information", 49 CFR Part 1520.

#### **1.16 Incorporation of FTA Terms**

(a) The Special Provisions to the Agreement are to include, in part, certain Standard Terms and Conditions required by the U.S. DOT, whether or not expressly set forth in the preceding provisions. All contractual provisions required by the U.S. DOT, as set forth in FTA Circular 4220.1F are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The CONTRACTOR shall not perform any act, fail to perform any act, or refuse to comply with any requests which would cause HART to be in violation of the FTA terms and conditions.

(b) The CONTRACTOR shall include the above clause in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

# ATTACHMENT 1.6 a) - DBE PARTICIPATION REPORT

DBE PARTICIPATION REPORT			
<b>Project Name:</b>		<b>Contractor Name:</b>	
<b>Contract No:</b>	<b>Federal ID No.:</b>	<b>Contract Amount (including amendments):</b> \$	
<b>(OWP WE #, FTA Grant #, FHWA Project #)</b>		<b>Current</b>	<b>Total to Date</b>
<b>Period Covered By This Report:</b>		<b>(Invoice #)</b>	
<b>Total Invoice Amount</b>		<b>(A) \$</b>	<b>(B) \$</b>
<b>Payment Requested:</b>	<b>DBE? (Yes/No)</b>	<b>Prior Amount</b>	<b>Total Amount to Date</b>
	<b>DBE Code (if "Yes")</b>		
<b>Prime Contractor</b>		\$	\$
<b>Subcontractors (attach additional sheets as needed):</b>			
<b>Name:</b>		\$	\$
<b>Type of Work:</b>		\$	\$
<b>Name:</b>		\$	\$
<b>Type of Work:</b>		\$	\$
<b>Name:</b>		\$	\$
<b>Type of Work:</b>		\$	\$
<b>Name:</b>		\$	\$
<b>Type of Work:</b>		\$	\$
<b>TOTALS</b>		\$	\$ (C)
<b>DBE Participation to Date (C/B)</b>		\$	%

**ATTACHMENT 1.6 b) - FINAL REPORT OF DBE PARTICIPATION**

This report must be submitted by the Contractor with the final invoice or request for payment under this contract.

Project Title: \_\_\_\_\_

Contractor Name: \_\_\_\_\_

Project No.: \_\_\_\_\_ Contract No.: \_\_\_\_\_

Period Covered by this Report: \_\_\_\_\_

Contract Amount (including amendments): \$ \_\_\_\_\_

Final Payment Amount: \$ \_\_\_\_\_ Invoice No.: \_\_\_\_\_

Total Payment to DBE: \$ \_\_\_\_\_

All Subcontractors (DBE and non-DBE) & DBE Suppliers or Manufacturers	Type of Service or Materials Provided	Subcontract Amount
Name Address Telephone No.		

Add additional sheets as necessary.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name & Title

**INSTRUCTIONS FOR COMPLETING THE  
FINAL REPORT OF DBE PARTICIPATION**

All subcontractors, suppliers and manufacturers should be listed on the FINAL REPORT OF DBE PARTICIPATION in the same order as listed in the proposal.

Project Title:	Self-Explanatory
Project No.:	Self-Explanatory
Period Covered by this Report:	Same period as invoice period
Contractor Name:	Self-Explanatory
Contractor No:	Self-Explanatory
Contract Amount (including amendments):	Less Mobilization, Force Account Items and Allowance Items Amendments should be listed separately with an explanation of how it was allocated to DBEs and non-DBEs
Invoice No.:	Self-Explanatory
Final Payment Amount:	Self-Explanatory
Total Payment to DBE	Total \$ amount paid to DBE

**HONOLULU AUTHORITY FOR  
RAPID TRANSPORTATION**

**HONOLULU RAIL TRANSIT  
PROJECT**

**INDEPENDENT FINANCIAL  
AUDITOR  
PROFESSIONAL SERVICES  
CONTRACT**

**EXHIBIT 4  
General Terms and Conditions for  
Professional Service**

**GENERAL TERMS AND CONDITIONS  
FOR CONTRACTS FOR PROFESSIONAL SERVICES  
FOR THE  
CITY AND COUNTY OF HONOLULU**

**SECTION 1 - DEFINITIONS; GENERAL PROVISIONS**

**1.1 DEFINITIONS.** Terms as used in these General Terms and Conditions and the contract, unless the context requires otherwise, shall have the following meaning:

"Amendment" means modification.

"Change order" means a written order signed by the officer-in-charge and approved by the Director of Budget and Fiscal Services, directing the contractor to make changes which the changes clause of the contract authorizes the officer-in-charge to order without the consent of the contractor.

"City" means the City and County of Honolulu, State of Hawaii.

"Contract" means the written agreement between the City and the successful contractor.

"Contractor" or "consultant" means the person having a contract with the City.

"Day" means calendar day unless otherwise specified.

"Design and plans" means any and all designs, plans, construction drawings, specifications, cost estimates, work schedules, proposals, studies, reports and other items.

"Designee" means a person appointed by the Director of Budget and Fiscal Services or the officer-in-charge to act on his/her behalf with delegated authority.

"Director of Budget and Fiscal Services" means the chief procurement officer of the executive branch of the City and County of Honolulu, or the director's designee.

"General terms and conditions" means these General Terms and Conditions for Contracts for Professional Services for the City and County of Honolulu.

"HRS" means the Hawaii Revised Statutes of the State of Hawaii.

"Modification" means any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provisions of the contract accomplished by mutual action of the parties to the contract.

"Notice to proceed" means the written document indicating the official commencement date of services.

"Officer-in-charge" means the head of the department or a designee of the officer-in-charge for which services are being rendered.

"Professional services" means those services within the scope of the practice of architecture, landscape architecture, professional engineering, land surveying, real property appraisal, law, medicine, accounting, dentistry, or any other practice defined as professional pursuant to section 415A-2, HRS, or the professional and scientific occupation series contained in the United States Office of Personnel Management's Qualifications Standards Handbook.

"Qualified list method" means the method of source selection for professional services under HRS 103D-304.

## **1.2 GENERAL PROVISIONS**

**1.2.1** Nondisclosure of designated trade secrets or proprietary information. A person shall request in writing nondisclosure of designated trade secrets or other proprietary data to be confidential. *Such data shall accompany the proposal, be clearly labeled as confidential, and shall be readily separable from other data in order to facilitate eventual public inspection of the nonconfidential portion of the data.* [3-122-46, HAR]

**1.2.2** Independent price determination. By submitting an offer or price, the person certifies that the price submitted for the contract was independently arrived at without collusion. [3-122-192, HAR]

**1.2.3** No reimbursement. The City shall not provide any reimbursement for the cost of developing or presenting proposals in response to the request for proposal. Failure to include the requested information may have a negative impact on the evaluation of the offeror's proposal.

**1.2.4** Cancellation of solicitation. Solicitations may be canceled in whole or in part when in the best interest of the agency. [3-122-95, HAR]

**1.2.5** Determination of contractual terms and conditions. The Director of Budget and Fiscal Services is authorized to determine the contractual provisions, terms, and conditions of solicitations and contracts, provided such provisions, terms, and conditions are not contrary to statutory or Chapter 91, HRS, administrative rule requirements governing the procurement. [3-122-7, HAR]

**1.2.6** Any notice required or permitted by the provisions hereunder or under the contract to be given by a party to any other party, shall be written and either shall be delivered personally or mailed postage prepaid by certified mail, return receipt requested, to each other party at the address and to the person designated by each party in the contract. No other method of notice shall be effective. If notice is given by mail, it shall be effective one business day following the date it is mailed. If notice is hand delivered, it shall be effective upon receipt. Any change of address of either of the parties shall be effective upon receipt of written notice of such change by the other party.

**1.2.7** If any term, condition, provision, covenant or agreement of the terms hereunder or under the contract or the application thereof to any person or circumstance is rendered or held invalid, illegal or unenforceable under the laws of the State of Hawaii or the United States of America, such part of the terms hereunder or under the contract as shall have been rendered or held to be invalid, illegal or unenforceable shall not affect the validity of the terms hereunder or under the contract as a whole or the remainder of the terms hereunder or under the contract and the application of such part to other persons and circumstances, but shall be given effect and enforced without such part to the greatest extent permitted by applicable law.

**1.2.8** The provisions of this document and the contract shall be interpreted in accordance with the laws of the State of Hawaii as those laws are construed and amended from time to time.

**1.2.9** The titles of headings of sections, subsections and paragraphs are intended for convenience of reference and shall not be considered as having any bearing on their interpretation.

**1.2.10** All words used in the singular shall extend to and include the plural. All words used in the plural shall extend to and include the singular. All words used in any gender shall extend to and include all genders.

**1.2.11** Managed Competition Review. All contracts executed on or after July 20, 1998 which will extend beyond June 30, 2001 (including contracts which have initial terms ending before June 30, 2001, with options to extend beyond June 30, 2001) will be subject to the Managed Competition Review, as defined below.

During its term, the contract shall be subject to a single review by the City pursuant to the managed process for public-private competition to be developed under Part III, Section 6 of Act 230, Session Laws of Hawaii 1998. It is the understanding of the parties that, as a result of the managed process review, the Agreement may be terminated by the City, renegotiated by mutual agreement of the parties, or continued in its current form. Any termination pursuant to this Section shall be deemed a termination for convenience.

**1.2.12** Cooperation. The contractor shall cooperate and coordinate with other contractors who may be employed by the City on the same or related projects of the City, and to the extent possible, shall avoid interference therewith, and shall cooperate with the other contractors so as to avoid unnecessary delay or hindrance in the performance of their respective contracts. Any difference or conflict which may arise between the contractor and the other contractors of the City shall be resolved by the officer-in-charge, whose decision shall be final and binding.

**1.2.13** Confidentiality. When dealing with the news media, the contractor is expected to be circumspect and to treat all matters falling within the scope of the contract with the utmost confidentiality. The contractor shall consult with and/or obtain the consent of the officer-in-charge prior to having conversations with or giving public interviews to the news media or any other members of the public.

## **SECTION 2 - HAWAII ADMINISTRATIVE RULES (HAR)**

The Public Procurement Code (HRS Chapter 103D) and the Hawaii Administrative Rules, Title 3, Department of Accounting and General Services, State of Hawaii (HAR), govern the procurement of goods and services and are by reference incorporated herein and made a part of the request for proposals and contract documents.

Wherever "chief procurement officer" appears in the HAR, for the Board of Water Supply (BWS), it shall mean the Manager and Chief Engineer of the BWS, for all others it shall mean the Director of Budget and Fiscal Services.

Wherever "head of the purchasing agency" and "procurement officer" appear in the HAR, both shall mean the officer-in-charge, or their authorized designees. For all agencies except the Board of Water Supply, the officer-in-charge shall have authority to act as specified herein.

Sections of the HAR are provided in whole or in part in these general terms and conditions for convenience only and the applicable section numbers are indicated in brackets. These provisions are not intended to relieve the contractor from the responsibility of familiarizing themselves with the HAR relating to this contract. Should any provision of these general terms and conditions be found to be inconsistent with the HAR, the provision in the HAR shall take precedent.

### SECTION 3 - AWARD AND EXECUTION OF CONTRACT

**3.1 AWARD OF CONTRACT.** The contractor, upon being selected to render the services for the project, will be notified of its commission by the officer-in-charge. Said notice shall not be construed to be authorization to proceed with the performance of services under the contract.

#### **3.2 EXECUTION OF CONTRACT**

**3.2.1** If the contractor is an individual, or partnership, the contractor shall cause the contract to be signed before a notary public duly acknowledged. If the contractor is a corporation, or if the joint venture is made up of two or more corporations, the contractor shall cause the contract to be signed and sealed before a notary public who shall acknowledge the person(s) signing, their titles, and shall affix thereto their corporate resolution, or other instrument vesting such officer with authority to sign the contract on their behalf.

**3.2.2** If performance and payment bonds are required in the solicitation or contract, such documents shall be executed in the same manner above.

**3.2.3** The signed contract, bonds, if any bonds are required, shall be returned together with evidence of insurance coverages as may be required, to the officer-in-charge for further processing, within ten days after notification of award.

**3.3 CONTRACT NOT BINDING UNLESS PROPERLY EXECUTED AND APPROPRIATION AVAILABLE.** The contract shall not be binding or of any force and effect without an endorsement by the Director of Budget and Fiscal Services that there is an appropriation or balance of an appropriation over and above all outstanding contracts sufficient to cover the amount required by the contract.

**3.3.1** Exceptions to the certification of funds required above are:

- (1) If a contract is a multi-term contract pursuant to section 3-122-149, HAR, the Director of Budget and Fiscal Services shall only be required to certify that there is an appropriation or balance of an appropriation over and above all outstanding contracts that is sufficient to cover the amount required to be paid under the contract during the current fiscal year or remaining portion of the current fiscal year of the first term of the multi-term contract. Payment and performance obligations for succeeding fiscal periods shall be subject to the availability and appropriation of funds therefore from sources which are identified in writing;
- (2) If the contract is one under which the total amount to be paid to the contractor cannot be accurately estimated at the time the contract is to be awarded; and

- (3) If there is no direct expenditure of public funds from the City to the contractor.
- (4) Certification of a portion of the total funds required for a contract may be permitted when an immediate solicitation will result in significantly more favorable contract terms and conditions to the City than a solicitation made at a later date; provided that certification for partial funding shall be permitted only if the Director of Budget and Fiscal Services states in the certificate that the availability of funds in excess of the amount certified as available shall be contingent upon future appropriations or special fund revenues. All contracts partially funded shall be enforceable only to the extent to which funds have been certified as available.

3.3.2 Contracts involving federal funds. Unless otherwise specified in the solicitation, for any contract supplemented by federal funds or receiving one hundred per cent federal funds, payment shall be made upon receipt of federal funds. The obligation of the City shall extend only to that portion of funds certified to and payable out of City funds. [3-122-102; 3-122-103, HAR]

**3.4 COMMENCEMENT OF WORK.** Work shall not commence until a contract has been executed and availability of funds certified by the Director of Budget and Fiscal Services, and the officer-in-charge has issued a written notice to proceed or the executed contract specifies the official commencement for services to begin.

## **SECTION 4 - LEGAL RELATIONS AND RESPONSIBILITY**

### **4.1 INDEPENDENT CONTRACTOR**

**4.1.1** The contractor shall perform the work as an independent contractor and shall indemnify and hold harmless the City, its departments, and all of their officers, employees or agents, from any and all deaths, injuries, losses and damages to persons or property, and any and all claims, demands, suits, action and liability therefor including reasonable attorney fees and cost of defense, caused by error, omissions or negligence in the performance of the contract by the contractor or the contractor's subcontractors, agents and employees and this requirement shall survive the termination of contract..

The contractor is an independent contractor and shall not be deemed to be an agent, servant, representative or employee of the City. The contract shall not be construed to create a partnership or joint venture between the City and the contractor.

**4.1.2** Laws, regulations. The contractor shall keep itself fully informed of all laws, ordinances, codes, rules and regulations, governmental general and development plans, setback limitations, rights-of-way, and all changes thereto, which in any manner affect the contract and the performance thereof. The contractor shall comply with all such laws, ordinances, codes, rules and regulations, governmental general and development plans, setback limitations, rights-of-way, including the giving of all notices necessary and incident to the proper and lawful prosecution of the work, and all changes thereto. If any discrepancy or inconsistency is discovered between the contract and any such law, ordinance, code, rule, regulation, design standard, design criterion, governmental general and development plans, setback limitation, rights-of-way, the contractor shall forthwith report the same in writing to the officer-in-charge.

### **4.2 COPYRIGHT OR PATENT**

4.2.1 If the contractor is required or desires to use any design, device, material or process covered by letters of patent or copyright, the right for such use shall be procured by the contractor from the patentee or owner. The contractor shall indemnify and hold harmless the City and its departments, from any and all claims for infringement by reason of the use of any such patented design, device, material or process, or any trademark or copyright in connection with the work to be performed under the contract, and shall indemnify the City and its departments, and all of their officers, employees or agents, for any costs, expenses and damages which it may be obliged to pay by reason of any such infringement at any time during the prosecution or after the completion of the work.

4.2.2 The City shall have an unrestricted, royalty-free, nonexclusive and irrevocable license to reproduce, publish, translate or otherwise use and to authorize others to publish and use all materials obtained or produced in connection with the work hereunder which may be copyrighted by the contractor prior to the completion of the contract.

### 4.3 INSURANCE

4.3.1 Unless otherwise specified in contract documents, the contractor shall procure or cause to be procured and maintain (as provided herein), at no cost to the City, during the life of this contract and any extensions thereof, all insurance to cover the operations under this contract, that may be required under the laws, ordinances or regulations of any governmental authority, including but not limited to the coverages below. The contractor shall either include all tiers of subcontractors, if any, under the policies required under paragraphs 2 through 4, to the extent permitted by law, or shall require all subcontractors to maintain coverages described in paragraphs 1 through 4.

1. Workers Compensation and Employers Liability Insurance. Contractor shall maintain workers compensation and employers liability insurance. Workers compensation coverage shall be in accordance with State statutes. Employers liability coverage shall provide limits of not less than \$100,000 each accident for bodily injury by accident or \$100,000 each employee, \$100,000 aggregate, for bodily injury by disease.
2. Commercial General and Umbrella Liability Insurance . Contractor shall maintain commercial general liability (CGL) and if necessary commercial umbrella insurance with a limit of not less than \$1,000,000 each occurrence, and general aggregate. CGL insurance shall be written on ISO occurrence form, CG 00 01 (or a substitute form providing equivalent coverage), and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract (including the tort liability of another assumed in a business contract). The City shall be included as an additional insured under the CGL, using ISO additional insured endorsement CG 20 10 (or equivalent), and under the commercial umbrella, if any. The policy(ies) shall contain a waiver of subrogation in favor of the City.
3. Business Automobile and Umbrella Liability Insurance . Contractor shall maintain business auto liability (including no-fault coverage) and if necessary, commercial umbrella liability insurance with a limit of not less than \$1,000,000 each accident. Such insurance shall cover liability arising out of any auto (including owned, hired, and non-owned autos) used by contractor in the performance of this contract. Business auto coverage shall be written on ISO form CA 00 01, CA 00 05, CA 00 12, CA 00 20, or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.

4. Professional Liability Insurance . The contractor shall maintain professional liability insurance with limits of not less than \$1,000,000 per claim/annual aggregate, covering the contractor, the contractor's employees or agents for liability arising out of errors, omissions, or negligence in the performance of professional services under the contract. Such insurance shall remain in full force and effect continuously for the period of design and construction of the work, and for a period of 1 year following substantial completion of construction, provided that such coverage is reasonably available at commercially affordable premiums, as mutually determined and agreed.

**4.3.2** The insurance specified above shall:

1. Provide that such insurance is primary coverage with respect to all insureds for claims arising from contractor's negligent acts and/or omissions or misconduct; and that any insurance (or self-insurance) carried by the City shall be excess and non-contributing;
2. Contain a standard Cross Liability endorsement providing that the insurance applies separately to each insured, applicable to policies specified in 4.3.1.2 and 4.3.1.3 above;
3. Not be terminated, canceled, not renewed or substantially changed without THIRTY (30) DAYS prior written notice to the City, except for non-payment of premium;
4. Except for Professional Liability insurance required in 4.3.1.4 above, be written on an "Occurrence" form of policy, unless otherwise specifically approved by the City.
5. Be provided by insurers authorized to do business in the State of Hawaii, and with a current Best's rating of not less than A-, or otherwise as approved by the City;

**4.3.3** Certificate of insurance:

1. The contractor will provide and thereafter maintain current and renewal certificates of insurance, prepared by a duly authorized agent, or if requested, copies of the policies, evidencing the insurance in effect at all times during the term of this contract as required herein to the City.
2. Certificates shall clearly identify the project by name and/or contract number.
3. Certificates shall show the Certificate Holder as the City and County of Honolulu, and be delivered to the Director of Budget and Fiscal Services, 530 South King Street, Honolulu, Hawaii 96813.

## **SECTION 5 - MODIFICATIONS**

**5.1 MODIFICATIONS OF CONTRACTS.** The City may at any time make such modifications in the contract, and the services, designs and plans, or studies prepared by the contractor as the officer-in-charge deems necessary and advisable. Such modifications shall be made by a supplemental agreement in writing or by a written order of the Director of Budget and Fiscal Services; provided that modifications by such a written order shall be limited to modifications in the scope of

services and in the designs, plans and studies; and provided further that modifications involving no reduction or increase in compensation of the contractor may be made by written order of the officer-in-charge.

**5.1.1 Change order.** (a) The officer-in-charge, with the approval of the Director of Budget and Fiscal Services, may at any time, and without notice to any surety, unilaterally, order of the contractor:

- (1) Changes in the work within the scope of the contract; and
- (2) Changes in the time of performance of the contract that do not alter the scope of the contract work.

(b) If any change order increases or decreases the contractor's cost of, or the time required for, performance of any part of the work under the contract, an adjustment shall be made and the contract modified in writing accordingly. Any adjustment in contract price made pursuant to this clause shall be determined, where applicable, in accordance with subsection 5.2, Price adjustment, or as negotiated. Failure of the parties to agree to an adjustment shall not excuse the contractor from proceeding with the contract as changed, provided that the officer-in-charge promptly and duly makes the provisional adjustments in payment or time for the direct costs of the work as the City deems reasonable. The right of the contractor to dispute the contract price or time or both shall not be waived by its performing the work, provided however, that it follows the written notice requirements for disputes and claims established by the contract or these provisions.

(c) *Within ten days* after receipt of a written change order, unless the period is extended by the officer-in-charge in writing, the contractor shall respond with a claim for an adjustment. The requirement for a timely written response cannot be waived and shall be a condition precedent to the assertion of a claim.

(d) Claim barred after final payment. No claim by the contractor for an adjustment hereunder shall be allowed if written response is not given prior to final payment under the contract.

(e) Claims not barred. In the absence of a change order, nothing in this subsection shall be deemed to restrict the contractor's right to pursue a claim under the contract or for breach of contract. [3-125-2, HAR]

**5.1.2 Modifications.** (a) By written order, the officer-in-charge, with the approval of the Director of Budget and Fiscal Services, may at any time, and without notice to any surety, subject to mutual agreement of the parties to the contract and all appropriate adjustments, make modifications within the general scope of the contract to include any one or more of the following:

- (1) Drawings, designs, or specifications, for the goods to be furnished;
- (2) Method of shipment or packing;
- (3) Place of delivery;
- (4) Description of services to be performed;
- (5) Time of performance (i.e., hours of the day, days of the week, etc.);

- (6) Place of performance of the services; or
- (7) Other provisions of the contract accomplished by mutual action of the parties to the contract.

(b) If any modification increases or decreases the contractor's cost of, or the time required for, performance of any part of the work under the contract, an adjustment shall be made and the contract modified in writing accordingly. Any adjustment in contract price made pursuant to this clause shall be determined, where applicable, in accordance with subsection 5.2, Price adjustment or as negotiated.

(c) Claim barred after final payment. No claim by the contractor for an adjustment hereunder shall be allowed if written agreement of modification is not made prior to final payment under the contract.

(d) Claims not barred. In the absence of a contract modification, nothing in this subsection shall restrict the contractor's right to pursue a claim arising under the contract or for breach of contract. [3-125-3, HAR]

**5.1.3** Variations in definite quantities. Upon the agreement of the parties, the quantity of goods or services or both specified in the contract may be increased by a maximum of ten percent provided the unit prices will remain the same except for any price adjustments otherwise applicable and the officer-in-charge makes a written determination that such an increase will either be more economical than awarding another contract or that it would not be practical to award another contract. [3-125-8, HAR]

**5.1.4** Order to stop work. (a) The officer-in-charge may, with the approval of the Director of Budget and Fiscal Services, by written order to the contractor, at any time, and without notice to any surety, require the contractor to stop all or any part of the work called for by the contract. ***This order shall be for a specified period not exceeding sixty days*** after the order is delivered to the contractor, unless the parties agree to any further period. Any order shall be identified specifically as a stop work order issued pursuant to this subsection. Upon receipt of an order, the contractor shall forthwith comply with its terms and take all reasonable steps to minimize the occurrence of costs allocable to the work covered by the order during the period of work stoppage. Before the stop work order expires, or within any further period to which the parties shall have agreed, the officer-in-charge, with the approval of the Director of Budget and Fiscal Services, shall either:

- (1) Cancel the stop work order, or
- (2) Terminate the work covered by the order as provided in subsection 9.2, Termination for default, or subsection 9.3, Termination for convenience.

(b) Cancellation or expiration of the order. If a stop work order issued under this subsection is canceled at any time during the period specified in the order, or if the period of the order or any extension thereof expires, the contractor shall have the right to resume work. An appropriate adjustment shall be made in the delivery schedule or contract price, or both, and the contract shall be modified in writing accordingly, if:

- (1) The stop work order results in an increase in the time required for, or in the contractor's cost properly allocable to, the performance of any part of the contract; and

- (2) The contractor asserts a claim for such an adjustment *within thirty days* after the end of the period of work stoppage; provided that, if the officer-in-charge decides that the facts justify such action, any claim asserted may be received and acted upon at any time prior to final payment under the contract.

(c) Termination of stopped work. If a stop work order is not canceled and the work covered by the order is terminated for default or convenience, the reasonable costs resulting from the stop work order shall be allowable by adjustment or otherwise.

(d) Adjustment of price. Any adjustment in contract price made pursuant to this clause shall be determined in accordance with subsection 5.2, Price adjustment. [3-125-6, HAR]

**5.2 PRICE ADJUSTMENT.** Any adjustment in contract price pursuant to a clause in the contract shall be made in one or more of the following ways:

- (1) By agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- (2) By unit prices specified in the contract or subsequently agreed upon;
- (3) By the costs attributable to the event or situation covered by the clause, plus appropriate profit or fee, all as specified in the contract or subsequently agreed upon;
- (4) In such other manner as the parties may mutually agree; or
- (5) In the absence of agreement between the parties, by a unilateral determination by the Director of Budget and Fiscal Services upon the recommendation of the officer-in-charge of the costs attributable to the event or situation covered by the clause, plus appropriate profit or fee, all as computed by the officer-in-charge in accordance with generally accepted accounting principles and applicable sections of chapters 3-123 and 3-126, HAR.
- (6) The contractor shall provide cost or pricing data for any price adjustments subject to the provisions of chapter 3-122, subchapter 15, HAR. [3-125-12, HAR]

### **5.3 NOVATION OR CHANGE OF NAME**

**5.3.1 No assignment.** No contract is transferable, or otherwise assignable, without the written consent of the Director of Budget and Fiscal Services.

**5.3.2 Recognition of a successor in interest; assignment.** When in the best interest of the City, a successor in interest may be recognized in an assignment agreement in which the transferor, the transferee and the City shall agree that:

- (1) The transferee assumes all of the transferor's obligations;
- (2) The transferor remains liable for all obligations under the contract but waives all rights under the contract as against the City; and

- (3) The transferor shall continue to furnish, and the transferee shall also furnish, all required bonds.

**5.3.3** Change of name. When a contractor requests to change the name in which it holds a contract with the City, the Director of Budget and Fiscal Services shall, upon receipt of a document indicating such change of name (for example an amendment to the articles of incorporation of the corporation), enter into an agreement with the requesting contractor to effect such a change of name. The agreement changing the name shall specifically indicate that no other terms and conditions of the contract are thereby changed. [3-125-14, HAR]

#### **5.4 CLAIMS BASED ON THE OFFICER-IN-CHARGE'S ACTIONS OR OMISSIONS.**

(a) If any action or omission on the part of an officer-in-charge or designee of such officer, requiring performance changes within the scope of the contract constitutes the basis for a claim by the contractor for additional compensation, damages, or an extension of time for completion, the contractor shall continue with performance of the contract in compliance with the directions or orders of such officials, but by so doing, the contractor shall not be deemed to have prejudiced any claim for additional compensation, damages, or an extension of time for completion; provided:

- (1) The contractor shall have given written notice to the officer-in-charge;
  - (A) *Prior to the commencement* of the work involved, if at that time the contractor knows of the occurrence of the action or omission;
  - (B) *Within thirty days after* the contractor knows of the occurrence of the action or omission, if the contractor did not have knowledge prior to the commencement of the work; or
  - (C) Within further time as may be allowed by the officer-in-charge in writing.
- (2) This notice shall state that the contractor regards the act or omission as a reason which may entitle the contractor to additional compensation, damages, or an extension of time. The officer-in-charge or designee of such officer, upon receipt of the notice may rescind the action, remedy the omission, or take other steps as may be deemed advisable in the discretion of the officer-in-charge or designee of such officer;
- (3) The notice required by paragraph (1) describes as clearly as practicable, at the time, the reasons why the contractor believes that additional compensation, damages, or an extension of time may be remedies to which the contractor is entitled; and
- (4) The contractor maintains and, upon request, makes available to the officer-in-charge within a reasonable time, detailed records to the extent practicable, of the claimed additional costs or basis for an extension of time in connection with the changes.

(b) Nothing herein contained, however, shall excuse the contractor from compliance with any rules of law precluding any City officers and any contractors from acting in collusion or bad faith in issuing or performing change orders which are clearly not within the scope of the contract.

(c) Any adjustment in the contract price made pursuant to this clause shall be determined in accordance with subsection 5.2, Price adjustment. [3-125-15, HAR]

### **SECTION 6 - PERFORMANCE OF CONTRACT**

**6.1 TIME.** Time is of the essence of the contract. Performance of the services under the contract shall be commenced on the date designated in the notice to proceed or in the contract and the services as required in the contract shall be completed within the number of days or on the date specified.

**6.2 DELAY.** If any excusable delay occurs, it shall be dealt with in accordance with subsection 9.2.3, Excuse for nonperformance or delayed performance. No extension of time however, shall be granted unless the written application therefor stating in detail the cause or causes of delay is filed by the contractor with the officer-in-charge *within fifteen days* after the commencement of the delay. No such extension shall be deemed a waiver of the right of the officer-in-charge to require the completion of services under the contract within the time required herein as so extended by the specific terms of such extension or extensions, nor a waiver of right to terminate the contract for any other or additional delay not covered by the specific terms of such extension or extensions. The number of days of each extension of time shall be determined by the Director of Budget and Fiscal Services upon the recommendation of the officer-in-charge.

**6.3 EXTENSION OF TIME ON CONTRACTS.** If a contract has exhausted its provision for extension(s) of time of performance, or if the contract does not include a provision for extension(s) of time of performance, the contract may be extended upon approval of the Director of Budget and Fiscal Services, provided:

- (1) The period of each extension is for one hundred eighty calendar days or less;
- (2) The officer-in-charge makes a written determination that it is not practical to award another contract at the time of the expiration of the contract for reasons to include but be limited to the following:
  - (A) A new contract cannot be executed by the time the contract expires; or
  - (B) The need for the good or service is short term;
- (3) All parties agree to the extension of time of performance; and
- (4) The price or conditions of the contract remain the same as the original contract, or as amended per the contract; or if not the same or as amended, they are fair and reasonable.  
[3-122-3, HAR]

**6.4 PROSECUTION OF THE WORK.** The contractor shall be available upon reasonable demand to discuss the progress of the services being performed under the contract. The contractor shall also remain available through any applicable alternative means of contact, such as pager or cellular phone, in the event of an emergency or other event that necessitates immediate communication with the contractor. All questions arising during the performance of the contract which must be resolved by the officer-in-charge shall be brought to the officer-in-charge's immediate attention.

The contractor shall direct its work to relate appropriately to, and in accordance with, established principles, practices and standards for such work. The contractor shall direct its work to relate appropriately to, and in accordance with, established engineering, planning and/or architectural design principles and practices for good exterior appearance, and the natural and man-made environment.

The contractor shall furnish sufficient technical supervision and administrative personnel to insure the proper performance of the services under the contract.

The contractor shall be responsible for the accuracy of all computations and completeness of all studies, designs and plans.

All notes, deliverables, plans, specifications, calculations, field notes, and other data produced in the performance of the contract shall be the property of the City.

The officer-in-charge shall have access, at all reasonable times, to all notes, designs, drawings, tracings or other technical data pertaining to the services being performed under the contract for the purpose of inspection and making copies of them. Upon completion of the services under the contract, any or all of such notes, studies, designs, drawings, tracings or other technical data shall be delivered and surrendered to the officer-in-charge on demand, provided that copies of notes, studies and other technical data may be delivered and surrendered instead of the originals.

**6.5 AUTHORITY OF THE OFFICER-IN-CHARGE AND DIRECTOR OF BUDGET AND FISCAL SERVICES.** The decisions of the officer-in-charge shall be final and binding upon parties unless the same is fraudulent or capricious or arbitrary or so grossly erroneous as necessarily to imply bad faith or is not supported by substantial evidence, provided that decisions on questions or disputes relating to the acceptance of the services performed under the contract, suspension or termination of the contract, extension of time, reduction or increase in the compensation of the contractor and payment shall become final and binding upon all parties only upon approval of the Director of Budget and Fiscal Services, and provided further that nothing herein shall be construed as making final and binding any decision of the officer-in-charge and/or Director of Budget and Fiscal Services on a question of law. Pending final decision of any dispute or question, the contractor shall proceed diligently with the performance of services under the contract in accordance with the decision of the officer-in-charge and/or Director of Budget and Fiscal Services.

**6.6 LIQUIDATED DAMAGES.** The amount of damage to the City as a result of failure to complete performance of specified services under the contract within the time fixed or any extension thereof, exclusive of overhead expenses, being certain but difficult, if not impossible to ascertain, the contractor agrees to pay the sum stated in the contract as liquidated damages, and not by way of penalty, for every calendar day of delay until the services are completed and accepted, or a reasonable time has expired for completion and acceptance of the services remaining to be performed.

When the contractor is given notice of delay or nonperformance as specified in subsection 9.2, Termination for default, and fails to cure in the time it is agreed specified, the contractor shall pay to the City the amount specified in the contract per calendar day from the date set for cure until either the officer-in-charge reasonably obtains similar goods or services if the contractor is terminated for default, or until the contractor provides the goods or services if the contractor is not terminated for default. To the extent that the contractor's delay or nonperformance is excused under 9.2.3, Excuse for nonperformance or delayed performance of the termination for default clause, liquidated damages shall not be due the City. The contractor remains liable for damages caused other than by delay. [3-125-19, HAR]

**6.7 SUBCONTRACTING.** The contractor shall not subcontract all or any part of the services under the contract without the prior written consent of the officer-in-charge. Any consent by the officer-in-charge to subcontract or otherwise dispose of any portion of the contract shall not be construed to relieve the contractor of any responsibility for the performance of the contract.

## SECTION 7 - SERVICES TO BE PERFORMED BY THE CITY

**7.1 COOPERATION BY THE CITY.** The City shall, without cost to the contractor, through the officer-in-charge, cooperate fully with the contractor and will promptly place at the disposal of the contractor all available pertinent information which the City may have in its possession. The officer-in-charge will certify to the accuracy of certain information in writing whenever it is possible to do so. The officer-in-charge does not represent that other information not certified as accurate is so and takes no responsibility therefor, and the contractor shall rely on such information at the contractor's own risk.

**7.2 REVIEW BY THE OFFICER-IN-CHARGE.** The officer-in-charge shall review all submittals and other work and data required to be made by the contractor and reject or approve such submittals in their entirety or approve the same subject to such deletions, additions and revisions as the officer-in-charge may deem necessary and proper. In submittals specified in the special provisions, all items not required by the contractor to be deleted, added, or revised after review by the contractor and not defective by reason or error, omissions or negligence on the part of the contractor, his subcontractor, agents or employees shall be deemed to have been approved.

## SECTION 8 - COMPENSATION

**8.1 COMPENSATION.** The contractor shall be paid the amount stated in the contract or the amount determined in accordance with the special provisions, whichever is lower, as full compensation for the performance of the services under the contract.

**8.2 PROGRESS PAYMENT.** The contractor's compensation shall be paid as set forth in the contract.

**8.3 ACCEPTANCE AND FINAL PAYMENT.** The officer-in-charge shall approve and accept completion of the contract upon the satisfactory fulfillment of the terms of the contract and receipt of a certificate from the State Director of Taxation and the Internal Revenue Service, as provided in section 103-53, HRS, relating to prerequisite for final settlement of contracts, provided that final payment will be made upon approval of the Director of Budget and Fiscal Services. The tax clearances required at final settlement of a contract shall be on an original certificate or certified copy and valid for a period of 6 months from the later date stamped on the form, provided that the contractor does not delay in obtaining clearance from both agencies.

**8.3.1** In the event equipment is provided under the contract, which received prior approval from the Director of Budget and Fiscal Services, the contractor shall also provide a written list of equipment installed or provided, listing the description, make, model, serial number, cost, and location of the equipment or room number in which the equipment is located.

For purposes of this subsection, "equipment" means any item such as a water heater that can be removed with a hand tool, or like an air conditioner, is capable of being moved or transferred to another location and is accessible to tagging with an identification number.

**8.3.2** Acceptance by the contractor of the final payment shall constitute payment in full for all services performed under the contract.

**8.4 AUTHORITY TO WITHHOLD MONEY DUE OR PAYABLE.** The officer-in-charge may withhold such amounts from the money due or to become payable under the contract to the contractor, or any assignee under subsection 5.3, Novation or change of name, as may be necessary to protect the City against liability or to satisfy the obligations of the contractor to the City, State Department of Taxation, Internal Revenue Service, and to employees, subcontractors and material suppliers who have performed labor or furnished material and equipment under the contract and may make such payments from such amounts as may be necessary to discharge such obligations and protect the City.

**8.5 RETAINAGE.** In accordance with HRS 103-32.1, the officer-in-charge may determine the need for retainage of a portion of the monthly payments to the contractor or payments made upon completion of phases of the contract to insure the proper performance of the contract; provided that the sum withheld shall not exceed five per cent of the amount due the contractor and that after fifty per cent of the contract is completed and progress is satisfactory, no additional sum shall be withheld; provided further that if progress is not satisfactory, the officer-in-charge may continue to withhold as retainage, sums not exceeding five per cent of the amount due the contractor.

For federally funded contracts, the amount of retainage shall be the amount allowed by federal regulations.

**8.6 PROMPT PAYMENT TO SUBCONTRACTORS.**

- (1) Any money, other than retainage, paid to a contractor shall be dispersed to subcontractors within ten days after receipt of the money in accordance with the terms of the subcontract; provided that the subcontractor has met all the terms and conditions of the subcontract and there are no bona fide disputes; and
- (2) Upon final payment to the contractor, full payment to the subcontractor, including retainage, shall be made within ten days after receipt of the money; provided that there are no bona fide disputes over the subcontractor's performance under the subcontract. [3-125-23, HAR]

**8.7 PAYMENT FOR REIMBURSABLE EXPENSES.**

Payment requests for all reimbursable expenses shall be accompanied and supported by receipted invoices for all charges. The City must approve of all reimbursable expenses in writing. Payment for reimbursable items shall be made for allowable costs in accordance with the Hawaii Administrative Rules, Title 3, Department of Accounting and General Services, Chapter 3-122, Subchapter 15, cost or pricing data, and Chapter 3-123, cost principles.

Reimbursable amounts stated in the contract shall not be exceeded without a contract amendment. Any balance remaining from the reimbursable expense funds at the completion of the Agreement shall revert to the City.

**SECTION 9 - TERMINATION OF CONTRACTS**

**9.1 RIGHT OF THE CITY TO TERMINATE.** The City shall have the right to suspend performance of the services under the contract or terminate the contract in whole or in part at any time by written notice to the contractor. If the termination is for reasons other than default of the contractor as provided in subsection 9.2, the contractor shall be compensated in accordance with subsection 9.3, Termination for convenience.

**9.2 TERMINATION FOR DEFAULT.** If the contractor refuses or fails to perform any of the provisions of the contract with such diligence as will ensure its completion within the time specified in the contract, or any extension thereof, otherwise fails to timely satisfy the contract provisions, or commits any other substantial breach of the contract, the officer-in-charge may notify the contractor in writing of the delay or nonperformance, and *if not cured in ten days* or any longer time specified in writing by the officer-in-charge, the officer-in-charge may, with the approval of the Director of Budget and Fiscal Services, terminate the contractor's right to proceed with the contract or a part of the contract as to which there has been delay or other breach of contract. In the event of termination in whole or in part, the Director of Budget and Fiscal Services may procure similar goods or services in a manner and upon terms deemed appropriate by the Director of Budget and Fiscal Services. The contractor shall continue performance of the contract to the extent it is not terminated and shall be liable for excess costs incurred in procuring similar goods or services.

Notwithstanding the above, in the event the contract is terminated, in whole or in part, by the City as the result of a default by the contractor, the City may secure, on any terms and in any manner that the City deems appropriate, supplies, materials, equipment and/or services similar to those required under the work terminated. The contractor shall be liable to the City for any excess costs for such similar supplies, materials, equipment and/or services, and the City may withhold and apply any monies due or to become due to the contractor under the contract for the completion of the work and/or for the payment of an additional contractor or contractors. This provision shall survive the termination of the contract. In case an additional contract or contracts let after such termination for default are let in an amount or amounts in excess of the amount remaining available for the contract in the hands of the City, free from all claims by laborers or material providers for work performed or materials furnished for the contract prior to the termination for default or any deductions authorized by the terms hereunder or the contract in favor of the City, then the contractor shall deposit, within ten (10) days from the receipt of each notice of any such reletting, to the credit of the City, solely for the prosecution and completion of the work, a sum of money equal to such excess; and in case the City desires to complete the work in any other manner than by contract, then the contractor shall deposit within ten (10) days from the receipt of each notice of the final completion of the work, to the credit of the City, the amount of any excess cost occasioned by such completion over the amount available under the contract in the hands of the City, free from all claims or deductions as aforesaid, all without prejudice to any other or additional rights or remedies the City may have against the contractor under the terms hereunder or the contract or under any applicable law, statute, ordinance, rule, regulation or other standard or requirement.

**9.2.1 Contractor's duties.** Notwithstanding termination of the contract and subject to any directions from the Director of Budget and Fiscal Services or the officer-in-charge, the contractor shall take timely and necessary action to protect and preserve property in the possession of the contractor in which the City has an interest.

**9.2.2 Compensation.** Payment for completed goods delivered and accepted by the City shall be at the contract price. Payment for the protection and preservation of property shall be in an amount agreed upon by the contractor and the officer-in-charge; if the parties fail to agree, the Director of Budget and Fiscal Services, upon recommendation of the officer-in-charge, shall set an amount subject

to the contractor's rights under chapter 3-126, HAR. The City may withhold from amounts due the contractor as the Director of Budget and Fiscal Services deems to be necessary to protect the City against loss because of outstanding liens or claims of former lien holders and to reimburse the City for the excess costs incurred in procuring similar goods and services.

**9.2.3** Excuse for nonperformance or delayed performance. Except with respect to defaults of subcontractors, the contractor shall not be in default by reason of any failure in performance of the contract in accordance with its terms, if the contractor has notified the officer-in-charge *within fifteen days* after the cause of the delay and the failure arises out of causes including but not limited to: acts of God; acts of the public enemy; acts of the City and any other governmental body in its sovereign or contractual capacity; fires; floods; epidemics; quarantine restrictions; strikes or other labor disputes; freight embargoes; or unusually severe weather. If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if the failure arises out of causes similar to those set forth above, the contractor shall not be deemed to be in default, unless the goods or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the contractor to meet the contract requirements.

Upon request of the contractor, the officer-in-charge shall ascertain the facts and extent of the failure, and, if the officer-in-charge determines that any failure to perform was occasioned by any one or more of the excusable causes, and that, but for the excusable cause, the contractor's progress and performance would have met the terms of the contract, the completion date or delivery schedule shall be revised accordingly, subject to the rights of the City under subsection 9.3, Termination for convenience. As used in this paragraph, the term "subcontractor" means subcontractor or subconsultant at any tier.

**9.2.4** Additional rights and remedies. The rights and remedies provided in this clause are in addition to any other rights and remedies provided by law. [3-125-17, HAR]

**9.3 TERMINATION FOR CONVENIENCE.** The Director of Budget and Fiscal Services may, upon recommendation of the officer-in-charge, when the interests of the City so require, terminate the contract in whole or in part, for the convenience of the City. The Director of Budget and Fiscal Services shall give written notice of the termination to the contractor specifying the part of the contract terminated and when termination becomes effective.

**9.3.1** Contractor's obligations. The contractor shall incur no further obligations in connection with the terminated work and on the dates set in the notice of termination the contractor will stop work to the extent specified. The contractor shall also terminate outstanding orders and subcontracts as they relate to the terminated work. The contractor shall settle the liabilities and claims arising out of the termination of subcontracts and orders connected with the terminated work subject to the City's approval. The contractor may be directed to assign the contractor's right, title, and interest under terminated orders or subcontracts to the City. The contractor must still complete the work not terminated by the notice of termination and may incur obligations as are necessary to do so.

**9.3.2** Right to goods.

- (1) The contractor may be required to transfer title and deliver to the City in the manner and to the extent directed by the officer-in-charge or the Director of Budget and Fiscal Services: any completed goods; and the partially completed goods and materials, parts, tools, dies, jigs, fixtures, plans, drawings, information, and contract rights, hereinafter

called "manufacturing material," as the contractor has specifically produced or specially acquired for the performance of the terminated part of the contract.

- (2) The contractor shall, upon direction of the officer-in-charge, protect and preserve property in the possession of the contractor in which the City has an interest. If the officer-in-charge does not exercise this right, the contractor shall use the contractor's best efforts to sell such goods and manufacturing materials. Use of this section in no way implies that the City has breached the contract by exercise of the termination for convenience clause.

### 9.3.3 Compensation

- (1) The contractor shall submit a termination claim specifying the amounts due because of the termination for convenience together with cost or pricing data to the extent required by subchapter 15, chapter 3-122, HAR, bearing on such claim. If the contractor fails to file a termination claim *within one year* from the effective date of termination, payment may be made to the contractor, if at all, in accordance with paragraph (3) below.
- (2) A settlement may be agreed to by both parties provided the contractor has filed a termination claim supported by cost or pricing data to the extent required by subchapter 15, chapter 3-122, HAR, and that the settlement does not exceed the total contract price plus settlement costs reduced by payments previously made by the City, the proceeds of any sales of goods and manufacturing materials under paragraph 9.3.2, Right to goods, and the contract price of the work not terminated.
- (3) Absent complete agreement under paragraph (2), the contractor shall be paid the following amounts, provided payments agreed to under paragraph (2) shall not duplicate payments under this paragraph for the following:
  - (A) Contract prices for goods or services accepted under the contract;
  - (B) Costs incurred in preparing to perform and performing the terminated portion of the work plus a five percent markup on actual direct costs on such portion of the work, the markup shall not include anticipatory profit or consequential damages, less amounts paid or to be paid for accepted goods or services; provided that if it appears that the contractor would have sustained a loss if the entire contract would have been completed, no markup shall be allowed or included and the amount of compensation shall be reduced to reflect the anticipated rate of loss;
  - (C) Subject to the prior approval of the Director of Budget and Fiscal Services the costs of settling and paying claims arising out of the termination of subcontracts or orders pursuant to paragraph 9.3.1, contractor's obligations. Subcontractors shall be entitled to a markup of no more than ten percent on direct costs incurred to the date of termination. These costs must not include costs paid in accordance with subparagraph (3)(B).
  - (D) The total sum to be paid the contractor under this paragraph shall not exceed the total contract price reduced by the amount of payments otherwise made, the proceeds of any sales of supplies and manufacturing materials under subsection 9.3.2, Right to goods, and the contract price of work not terminated.

- (4) Cost claimed, agreed to, or established under paragraphs (2) and (3) shall be in accordance with Chapter 3-123, HAR. [3-125-21, HAR]

**SECTION 10 - DISPUTES ON CONTRACT  
AND BREACH OF CONTRACT CONTROVERSIES.**

**10.1 FINAL DECISION.** (a) When a controversy cannot be resolved by mutual agreement between the officer-in-charge and the contractor, the Director of Budget and Fiscal Services shall, upon recommendation by the officer-in-charge, after written request by the contractor for a final decision, promptly issue a written decision.

(b) Any such decision shall be final and conclusive, unless fraudulent, or unless the contractor brings an action seeking judicial review of the decision in a circuit court of this State *within the six months* from the date of receipt of the decision.

**10.1.1** The Director of Budget and Fiscal Services shall issue a written decision within the following time limitations:

- (1) For claims not exceeding fifty thousand dollars: *ninety calendar days* after receipt of the claim.
- (2) For claims exceeding fifty thousand dollars: *ninety calendar days* after receipt of the claim; provided that if a decision is not issued within ninety calendar days, the Director of Budget and Fiscal Services shall notify the contractor of the time within which a decision will be made.

If the Director of Budget and Fiscal Services fails to issue a decision on a claim not exceeding fifty thousand dollars within ninety calendar days after receipt, or does not issue a decision within the time promised for a claim in excess of fifty thousand dollars, the contractor may proceed as if an adverse decision had been received.

**10.2 PAYMENT.** The amount determined payable pursuant to the decision, less any portion already paid, normally should be paid without awaiting contractor action concerning appeal. Such payments shall be without prejudice to the rights of either party and where such payments are required to be returned by a subsequent decision, interest on such payments shall be paid at the statutory rate from the date of payment.

**10.3 CLAIMS AGAINST THE CONTRACTOR.** All controversies involving claims asserted by the City against a contractor which cannot be resolved by mutual agreement shall be the subject of a decision by the Director of Budget and Fiscal Services, upon recommendation by the officer-in-charge. [3-126-29, HAR]

**10.4 CONTINUED PERFORMANCE OF THE CONTRACT.** The contractor shall comply with any decision of the Director of Budget and Fiscal Services and proceed diligently with performance of the contract pending final resolution by a circuit court of this State of any controversy arising under, or by virtue of, the contract, except where there has been a material breach of contract by the City; provided that in any event the contractor shall proceed diligently with the performance of the contract where the Director of Budget and Fiscal Services has made a written determination that

continuation of work under the contract is essential to the public health and safety. [3-126-28, 3-126-29, 3-126-31, HAR]

**10.5 REMEDIES.** Any dispute arising under or out of the contract is subject to chapter 3-126, HAR. The procedures and remedies provided for shall be the exclusive means available for persons aggrieved in connection with the solicitation or award of a contract, a suspension or debarment proceeding, or in connection with a contract controversy, to resolve their claims or differences. The contested case proceedings set out in chapter 91, HRS, shall not apply to protested solicitations and awards, debarments or suspensions, or the resolution of contract controversies. [HRS 103D-704]

## SECTION 11 - COST OR PRICING DATA

**11.1 COST OR PRICING DATA.** Pursuant to chapter 3-122, subchapter 15, HAR, cost or pricing data may be required as determined by the officer-in-charge or by chapter 3-122, subchapter 15, HAR, along with the certification of current cost or pricing data, substantially in the form attached hereto as Exhibit "A".

**11.1.1** Cost and pricing data means all facts as of the date of price agreement that prudent buyers and sellers would reasonably expect to affect price negotiations significantly. Cost or pricing data are factual, not judgmental, and are therefore verifiable. While they do not indicate the accuracy of a prospective contractor's judgment about future costs or projections, they do include the data forming the basis for that judgment. Cost or pricing data are more than historical accounting data; they are all facts that can reasonably be expected to contribute to the soundness of estimates of future costs and to the validity of determinations of costs already incurred. They also include such factors as:

- (1) Vendor quotations;
- (2) Nonrecurring costs;
- (3) Information on changes in production methods and in production or purchasing volume;
- (4) Data supporting projections of business prospects and objectives and related operations costs;
- (5) Unit cost trends such as those associated with labor efficiency;
- (6) Make or buy decisions;
- (7) Labor union contract negotiations; and
- (8) Information on management decisions that could have a significant bearing on costs.

**11.1.2** When cost or pricing data are required, they shall be submitted to the officer-in-charge prior to beginning price negotiations at any reasonable time and in any reasonable manner prescribed by the officer-in-charge. Such data shall either be actually submitted or specifically identified in writing. The contractor is required to keep such submission current until the negotiations are concluded.

The contractor shall provide written certification as soon as practicable after agreement is reached on price that the cost or pricing data submitted are accurate, complete, and current as of the date of reaching agreement on price.

**11.1.3** If a prospective contractor refuses to supply the required data, the Director of Budget and Fiscal Services, upon recommendation of the officer-in-charge, shall determine in writing whether to disqualify the noncomplying contractor, to defer award pending further investigation, or to enter into the contract. If, after award, a contractor refuses to supply the required data, the officer-in-charge shall determine in writing whether to further investigate the price adjustment, not to allow any price adjustment, or to set the amount of the price adjustment, subject to the contractor's rights under chapter 3-126, HAR.

The certificate of cost or pricing data is not to be construed as a representation as to the accuracy of the contractor's judgment on the estimated portion of future costs or projections. It does, however, constitute a representation as to the accuracy of the data upon which the contractor's judgment is based.

The exercise of an option at the price established in the initial negotiation in which certified cost or pricing data were used does not require recertification or further submission of data.

**11.1.4** If certified cost or pricing data are subsequently found to have been inaccurate, incomplete, or not current as of the date stated in the certificate, the City is entitled to an adjustment of the contract price, including profit or fee, to exclude any significant sum by which the price, including profit or fee, was increased because of the defective data. It is presumed that overstated cost or pricing data increased the contract price in the amount of the defect plus related overhead and profit or fee. Therefore, unless there is a clear indication that the defective data were not used or relied upon, the price should be reduced in such amount.

In determining the amount of a downward adjustment, the contractor shall be entitled to an offsetting adjustment of any understated cost or pricing data submitted in support of price negotiations for the same pricing action up to the amount of the City's claims for overstated cost or pricing data arising out of the same pricing action.

**11.1.5** If the contractor and the officer-in-charge cannot agree as to the existence of defective cost or pricing data or amount of adjustment due to defective cost or pricing data, the officer-in-charge shall set an amount in accordance with provisions of this section and the contractor may appeal this decision as a contract controversy under chapter 3-126, HAR.

## **SECTION 12 - SEXUAL HARASSMENT POLICY**

**12.1 GENERAL.** The contractor must comply with Revised Ordinances of Honolulu (ROH) section 1-18, on sexual harassment. The contractor shall have and enforce a policy prohibiting sexual harassment. The contractor's sexual harassment policy must set forth the same or greater protection than those contained or required by the ordinance. Section 1-18, ROH is on file and available for viewing in the Purchasing Division. Contractors needing a copy must pick up the copy from the Office of the City Clerk, Room 203, City Hall, 530 South King Street, Honolulu, Hawaii.

**12.1.1** The ordinance is applicable to the employer's business and includes:

- (1) Prohibitions against an officer's or employee's sexual harassment of the following:
  - (a) Another officer or employee of the employer;
  - (b) An individual under consideration for employment with the employer; or
  - (c) An individual doing business with the employer;
- (2) A provision prohibiting a management or supervisory officer or employee from knowingly permitting a subordinate officer or employee to engage in the sexual harassment prohibited under paragraph (1) above;
- (3) A prohibition against retaliation towards an officer, employee, or individual who has complained of sexual harassment, conducted an investigation of a complaint, or acted as a witness during an investigation of a complaint;
- (4) A prohibition against a malicious false complaint of sexual harassment by an officer, employee, or individual;
- (5) Provisions allowing an officer, employee, or individual to make a sexual harassment complaint to an appropriate management, supervisory, or personnel officer or employee;
- (6) Procedures for investigating a sexual harassment complaint in an unbiased, fair, and discreet manner with appropriate safeguards to maintain confidentiality and protection from embarrassment;
- (7) A provision requiring the use of the "reasonable person of the same gender standard," to determine if sexual harassment has occurred. Under the standard, sexual harassment shall be deemed to have occurred if the alleged offender's conduct would be considered sexual harassment from the perspective of a reasonable person of the same gender as the alleged victim. If the alleged victim is a woman, the "reasonable person of the same gender standard" shall be equivalent to and may be called the "reasonable woman standard;"
- (8) Disciplinary actions which may be imposed on an officer or employee who committed a prohibited act; and
- (9) For an employer with at least five employees, a provision requiring the annual viewing of a video on the sexual harassment policy by each management or supervisory officer or employee.

**12.2 POLICY TERM.** The policy required under this section shall be in effect for at least the duration of the contractor's contract with the City.

**12.3 PLEDGE AND ACCEPTANCE.** The action of the contractor signing the contract shall constitute the contractor's pledge and acceptance of the provisions for the sexual harassment policy as required by section 1-18, HRS.

## CERTIFICATE OF CURRENT COST OR PRICING DATA

This is to certify that, to the best of my knowledge and belief, cost or pricing data as defined in section 3-122-122, HAR, and submitted pursuant to section 3-122-125, HAR; either actually or by specific identification in writing to the officer-in-charge in support of \* \_\_\_\_\_

\_\_\_\_\_ are accurate, complete, and current as of \*\* \_\_\_\_\_.  
(Month, day, year)

This certification includes the cost or pricing data supporting any advance agreement(s) between the offeror and the City which are part of the proposal.

Firm: \_\_\_\_\_

Signature: \_\_\_\_\_

\_\_\_\_\_  
(Print name & title of person signing)

Date of execution\*\*\*: \_\_\_\_\_

- \* Describe the project and reference (i.e. project name, +PCD No., field change, change order number, etc.).
- \*\* The date should be a mutually determined date prior to but as close to the date when price negotiations were concluded and the price was agreed to as possible.
- \*\*\* Date of execution should be as soon after the date when price negotiations were concluded and the contract price was agreed to as practical.

(This document shall be signed, sealed, and notarized.)

## CERTIFICATE OF CURRENT COST OR PRICING DATA

This is to certify that, to the best of my knowledge and belief, cost or pricing data as defined in section 3-122-122, HAR, and submitted pursuant to section 3-122-125, HAR; either actually or by specific identification in writing to the officer-in-charge in support of \*Contract No. SC-HRT-1200054 Agreement for Independent Financial Auditor Professional services are accurate, complete, and current as of \*\* 03/02/2012.  
(Month, day, year)

This certification includes the cost or pricing data supporting any advance agreement(s) between the offeror and the City which are part of the proposal.

Firm: PKF Pacific Hawaii LLP

Signature: 

Dwayne Takeno, Partner  
(Print name & title of person signing)

Date of execution\*\*\*: 03/16/2012  
(by Consultant)

- \* Describe the project and reference (i.e. project name, +PCD No., field change, change order number, etc.).
- \*\* The date should be a mutually determined date prior to but as close to the date when price negotiations were concluded and the price was agreed to as possible.
- \*\*\* Date of execution should be as soon after the date when price negotiations were concluded and the contract price was agreed to as practical.

(This document shall be signed, sealed, and notarized.)

See attached Notary page

AFFIDAVIT

STATE OF HAWAII )  
 ) SS.  
CITY AND COUNTY OF HONOLULU )

LS

Subscribed and sworn to before me this  
11<sup>th</sup> day of April, 2012.

Jannel Ababon  
Notary Public, State of Hawaii

Jannel Ababon

My commission expires: 03/07/2014

**NOTARY CERTIFICATE** (Hawaii Administrative Rules 5-11-8)

Doc. Date: 03/02/2012 No. of Pages: 2

Jannel Ababon First Circuit

Document Identification or Description: \_\_\_\_\_  
Certificate of current cost or pricing data. Contract  
No. SC-HRT-1200054. Agreement for Independent  
Financial Auditor Professional Services.

(Notary Stamp or Seal)

Jannel Ababon 04/11/2012  
Signature of Notary Date of Certificate

## Honolulu Authority for Rapid Transportation

### RESOLUTION NO. 2013 – 8

#### APPROVING OPERATING AND CAPITAL BUDGETS FOR FISCAL YEAR 2014 ENDING JUNE 30, 2014

WHEREAS, the Honolulu Authority for Rapid Transportation (HART) has been established pursuant to Article XVII of the Revised Charter of the City and County of Honolulu 1973, as amended (Charter); and

WHEREAS, the Charter empowers the Authority to prepare annual operating and capital budgets for the fixed guideway transit project and for the Authority's operations; and

WHEREAS, it is in the public interest that the Authority have spending plans for both operating and capital expenses to ensure that expenditures are properly controlled and accounted for in the fiscal year 2014; and

WHEREAS, HART prepared both operating and capital budgets for fiscal year 2014; and

WHEREAS, the Finance Committee of the Board has reviewed the line item details of the Operating and Capital Improvement Budgets, made recommendations, and approved said Operating and Capital Improvement Budgets; and

WHEREAS, the Board has reviewed said Operating and Capital Improvement Budgets for the Authority; and

WHEREAS, the said Operating and Capital Improvement Budgets are fully funded by the Transit Fund; and

WHEREAS, the Charter empowers the Board to review, modify as necessary, and adopt annual operating and capital budgets for the Authority;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of HART as follows:

1. Estimated revenues in the amount of \$20,917,259 are hereby appropriated from the Transit Fund for the Operating Budget for the fiscal year July 1, 2013 to June 30, 2014 for the following purposes:

\$ 13,030,366	Personnel
\$ 7,880,893	Current Expenses
\$ 6,000	Equipment

2. Estimated revenues in the amount of \$1,340,438,300 from are hereby appropriated from the Transit fund for the Capital Improvement Budget for the fiscal year July 1, 2013 to June 30, 2014.
3. The Executive Director is hereby authorized to manage the revenues and expenditures of the Transit Fund's subsidiary fund accounts to ensure proper accounting of the monies pursuant to the standards for financial administration requirements of Title 49 Code of Federal Regulations Part 18.
4. The Executive Director is hereby authorized to conduct the administrative affairs of the Authority in accordance with the Authority's Financial Policies utilizing the Operating and Capital Improvement Budgets established herein.
5. This Resolution shall take effect on July 1, 2013.

ADOPTED by the Board of the Honolulu Authority for Rapid Transportation on

\_\_\_\_\_.

\_\_\_\_\_  
Board Chair

ATTEST:

\_\_\_\_\_  
Board Administrator

# Honolulu Authority for Rapid Transportation

## STAFF SUMMARY

**TITLE:** Approving Operating and Capital Budgets for Fiscal Year 2014 Ending June 30, 2014

**STAFF CONTACT:**  
Diane Arakaki

**DATE:**  
June 24, 2013

Type:	Goal	Focus	Area	Reference Notes
<input checked="" type="checkbox"/> Action/Approval	<input type="checkbox"/> Project Delivery	<input type="checkbox"/> Livability/Land Use		
<input type="checkbox"/> Information	<input type="checkbox"/> Service Delivery	<input type="checkbox"/> Partnerships		
<input type="checkbox"/> Follow-up	<input checked="" type="checkbox"/> Resource Stewardship	<input checked="" type="checkbox"/> Agency Admin.		

**1. Purpose:**

Approval of the Fiscal Year 2014 Operating and Capital Budgets

**2. Background/Justification**

The FY 2014 Operating and Capital Budgets were approved by the HART Finance Committee on November 8, 2012 and transmitted to the Mayor and City Council.

**3. Procurement Background**

N/A

**4. Financial/Budget Impact**

Appropriates funds to ensure that both operating and capital expenditures are properly controlled and accounted for in the fiscal year 2014.

**5. Policy Impact**

N/A

**6. Public Involvement**

N/A

**7. Alternatives**

N/A

**8. Exhibits**

N/A

**Certified and Recommended by:**

  
 6/24/13  
 Executive Director and CEO

**HONOLULU AUTHORITY FOR RAPID TRANSPORTATION  
PROPOSED OPERATING EXPENSE BUDGET  
FOR FISCAL YEAR 2014**

<b>Expense Category</b>	<b>FY2013 Budget</b>	<b>FY2014 Budget</b>
<b><u>Personnel</u></b>		
Regular Pay	\$ 9,001,089	\$ 9,052,649
Overtime, Night Shift, Temp Assign Pay, Stand-by Pay	\$ 53,000	\$ 70,480
Accumulated Lump Sum Vacation Pay	\$ -	\$ 14,000
Fringe Benefits (ERS, FICA, EUTF, Unemp, & Workers Comp)	\$ 3,916,793	\$ 3,892,237
Service Or Merit Awards	\$ 800	\$ 1,000
<b>Personnel Expense Subtotal</b>	<b>\$ 12,971,682</b>	<b>\$ 13,030,366</b>
<b><u>Current Expenses</u></b>		
Office & Computer Supplies	\$ 128,000	147,000
Meals and Food	\$ 2,700	2,300
Safety & Miscellaneous Supplies	\$ 5,900	9,300
Parts/Equip (Comm, Furn, Comp, A/V)	\$ 230,700	210,000
Legal Services	\$ 1,202,354	1,702,354
Professional Services - Direct Reimbursement & CASE	\$ 2,079,869	1,982,031
Professional Services - Other (Audit, Accounting Svcs, Safety, Peer)	\$ 364,400	280,000
Postage & Shipping	\$ 6,000	9,000
Telephone	\$ 21,600	32,000
Communication Services (Web Hosting & Webex Video Teleconf )	\$ 164,580	170,000
Relocation - New hires	\$ 30,000	30,000
Travel Expense - Out-Of-State (Staff & Board)	\$ 82,475	82,475
Advertising, Publication Of Notices, & Photo Services	\$ 10,100	14,474
Insurance on Equipment & General Liability	\$ 8,000	12,000
Liability Insurance (Directors & Officers)	\$ 53,000	62,000
Printing and Binding	\$ 1,500	1,500
Other Repairs to Buildings and Structures	\$ 300,000	300,000
Repairs/Maintenance - Office Furniture & Equipment	\$ 2,800	5,000
Rentals (Office Equip, Office Space, Land, Other)	\$ 2,299,704	2,230,959
Fees (Memberships, Registration & Parking)	\$ 48,180	50,000
Computer Software Maint. Agreements	\$ 39,649	48,500
Other Fixed Charges (Stipend)	\$ 1,000,000	500,000
Debt Service & Issuance		
<b>Current Expenses Subtotal</b>	<b>\$ 8,081,511</b>	<b>7,880,893</b>
<b><u>Equipment &amp; Software</u></b>	<b>\$ 16,000</b>	<b>\$ 6,000</b>
<b>TOTAL</b>	<b>\$ 21,069,193</b>	<b>\$ 20,917,259</b>
<b>Total Full-time Equivalent Positions</b>	<b>139</b>	<b>139</b>

**HONOLULU AUTHORITY FOR RAPID TRANSPORTATION  
PROPOSED CAPITAL IMPROVEMENT BUDGET FOR FISCAL YEAR ENDING JUNE 30, 2014**

	Planning	Design	Construction	Equipment	Inspection	Land	Relocation	Total
<b>Programmatic Agreement (PA) Requirements</b>								
Kako'o	\$ 200,000							\$ 200,000
Humanities Program	\$ 100,000							\$ 100,000
Historic Preservation Committee (HPC)			\$ 900,000					\$ 900,000
HPC Park Improvements			\$ 750,000					\$ 750,000
Subtotal - PA Requirements	\$ 300,000	\$ -	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ 1,950,000
<b>Consultant Services</b>								
Program Management Support		\$ 10,440,000						\$ 10,440,000
Real Estate Support						\$ 377,400	\$ 377,400	\$ 754,800
HDOT Support Consultants & HDOT Oversight	\$ 420,000	\$ 7,909,000						\$ 8,329,000
Owner-Controlled Insurance Program			\$ 208,100					\$ 208,100
Subtotal - Consultant Services	\$ 420,000	\$ 18,349,000	\$ 208,100	\$ -	\$ -	\$ 377,400	\$ 377,400	\$ 19,731,900
<b>Design</b>								
Dillingham & Kaka'ako Station Groups		\$ 19,428,900						\$ 19,428,900
Pearl Highlands Parking Structure/Bus Transit Center (includes H2 Ramp)		\$ 17,916,100						\$ 17,916,100
UH West O'ahu Park & Ride/Ho'opili Station Finishes		\$ 2,465,900						\$ 2,465,900
Subtotal - Design	\$ -	\$ 39,810,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,810,900
<b>Construction</b>								
Aiport Section Utilities			\$ 24,627,700					\$ 24,627,700
City Center Section Utilities			\$ 63,025,100					\$ 63,025,100
Stations-West O'ahu, Farrington Hwy, Kamehameha Hwy			\$ 151,567,000					\$ 151,567,000
On-Call Construction Contractors			\$ 869,600					\$ 869,600
On-Call HazMat Removal Contractors		\$ 200,000	\$ 800,000					\$ 1,000,000
Elevators & Escalators			\$ 5,000,000					\$ 5,000,000
Owner-Controlled Insurance Program			\$ 1,633,300					\$ 1,633,300
Subtotal - Construction	\$ -	\$ 200,000	\$ 247,522,700	\$ -	\$ -	\$ -	\$ -	\$ 247,722,700
<b>Inspection</b>								
Stations-West O'ahu, Farrington Hwy, Kamehameha Hwy & H2 Ramp					\$ 20,152,400			\$ 20,152,400
Airport & City Center Sections					\$ 36,591,000			\$ 36,591,000
Subtotal - Inspection	\$ -	\$ -	\$ -	\$ -	\$ 56,743,400	\$ -	\$ -	\$ 56,743,400
Equipment - Railcars/Core Systems				\$ 425,907,000				\$ 425,907,000
Right-of-Way and Relocation						\$ 85,570,000	\$ 1,000,000	\$ 86,570,000
Utility Work by Private Utility Owners		\$ 10,000,000	\$ 124,500,000					\$ 134,500,000
Art in Transit Program	\$ 1,975,000							\$ 1,975,000
Quality Audits		\$ 56,600						\$ 56,600
Subtotal FY 2014	\$ 2,695,000	\$ 68,416,500	\$ 373,880,800	\$ 425,907,000	\$ 56,743,400	\$ 85,947,400	\$ 1,377,400	\$ 1,014,967,500
Allowance for Contract Recertification								\$ 100,000,000
Allowance for Contingencies								\$ 225,470,800
TOTAL FY 2014								\$ 1,340,438,300



HONOLULU AUTHORITY for RAPID TRANSPORTATION

IN REPLY REFER TO:

June \_\_, 2013

The Honorable Kirk Caldwell, Mayor  
City and County of Honolulu  
530 South King Street, Room 300  
Honolulu, Hawaii 96813

The Honorable Ernest Y. Martin, Chair  
and Members  
Honolulu City Council  
530 South King Street, Room 202  
Honolulu, Hawaii 96813

BOARD OF DIRECTORS

Carrie K.S. Okinaga, Esq.  
CHAIR

Ivan M. Lui-Kwan, Esq.  
VICE CHAIR

George I. Atta  
Robert Bunda  
Michael D. Formby  
William "Buzz" Hong  
Donald G. Horner  
Keslie W.K. Hui  
Damien T.K. Kim  
Glenn M. Okimoto, Ph.D.

Dear Mayor Caldwell, Chair Martin, and Councilmembers:

In the Honolulu Authority for Rapid Transportation (HART)'s second year of existence, the semi-autonomous City transit authority stayed on course in fulfilling its mission of delivering the rail project on time and within budget. HART has achieved major milestones this past year, moving forward the vision of bringing rapid transportation to Oahu, despite facing major challenges. The HART Board of Directors has continued to work hard to provide meaningful oversight of and direction to the project and the HART administration, having conducted more than 100 public Board and Committee meetings since HART's inception in July 2011. This project, however, takes partnership upon partnership to stay on track, and the achievements of the last year involved the work of many hands.

#### SIGNIFICANT MILESTONES

In our second year, HART reached its most significant financial milestone to date when the \$1.55 billion Full Funding Grant Agreement (FFGA) with the Federal Transit Administration (FTA) was executed on December 19, 2012 (Attachment 1). The City is no longer just an "applicant"; it is a "grantee" of federal funds. A key step towards this major accomplishment was the collaborative work with the City Council, under the leadership of Chair Martin, which approved \$450 million in commercial paper for the rail project to be used as a "contingency on a contingency" in case of any future funding shortfalls. No individual was more crucial to the achievement of the FFGA than the late Senator Daniel Inouye, whose steadfast support of the project will be sorely missed, and whose passing will be felt by all of us for years to come.

The Honorable Kirk Caldwell, Mayor  
and  
The Honorable Ernest Y. Martin, Chair and Members  
Page 2  
June \_\_, 2013



U.S. Secretary of Transportation Ray LaHood, U.S. Representative Colleen Hanabusa, U.S. Senator Daniel Akaka, FTA Administrator Peter Rogoff, U.S. Representative Mazie Hirono, Honolulu Mayor Peter Carlisle, Mrs. Irene Hirano Inouye, Honolulu Councilmember Ikaika Anderson, Honolulu Council Chairman Ernest Martin, and HART Executive Director and CEO Daniel Grabauskas commemorate the signing of the FFGA

While saying good-bye to some partners, the Board of Directors itself welcomed new ones, ex-officio members who are appointees of Mayor Caldwell: (1) the Director of the Department of Transportation Services (DTS) Michael Formby, an experienced and hard-working transportation official who has already made new inroads to development of a long-term relationship between TheBus and the rail system, and (2) the Director of the Department of Planning and Permitting (DPP) George Atta, a longtime community planner who comes with deep knowledge of the community and transit oriented development, and a passion for transit. Our new members bring a wealth of experience and a fresh perspective regarding how to “do rail better”, and are as individuals and as members of the City administration, critical City partners. We remain grateful to former DTS Director Wayne Yoshioka, former DPP Director David Tanoue, and former Interim DPP Director Jiro Sumada for their dedicated service to the project.

A final milestone achieved this year was Governor Neil Abercrombie’s enactment of Act 12 (2013) that expanded the Policy Committee of the Oahu Metropolitan Planning Organization (OMPO) to include “the director of the authority for rapid or mass transportation.” This Policy Committee is the “heart” of the OMPO planning

process. It determines the direction of long-range transportation planning for the city of Honolulu and surrounding areas. Honolulu's mass transit system will be an integral component of this City's transportation infrastructure, and HART's Executive Director and CEO will have a vital contributing role in the planning and implementation of the OMPO's major programs, which include the Oahu Regional Transportation Plan (ORTP), Transportation Improvement Program (TIP), and Overall Work Program (OWP).

### SIGNIFICANT CHALLENGES AND RELATED OPPORTUNITIES

As you know, and as explained in more detail herein, we have had our share of challenges this past year. Challenges are expected in a project of this magnitude, and the question is not whether they will arise, but how we handle and/or resolve them. In that stead, the HART Board has continued to be impressed by the HART administration, headed by Executive Director and CEO Dan Grabauskas, and in his first annual evaluation (Attachment 2), recognized Mr. Grabauskas for his transparency and adeptness in facing these challenges, as well as for the partnerships and credibility he has forged in his relatively short time on the job.

The biggest challenges faced by HART this year were undoubtedly those posed by delays arising from litigation. It is in this area particularly that Mr. Grabauskas demonstrated his strong leadership skills – despite facing enormous obstacles, HART staff has made tremendous achievements in staying the course of being “on time and on budget.” In August 2012, the Hawaii Supreme Court decision in *Kaleikini v. Yoshioka, et al.* temporarily suspended all construction activities on the West Oahu/Farrington Highway section of the alignment. In December 2012, the U.S. District Court ruling in *Honolulutraffic.com et al. v. FTA, et al.* resulted in the suspension of

construction and real estate acquisition activities in the City Center section of the alignment, which had been halted anyway by the State Supreme Court decision. Although many issues were resolved in favor of the City in the

*Honolulutraffic.com* case, please know



All of the project's running rail has been received

The Honorable Kirk Caldwell, Mayor  
and  
The Honorable Ernest Y. Martin, Chair and Members  
Page 4  
June \_\_\_, 2013

that the costs of defense exceed \$2 million already. Attorneys' fees notwithstanding, our main challenge is to comply with the rulings while mitigating their effects so as to fulfill our voter-mandated mission of delivering the project on time and within budget.

Even with respect to the work that was affected by the Hawaii Supreme Court ruling, CEO Dan Grabauskas has found silver linings. He was able to accelerate the Archaeological Inventory Survey (AIS) schedule, completing it two months ahead of schedule. As a result, the design work for the guideway has been better informed by the AIS trenchwork, and will enable HART to design the guideway around the seven archaeological finds. In addition, Mr. Grabauskas directed the development a first-of-its-kind cultural monitoring program, which engaged cultural descendants and community members in an effort to be respectful and mindful of potential archaeological finds. This program, of which plaintiff Paulette Kaleikini was an important member, is a testament to Mr. Grabauskas' and HART staff's remarkable efforts in working with the State Historic Preservation Division (SHPD), FTA, HART's contractors, cultural descendants, and cultural monitors in paving a smooth path back to construction. The program will serve as a model for the remainder of construction. HART staff, who has invested an enormous amount of time and effort in this endeavor, continues to work with the cultural descendants, SHPD, and the Oahu Island Burial Council to determine the disposition of the *'iwi kupuna* discovered as a result of the AIS trenching.

While the Hawaii Supreme Court ruling stopped construction, HART has persevered in continuing engineering and design work for the guideway, stations, and Maintenance and Storage Facility. Right-of-way acquisitions have also continued (except for the City Center section), with three full properties acquired and the commencement of eminent domain proceedings for two properties this year. All residential properties have been acquired without condemnation, and relocations are nearly completed. HART also rolled, shipped and received all of the running rail needed for the project – 8,735 tons – in order to take advantage of lower steel costs.

Having this lull in construction activity has also allowed us to redouble our efforts to educate the public, especially those directly impacted by rail construction. In the last year alone HART's public outreach team participated in more than 340 community workshops, meetings, presentations and events. In preparation for construction resuming this fall, HART's public outreach team will also assist with canvassing along the alignment from West Oahu to Aloha Stadium, connecting with businesses and residents to provide traffic updates and details of upcoming construction work. That effort also provides the community with the opportunity to give us feedback on the project. In addition, our public outreach team provides information and updates daily on the website, social media and via our 24-hour hotline.

Managing relationships with HART's contractors, primarily Kiewit, was also important in mitigating the economic impacts of the delay. At our request, HART staff reported

regularly to the Board on their work with project contractors to reduce construction suspension costs through cooperative negotiation. The result is monthly delay costs which are below the initially projected cost of \$7-10 million per month. Mr. Grabauskas' goal is to have all delay costs resolved before construction is resumed. By expediting the required work, and with the cooperation of these agencies and private partners, HART anticipates that construction will resume this fall, and that we will be able to preserve the 2019 opening date for revenue service.

#### FINANCIAL STATUS

We remain on schedule, and within budget, as well. The signing of the FFGA in December 2012 was significant, not just for the \$1.55 billion federal grant commitment, but also because it affirmed the fiscal viability of our project. Our dedicated local funding, through the General Excise Tax ("GET") surcharge, was critical evidence needed by the FTA that we had the political and financial will to see this massive infrastructure project through. And in fact, the surcharge has been collected for over six years now, and collections to date total over \$1 billion. Questions were raised by HART as to the accuracy of the reporting by the State Department of Taxation ("DoTax"), given the lack of apparent increases in surcharge collections despite the reported increases in GET collection. At the May Board meeting, members were able to question the DoTax director, and received a presentation by the DoTax director as to how the apparently inconsistent numbers could be reconciled. HART will continue to monitor closely the surcharge collection.

HART remains ever mindful of its responsibility to be a good steward of public taxpayer dollars. The Board reduced the agency's FY13 Operating Budget by \$1.5 million and three staff positions. In terms of longer term fiscal health, the Board has tasked HART administration with formulating an operating budget for the year 2019, when rail enters full revenue service. The operating budget will serve to inform the Board and the public about the long term operating costs of the system, and provide early opportunities to identify efficiencies and additional revenue opportunities, while the project is still in the planning stages.

The Board also oversaw the completion of HART's first annual financial audit cycle, which yielded favorable conclusions overall. The findings noted in the audit related to the transition from DTS to HART. HART also issued its first annual financial statement for HART since becoming a semi-autonomous agency (Attachment 3).

#### FUTURE AREAS OF FOCUS

Looking ahead to the coming year, the Board adopted the attached Business Plan for FY 2014 (Attachment 4), which sets out HART's priorities for the coming year, which center on resumption of construction.

We will also be focusing on how we can best serve our future riders when revenue service begins. We have already approved funding for additional seats on the H RTP railcars to be provided by Ansaldo Honolulu JV, thereby increasing seating capacity by 25%. Keeping the safety of future passengers in mind, the Board also voted to support screen gates for the platforms. We have formed a fare policy permitted interaction



Rendering of HART train

group, which will investigate and recommend a fare system and policy to the Board. The group will work in conjunction with the working group established with the Department of Transportation Services (DTS) and its contractor, Oahu Transit Services (OTS), which will explore how to improve cooperation and synergies between

bus and rail services, as well as opportunities for consolidating administrative functions between HART and OTS to improve efficiency and customer service.



Mayor Kirk Caldwell addresses the first joint meeting of the HART and OTS Boards of Directors in April 2013

Finally, in order to advance our Charter authorization to promote, create and assist transit oriented development (TOD) projects near stations, we have also formed a TOD Stakeholders Advisory Group to help facilitate TOD by bringing various government and private sector stakeholders together (Attachment 5).

The Honorable Kirk Caldwell, Mayor  
and  
The Honorable Ernest Y. Martin, Chair and Members  
Page 7  
June \_\_, 2013

CONCLUSION

With fiscal and physical support from our many partners on this project, HART has accomplished much this past year, despite facing tremendous challenges. As challenges are met and construction resumes, we pledge continued resolve to oversee this project to the best of our ability. We thank you for your leadership in and support for our efforts to build rail better.

Sincerely,

---

Carrie K. S. Okinaga, Esq.  
Chair, HART Board of Directors

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Ivan M. Lui-Kwan, Esq.  
Vice Chair, HART Board of Directors

DRAFT

# **ATTACHMENT 1**

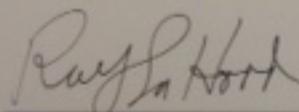
# UNITED STATES OF AMERICA

U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL TRANSIT ADMINISTRATION

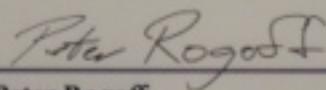
## FULL FUNDING GRANT AGREEMENT

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION  
HONOLULU RAIL TRANSIT PROJECT

THE FEDERAL GOVERNMENT HEREBY AWARDS THIS FULL FUNDING GRANT AGREEMENT  
THIS 19TH DAY OF DECEMBER 2012

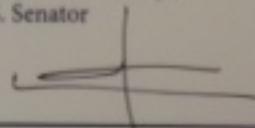


**Ray LaHood**  
Secretary  
U.S. Department of Transportation

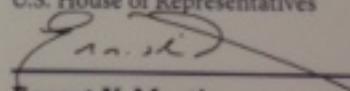


**Peter Rogoff**  
Federal Transit Administrator  
U.S. Department of Transportation

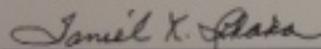
**Daniel K. Inouye**  
U.S. Senator



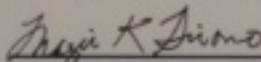
**Colleen Hanabusa**  
Congresswoman  
U.S. House of Representatives



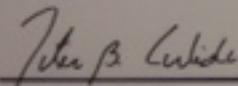
**Ernest Y. Martin**  
Chairman  
Honolulu City Council



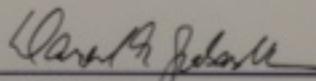
**Daniel K. Akaka**  
U.S. Senator



**Mazie K. Hirono**  
U.S. Senator-Elect



**Peter Carlisle**  
Mayor  
Honolulu



**Dan Grabauskas**  
CEO  
Honolulu Authority for Rapid Transportation

## **ATTACHMENT 2**

**Performance Evaluation Report**  
**Executive Director and Chief Executive Officer**  
**Honolulu Authority for Rapid Transportation**  
**April 2012 – March 2013**

**Introduction**

Appointed by the Board of Directors (Board) of the Honolulu Authority for Rapid Transportation (HART), the Executive Director and Chief Executive Officer (Executive Director) receives policy direction from the Board and is responsible for planning, directing, and administering all of the affairs of HART, including running the day-to-day operations of the Authority. The Executive Director makes recommendations to the Board on budgets, policies, plans, and rules, and reports regularly on the performance of the agency.

Pursuant to Section 17-103.3(d) of the Revised Charter of the City and County of Honolulu 1973 (2000 ed.), the Board shall "[e]valuate the performance of the executive director at least annually; and submit a report thereon to the mayor and council."

Daniel A. Grabauskas was appointed by the Board as Executive Director and Chief Executive Officer of HART on March 1, 2012, and began service on April 9, 2012. This is the first annual evaluation of Executive Director Grabauskas.

**Methodology**

In evaluating the Executive Director, the Board considered the following performance factors: Leadership Qualities (effectiveness and competence; positive attitude and morale; personal and agency integrity; creativity; relationships; and openness and transparency) and Managerial Skills (organizational structure; delegation; personnel and staffing; budget and fiscal matters; communication skills; training and development; and community relations).

The following evaluation components were then applied to the performance factors:

FAILS TO MEET EXPECTATIONS	-	Results achieved do not meet required expectations and objectives
IMPROVEMENT REQUIRED	-	Results achieved do not meet required expectations and require improvement
MEETS EXPECTATIONS	-	Results achieved meet required expectations and objectives
EXCEEDS EXPECTATIONS	-	Results achieved exceed required expectations and objectives consistently
EXEMPLARY	-	Results achieved surpass required expectations and objectives without exception

The Board also considered the Executive Director's performance in meeting the annual performance objectives agreed to by the Board and the Executive Director for his first year in office.

### **Evaluation**

The Board's evaluation of the Executive Director for the period April 2012 to March 2013 is as follows:

A. **Leadership Qualities.** The leadership qualities assessed by the Board are Effectiveness and Competence; Positive Attitude and Morale; Personal and Agency Integrity; Creativity; Relationships; and Openness and Transparency.

Mr. Grabauskas was scored very high by the Board for each of these leadership qualities, with all Board members rating the Executive Director's performance as achieving either "exceeds expectation" or "exemplary."

The Board members noted that the Executive Director has done an exceptional job in fostering an agency culture of transparency and integrity. This has translated into increased trust and support for HART and the Honolulu Rail Transit Project (Project). The result has been improved relationships with the City administration, the City Council, and the Federal Transit Administration (FTA), as well as with other stakeholders, including Native Hawaiian groups and individuals. The Executive Director has also maintained an outstanding working relationship with the Board.

Members of the Board also recognized Mr. Grabauskas' success in smoothly transitioning into an existing agency, and capably assuming command while promoting an energetic, team-oriented operation. He "hit the ground running," bringing a positive attitude and strong personal integrity to the job. Soon after beginning employment, the Executive Director voluntarily took a 5% reduction in his base salary in recognition of similar sacrifices being made by City workers and department heads. He was also able to effectively adapt to a new cultural environment with sensitivity.

The Executive Director's exceptional leadership qualities were demonstrated by his ability to confidently and ably direct HART during a period of particularly significant challenges. His first year in office included a mayoral election that focused on whether or not the Project should continue, as well as major rulings in State and Federal litigation concerning the Project. Throughout, Mr. Grabauskas provided positive, creative and effective leadership that kept the agency and the Project moving forward. By the end of the calendar year 2012, the Project was able to obtain a Full Funding Grant Agreement with the FTA that locked in \$1.55 billion in federal funding.

B. Managerial Skills. The managerial skills assessed by the Board are as follows: Organizational Structure; Delegation; Personnel and Staffing; Budget and Fiscal Matters; Communication Skills; Training and Development; and Community Relations.

As was the case with leadership qualities, Mr. Grabauskas received a very high rating from the Board for his managerial skills. With few exceptions, all Board members rated his performance in this area as "exceeds expectation" or "exemplary."

The Board was especially impressed with the Executive Director's strong communication skills, which were put to excellent use in improving community relations, reaching out to stakeholders, and directing the Authority. His outreach efforts to explain the benefits of the Project to diverse constituencies and to

respond to concerns about the Project were extensive and effective. With the City Council alone, in his first eight months on the job, the Executive Director attended at least 16 meetings, and responded to over 100 written and oral inquiries from Councilmembers. In all his various communication efforts, Mr. Grabauskas demonstrated himself to be experienced, knowledgeable and articulate.

The Executive Director's efforts to establish a sound organizational structure for HART also received positive reviews by Board members. They noted his restructuring of the agency into various working groups to more efficiently operate during the Project's current construction management phase. His hiring of a Deputy Executive Director, Brennon Morioka, and the delegation of authority to Mr. Morioka, were also important developments that strengthened the Authority's capabilities and allowed the Executive Director to better focus on many of the significant matters requiring his attention. HART's recent efforts to more formally engage Oahu Transit Services, the municipal bus operator, in discussions about possible cooperation and synergies were also seen as a significant positive development.

In terms of personnel and staffing, the Board strongly endorsed the Executive Director's efforts to identify and hire talented individuals for key positions in HART and to provide appropriate training and professional development opportunities within the Authority. Among these efforts was the beefing up of the agency's internal financial management capacity, including the hiring of a Chief Financial Officer and supporting professional staff. Some Board members noted a further need to strengthen HART's capabilities in this area, observing that although overall results in budget and fiscal matters have met expectations and objectives, continued improvement is important, as financial management and cost control will be essential to bringing the Project to completion on time and on budget. The Board also specifically noted and Mr. Grabauskas agreed that efforts to improve on the timeliness of Board communications and assistance were in order.

C. Performance Objectives. As noted previously, the Board and Mr. Grabauskas agreed to annual performance objectives for his first year in office. These objectives, attached to this report as Exhibit A, encompassed numerous specific items in the categories of organizational development, project delivery, stakeholder interactions and community leadership, and Board interaction. On March 31, 2013, the Executive Director submitted his self-evaluation report on his efforts to meet the agreed-to annual performance objectives. (See Exhibit B.) The Executive Director's submittal clearly explains how he met the objectives articulated for his first year on the job. Through the Executive Director's efforts, and the dedicated efforts of his entire HART team, to whom he gives well-deserved credit, great accomplishments have been achieved in the past year.

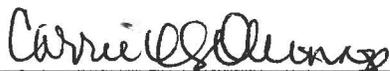
In summary, during the past evaluation period Mr. Grabauskas has ably led HART through many challenges, improving the Authority and achieving significant accomplishments. In doing so, he has exceeded expectations and demonstrated exemplary performance in many areas.

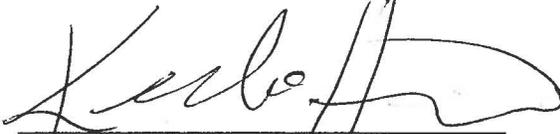
The Board will base its evaluation for the next review period in part upon the new annual performance objectives to be agreed to by the Board and the Executive Director. Beyond the achievement of those objectives, the Board's expectation is that Mr. Grabauskas will continue to demonstrate the same outstanding leadership that has characterized his service to date.

### **Conclusion**

Executive Director Grabauskas is to be commended on an excellent first year as the chief executive officer of HART. He has demonstrated that he is an energetic, creative, resourceful and effective leader. In the future, he will be expected to maintain, if not surpass, the high standards he has established for his position.

APPROVED BY THE BOARD OF DIRECTORS OF HONOLULU AUTHORITY FOR  
RAPID TRANSPORTATION THIS 16th DAY OF MAY, 2013.

  
\_\_\_\_\_  
Chair, Board of Directors

  
\_\_\_\_\_  
Chair, Human Resources Committee

**Annual Performance Objectives  
for  
Daniel A. Grabauskas, Executive Director & CEO  
Honolulu Authority for Rapid Transportation (HART)**

**Evaluation Period: April 2012 – March 2013**

**Powers, Duties and Functions of the Executive Director:**

As defined in the Revised Charter of the City and County of Honolulu Section 17-104, the Executive Director shall:

- a) Administer all affairs of the authority, including rules, regulations and standards adopted by the board.
- b) Have at least five years of fixed guideway system experience.
- c) Sign all necessary contracts for the authority, unless otherwise provided by this article.
- d) Recommend to the board the creation or abolishment of positions.
- e) Enforce the collection of fares, tolls, rentals, rates, charges, and other fees.
- f) Prepare payrolls and pension rolls.
- g) Maintain proper accounts in such manner as to show the true and complete financial status of the authority and the results of management and operation thereof.
- h) Prepare annual operating and capital budgets.
- i) Prepare and maintain a six-year capital program.
- j) Prescribe rules and regulations as are necessary for the organization and internal management of the authority.
- k) Recommend rules and regulations for adoption by the board.
- l) Request, and accept appropriations from the city, and request and accept grants, loans and gifts from other persons and entities.
- m) Administer programs promoting appropriate developments near transit stations, including compilation of city incentive programs.
- n) Review development projects having significant impact on the operation of the fixed guideway system.
- o) Plan, administer and coordinate programs and projects of the fixed guideway system that are proposed to be funded, wholly or partially, under federal or state law and required to be transmitted to the Oahu metropolitan planning organization.
- p) Attend all meetings of the Board unless excused.
- q) In addition to the general powers under this section, other general or specific powers may be conferred upon the executive director by ordinance, so long as the powers are consistent with the article of this Charter.

**Annual Performance Review**

In this first year, the Board has set high expectations for the Executive Director & CEO. There are several critical milestones in the Honolulu Rail Transit Project (H RTP) including but not limited to securing the required federal, state and city & county approvals for the commencement

of construction, the preparation and timely submittal of the application for Full Funding Grant Agreement (FFGA) to the Federal Transit Administration (FTA), all efforts required for execution of the FFGA, and an enhanced transparency and communication with the public and key stakeholders to build and to maintain the public's confidence in the management of and support for the rail project. To assess whether or not the Executive Director & CEO has accomplished these goals and successfully executed the duties and responsibilities of his position, the Board will evaluate performance in the following high priority areas.

#### **ORGANIZATIONAL DEVELOPMENT**

- Develop and implement a Human Resources Management Plan;
- Ensure successful succession and employee development plans across all functions of the Authority. This includes identifying current opportunities for training of our employees by experienced consultants, and encouraging employees to take initiative and develop within the organization;
- Coach, train, and motivate staff; manage employee relations; manage the workflow and prioritization of projects and measure the performance of the agency and direct staff and take appropriate corrective action when necessary; review the work of staff and make effective suggestions and recommendation; recommend and implement corrective actions, discipline and termination procedures as appropriate/necessary;
- Ensure that processes, policies and practices are interpreted and applied consistently and effectively and that the Authority is accountable and compliant with all current and applicable HART, City, state and federal policies;
- Empower senior management and employees to lead their departments and functions effectively and efficiently; encourage senior management and employees to work together and across all functions of the organization, avoiding "stove-piping"; provide an environment where managers from each department are encouraged to work together and present directly to executive leadership;
- Ensure that effective cost-control measures are in place at all levels of the Authority; and
- Invite and encourage Board member participation in community events and senior staff meetings as appropriate.

#### **PROJECT DELIVERY**

- Implement the HART business strategy adopted by its Board and in accordance with HART's mission to achieve the vision for the H RTP through the successful accomplishment of HART's goals, including construction of the entire fixed guideway system on time and within budget;

- Submit the application for FFGA in a timely manner;
- Manage the FFGA process through successful execution of the FFGA;
- Responsibly manage the Authority's assets in order to optimize all funding sources available to HART;
- Identify areas for cost reduction and increased efficiencies and communicate those recommendations and creative solutions effectively to the Board and management, resulting in an organization that is run efficiently and cost effectively;
- Manage a capital project-oriented organization with an emphasis on financial management, safety, security, and public awareness as to the impacts that construction will have on residents, visitors, the environment and other stakeholders;
- Responsibly schedule, authorize, and manage the physical development of the HRTP; and
- Balance the focus on on-time/within-budget construction milestones, with the long term vision of delivering future operation and maintenance of the system in a safe, clean, courteous, timely, dependable, and cost-effective manner.

#### STAKEHOLDER INTERACTIONS & COMMUNITY LEADERSHIP

- Work effectively and persuasively with elected officials, local, state and federal agencies, the U.S. House of Representatives, the U.S. Senate, U.S. DOT/FTA, Transportation Security Administration (TSA), the governments of City and County of Honolulu and State of Hawaii and the local business community, organized labor, public constituencies, NGOs, the press and other stakeholders;
- Attend and/or participate in professional group meetings and maintain awareness of new trends and developments impacting the agency's business activities;
- Develop an understanding, appreciation, sensitivity and commitment to the social, cultural, economic, political and environmental needs of HART and the unique city it serves;
- Listen to stakeholder input and provide insight into the Authority's implementation of its capital program and policies and the Authority's current and future status and to assure maximum cooperation in building the best possible fixed guideway transportation system for the City and County of Honolulu;
- Advocate for sustainable development and economic growth for the City and County of Honolulu and increased revenue for local businesses and government;
- Maintain on-going communication with the State of Hawaii's Department of Transportation and the City and County of Honolulu's Department of Transportation Services regarding the

alignment of the fixed guideway system as it relates to grade crossings and capital intensive construction phases;

- Continually examine the Authority's performance as it relates to safety so that the design, construction and future operation result in delivery of safe, enjoyable and reliable service to all stakeholders; and
- Work with commercial and residential real estate developers and other businesses interested in real estate development and transit oriented development that maximize ridership and generate the highest return on investment, in furtherance of the City's development plans.

#### BOARD INTERACTION

- Develop a strong collaborative working relationship with an engaged 10-member Board of Directors; assist the Board in its policy-making duties by providing relevant information in a timely manner; assist the Board in short and long-term planning objectives; furnish information to include options and potential consequences, enabling the Board and its Committees to make informed decisions;
- Manage the resources of the Authority consistent with the Board's policies, project schedules and the financial plan, via actionable management plans that provide strategic direction for senior management to effectively execute these plans; and
- Communicate regularly with the Board of Directors about internal operations, reports and external stakeholder communications, updating the "balanced scorecard" every three (3) months.



Acknowledged  
Daniel A. Grabauskas  
Executive Director & CEO

7/2/12  
Date

## MEMORANDUM

**TO: Board of Directors,  
Honolulu Authority for Rapid Transportation (HART)**

**FROM: Daniel A. Grabauskas,  
Executive Director and CEO**

**SUBJECT: Annual Performance Objectives  
Evaluation Period April 2012 – March 2013  
Self Evaluation**

**DATE: 31 March 2013**

### **Executive Director and CEO Opening Statement**

I would like to state up front that I am proud of this past year's accomplishments, but also add that it is my belief that there is always room for job performance improvement. My hope is that this review will allow those areas of professional development needing improvement to surface so that I may work on them in the coming year. I would also like to reiterate my personal commitment to the taxpaying public and to the HART Board of Directors to aim for excellence in all that I do and, in every way possible, to encourage excellent performance from our HART staff, our many consultants and our contractors.

I wish to thank the members of the HART Board of Directors for the confidence they placed in me a year ago and for their support, guidance and direction during the last twelve months. A very special *mahalo* to Board Chair Carrie Okinaga for her tremendous leadership and unwavering support. My *mahalo* also for the support of former Mayor Peter Carlisle and Mayor Kirk Caldwell, and City Council Chair Ernie Martin and the members of the Honolulu City Council with whom I have had the privilege to work. Finally to the staff at HART, past and present, my gratitude for their hard work and support. I am only one member of a very outstanding team that has striven mightily to deliver the many accomplishments discussed here.

As directed by the HART Board's Human Resources Committee, in this document I report on the goals, milestones, and achievements *vis-a-vis* the evaluation criteria established upon my hire. I describe the status of relevant on-going activities, completed tasks, and significant accomplishments over the past 12 months that advance the mission of the organization and that address the specific goals I was given by the Board of Directors in March 2012.

I look forward to a robust dialogue with the Human Resources Committee and the Board of Directors regarding my performance this past year and goal setting for the coming year. *Mahalo*.

## Status Report on Goals, Milestones, and Achievements

*"In this first year, the Board has set high expectations for the Executive Director & CEO."*

There were several critical milestones in the project that were highlighted in the performance evaluation criteria. I am pleased to report the following:

- "Securing the required federal, state and city & county approvals for the commencement of construction" Construction Commenced April 23, 2012;
- "The preparation and timely submittal of the application for Full Funding Grant Agreement (FFGA) to the Federal Transit Administration (FTA)" Application Submitted June 29, 2012;
- "All efforts required for execution of the FFGA" Grant Award Executed December 19, 2012.

In addition a very high priority was placed on enhanced transparency and communication with the general public and key stakeholders to build and to maintain confidence in the management of and support for the rail project. I can say confidently that HART's enhanced transparency is one of the hallmarks of this past year. The Board pronounced transparency a top priority and I have worked diligently and creatively with our staff to make HART a more open and accessible organization to elected officials, to the media, and ultimately to the people of the City and County of Honolulu.

Upon my arrival our team was doing many good things on this project and my goal was, and is, to foster the continuation of those often award-winning efforts. Community outreach through monthly Olelo programming, participation in numerous local events (both initiated by HART or as participants in many events and festivals, etc.), open and frequent HART Board and HART Board Committee meetings, newsletters, and our excellent website. However, there were areas identified early in my tenure where we could do more. There were also areas where spending less while doing more was not only possible but became an important mandate in order to re-gain public confidence in our outreach efforts -- and in the project as a whole. We eliminated unnecessary, duplicative, or ineffective expenditures from our public relations budget; no more coloring books or trinkets. The number of staff dedicated to public involvement was reduced from 23 to 9.5 full time equivalents (FTEs). We proactively instituted measures for greater transparency and increased the amount of information available to the public by adding 150,000+ pages of the administrative record to our website during my first month, and since then adding tens of thousands of pages of documents that were previously inaccessible or unavailable. The effort continues and new information is added every week.

Personally expressing HART's commitment to listen and respond to the public was an immediate and is an on-going priority for me. Over the past year I have personally presented to numerous organizations. As Executive Director and CEO, I have made well over 100 significant appearances: at press conferences and press availabilities, on live television and radio programs, at rotary clubs and chambers of commerce, at neighborhood boards, at HART-sponsored community outreach sessions along the alignment, in high schools and on college campuses, with numerous native Hawaiian organizations, before the City Council and various City Council committees, state legislative committees, at businesses large and small, community informational sessions, and in one-on-one settings with dozens of key stake holders -- not to mention almost every time I visit my grocery store. It is important that the Executive Director and CEO, on behalf of HART and the HART Board of Directors, be available and accessible to listen to the public's concerns and suggestions. At the HART Board's direction, I made this a top priority and have dedicated a significant amount of my time in these efforts.

*"To assess whether or not the Executive Director & CEO has accomplished these goals and successfully executed the duties and responsibilities of his position, the Board will evaluate performance in the following high priority areas..."*

## **1. ORGANIZATIONAL DEVELOPMENT**

The HART organization is complex and has noteworthy demands for its size. When approaching the management of HART, we should not forget that it is an organization still in its infancy: a reality which creates its own challenges. Daily we must establish new systems and create new protocols for activities, setting precedent where there currently is none. Even as it was being born as a semi-autonomous body, HART was quickly evolving from a long-time planning organization, to a construction management organization overseeing the largest public works project in Hawaii's history, all while preparing to become an organization which will oversee the operations manager of the state's first-ever rail system. Working with HART staff and our consultants, I have significantly revamped and integrated the organizational structure of HART to meet today's needs while keeping tomorrow's challenges in sight. We have brought in new, talented personnel to lead our departments through these transitions: both for the work we face today and for the challenges ahead of us. I am working actively on succession planning for several key positions, as well.

Below is a recapitulation of authority reorganization and significant staff changes of the last twelve months:

- hired new (authority's first) Deputy Executive Director (Brennon Morioka);
- hired new (authority's first) Chief Financial Officer (CFO) (Diane Arakaki);

- worked with CFO to hire new accounting staff, Fiscal Officer (Bruce Sakihama), and Budget Analyst (Michael McGrane) to address first annual audit findings and build core budget and cost control management capacity;
- eliminated the positions of Chief Operating Officer and Deputy Project Officer for Administration and Control for cost reductions and flattening the organization;
- reduced public involvement staffing from 23 FTEs to 9.5 FTEs;
- created new position to consolidate Planning, Utilities, Permits and Right of Way for improved coordination and named first Director (Elizabeth Scanlon);
- named new (authority's first) Director of Operations and Maintenance (Duane Sayers) and elevated position to senior level staff;
- named new Utilities and Permits Manager (Darin Mar);
- promoted new Procurement/Contracts Officer (Paula Youngling)
- promoted new Director of Engineering and Construction (Lorenzo Garrido);
- promoted new Deputy Director of Engineering (In-Tae Lee);
- hired new Deputy Director for Construction (Rick Stead)
- replaced former and hired new Core Systems Director (Rainer Hombach);
- replaced former and hired new Project Controls Manager (David Sagherian) and also replaced and hired new the project controls staff (nearly a 70% turnover);
- moved Document Controls to report to Project Controls;
- moved Change Order Management to report to Engineering and Construction;
- Project Controls now reports to the Deputy Executive Director in order to enhance cross-agency coordination and re-emphasize the primacy of on-budget and on-schedule priorities;
- replaced and hired new authority Risk Manager (James McAloon);
- hired new Safety Specialist (Shawn Rainey) and hiring new Safety Certification Manager.

There are several human resources documents that map out where we are and where we are going, such as our new organizational chart and several FTA-mandated personnel related documents that describe required staffing capacity and need for the organization to meet federal standards. HART is meeting these requirements through many of the recent hires and or staff promotions. The long range future of the organization (both size and structure) is currently being reviewed. 'Where we are going' will be informed by the budget and human resources exercise that the Board of Directors has directed in our "look ahead" to 2020 which will be presented to the Board of Directors in July 2013.

This past year I encouraged both agency-wide and job specific training. In a new organization, and a relatively small organization, with a complex set of tasks it is imperative that all staff be informed of their roles and responsibilities as City and County employees and to be armed with the right skills for their specific job-related challenges. All staff have undergone prevention of sexual harassment and ethics awareness training. Many staff have had training on our construction management system (CMS), various computer-related trainings, and construction site safety. Specific trainings were made available, or required, for more specialized work in such departments as: procurement; quality assurance and quality controls; safety and security,

civil rights, various federal transit administration grantee requirements; environmental; legal; and human resources. The goal is to build in-house know-how so that HART staff has all the skills necessary to operate more independently and successfully.

**Empowering Staff:** In order to do as directed, to “empower senior management and employees to lead their departments and functions effectively and efficiently; encourage senior management and employees to work together and across all functions of the organization, avoiding stove-piping” I instituted weekly senior staff meetings and weekly one-on-one meetings with senior staff to enhance communication and coordination and break down silos at the authority. In addition, the re-organization has also enhanced cross-functional interactions. We still have a way to go for the type of cross-departmental collaboration found in the highest performing organizations, but this past year has seen the authority take solid, positive strides forward.

**Cost Controls:** Cost controls and budgeting challenges were identified as a priority during both the interview process as well as in initial meetings with the Federal Transit Administration’s project management oversight consultant. To meet these challenges I hired the authority’s first CFO in August 2012 and began the process with her of building the budget and finance department's capacity to effectively and efficiently monitor the operating and capital expenditures of the authority. In addition I have hired a new Project Controls Director who is charged with creating and leading an effective and robust project controls staff by the time we resume construction. This has been one of the highest priorities for me and I have worked closely and collaboratively with the FTA and their project management oversight throughout the process. Finally, while the first annual audit yielded findings related to reportings during the transition from DTS to HART, the over-all conclusions were favorable. Our goal is zero audit findings for 2014.

**Safety:** Safety is the top priority. From the first days that we went into construction, I personally visited the worksites for the monthly morning roll call to talk about safety with our contractor’s staff, and our own. Our safety and security officer and I meet weekly, or more often, focusing on a safe workplace and how we can build a safe and secure system, along with our partner Ansaldo JV. In addition, HART negotiated funding for the State Safety Oversight program with HDOT and has worked closely and collaboratively with HDOT to hire a nationally recognized consultant to assist in this role. Safety will be the top priority when we resume construction.

## **2. PROJECT DELIVERY**

This past year, the HART business strategy was adopted by the Board through the business plan which was updated for this fiscal year 2013. It is currently being updated for fiscal year 2014.

Immediately upon joining HART, the staff was challenged to find areas for cost reduction and increased efficiencies. We communicated those recommendations to the Board’s Finance Committee. Within the first couple of months on the job we made recommendations for

reductions in the operating budget and also worked to build relationships with the Mayor and City Council to communicate these actions, with special effort amongst the Budget Committee of the City Council. I wish to acknowledge my appreciation for the leadership of City Council Budget Chair Ann Kobayashi and Transportation Chair Breene Harimoto who were instrumental in advancing a new look at our budget during City Council review. In the first review of the operating budget, these recommendations resulted in over \$1.5M reductions. Three staff positions were also cut from this fiscal year's budget. None of these efforts would have been successful without the guidance I received in these early days from HART Board leadership, particularly from the Finance Chair, Don Horner, to whom I owe a great deal during this transition year. Finally, in order to set an example of fiscal austerity, I imposed the same salary cut that other city and county department heads had taken and unilaterally reduced my salary by 5% for this fiscal year.

In many ways the project became re-focused, almost single-purposed for a period this past year, on the archeological inventory survey (AIS) work required to satisfy the Hawaii Supreme Court decision. I am pleased to report that each milestone that was established was met on time or ahead of schedule. Notably the AIS trenching activity was done nearly two months ahead of schedule and the AIS reports to SHPD have been delivered ahead of schedule as well. This all-hands-on-deck effort brought departments and staff together in a profoundly important way and has helped to set a tone of achievement even in times of great adversity that will serve us well in the future.

### **3. STAKEHOLDER INTERACTIONS & COMMUNITY LEADERSHIP**

*"Work effectively and persuasively with elected officials, local, state and federal agencies, the U.S. House of Representatives, the U.S. Senate, U.S. DOT/FTA, Transportation Security Administration (TSA), the governments of City and County of Honolulu and State of Hawaii and the local business community, organized labor, public constituencies, NGOs, the press and other stakeholders -- develop an understanding, appreciation, sensitivity and commitment to the social, cultural, economic, political and environmental needs of HART and the unique city it serves."*

As cited above, I maintained during the past year a strong commitment to listen and respond to the public and the people's representatives. I have been extremely accessible to the media to make our case for the project's many merits, as well as to work hard to dispel the many misrepresentations made during the intense heat of the recent elections. Television, radio, newspaper reporters and editorial boards have had unprecedented access to timely information over the past year, and HART's message was delivered in every story that we could get into. These activities allowed us to communicate with the public at-large, and to our many stakeholders, about what changes we were making to improve the project and project delivery.

I have spent considerable time personally reaching out to our elected officials, including to our congressional delegation over several visits to Washington, D.C. and interactions in-state; and with our federal partners at the Federal Transit Administration both in Washington, D.C. and their regional office in San Francisco as our federal funding application was being prepared and was under review. In state, former Senate President and Board member Bobby Bunda was generous with his time to introduce me to the state legislative process, key legislators, and to guide the Board's legislative review process this year.

Over the last 12 months I took seriously the need to "introduce myself" to many, many stakeholders in the business community, labor community, the political community, and other public constituencies. I have met with numerous key local developers and business leaders and have spoken to their professional organizations or at their businesses. In addition, with the introductions by Board members Damien Kim and Buzz Hong I was able to quickly form solid relationships with the leaders of many of the state's labor organizations.

I have worked closely with the Mayor and the City Council on matters relating to the project, understanding that the City and County of Honolulu is the federal grant recipient and principal proponent for the project. I have maintained weekly briefing meetings with the Mayor and Managing Director and periodic updates for the City Council Chair. A quick recap of three significant milestone events at Honolulu Hale demonstrates the time and intensity of effort expended by myself and our dedicated staff this past year.

Immediately as I arrived in Honolulu, considerable time was spent with the City Council on several critical matters. It was important to establish a strong working relationship with the members of the City Council quickly in order to advance the annual budget review process already underway, and to address several important bills relating to the full funding grant application. First, working with the City Council, we were able to achieve passage of HART's operating and capital budgets. Here I worked closely with City Council and particularly the Budget Committee chair and members to address several amendments to reduce the budget and the number of employees requested for the coming fiscal year. These recommendations were agreed to and passed by the HART Board. Next, the City Council was asked to support an increase to the borrowing capacity for City and County and agree, if necessitated by some unforeseen future circumstance, that up to \$450M would be used to fund any project shortfalls and complete construction. This critical vote was a prerequisite for approval of the full funding grant application by the FTA. Following many personal public appearances and working closely with the City Council chair and leadership, this agreement was approved and a positive vote by the council allowed us to file the application. Finally, following FTA review and recommendation for approval, a subsequent vote of the City Council was necessary to authorize execution of the grant agreement. The vote was taken, and by a strong 8:1 vote margin, the authorization was provided. The leadership of City Council Chair Ernie Martin was instrumental in these complex negotiations and critical votes.

As a newcomer to the island, I felt a special responsibility to reach out, to learn the local history, language, and specific regional and ethnic concerns about the project -- both its potentially negative impacts and how to mitigate or avoid them, and to create connections where none had existed between HART and various communities to demonstrate the positive impacts that will result once rail is built and operational. In particular, outreach to the Native Hawaiian community has been a top priority. Including the community in our project, seeking their *mana'o*, has been vitally important to the success of our project. Many early meetings arranged by Vice Chair Ivan Lui-Kwan with leaders of the Native Hawaiian community set a tone of renewal and openness with the community that continues to pay dividends. I would also like to acknowledge City Council Vice Chair Ikaika Anderson for his interest and advice in this critical area as well. As an example of our responsiveness to community concerns, we created and implemented a first-of-its-kind cultural monitoring program for the archeological inventory survey work of our project -- and we are working now to create a model cultural monitoring program for the period of construction. We made every effort to be as inclusive as possible with the cultural monitoring program, and reached out to include the plaintiff in the Supreme Court case and her *'ohana* in these efforts, as well as other cultural descendants with connections to the *ahupua'a* in which we were working.

There are two other key areas where I expended efforts to advance the authority's mission:

- Transit Oriented Development (TOD): I participate regularly in various state and city & county TOD forums and work with the Board's TOD Chair Buzz Hong and the TOD committee and others to advance the TOD-rail connections.
- Hawaii Department of Transportation (HDOT): I work very closely with HDOT and have developed a collaborative relationship with the HDOT Director and various deputy directors and key staff. My thanks to HDOT Director and HART Board Member Glenn Okimoto and HDOT Deputy Director Jadine Urasaki for their assistance this past year.

#### **4. BOARD INTERACTION**

“Develop a strong collaborative working relationship with an engaged 10-member Board of Directors...”

Board meetings, board committee meetings, and board member interactions and communications have been a center for much of my activity. I have spent considerable time discussing project issues with Board members and committee chairs regarding their areas of priority and interest. I have attempted to be accessible and available. I work to maintain an openness to suggestions to carry out Board policies and direction. I have also attempted to present, along with our staff, timely and accurate data and to offer recommendations as issues arose so that the Board had the benefit of both pertinent facts as well as professional opinion upon which to base decisions. In addition, I have made efforts at improved communication through the Executive Director's

Reports and with personal invitations to include and invite Board member participation at public events.

There has been much to react to this past year. Coordination of message and responses to the almost daily questions presented by candidates for public office and the media during the recent elections consumed an immense amount of time to assure that the HART Board and staff were offering consistent, timely responses. In addition, with the court rulings on the project's three significant legal challenges coming down rapid fire over the past 12 months, many important decisions had to be coordinated between legal counsel and the Board and the staff. In the hindsight of a year, I believe we can be proud of the decisions we made regarding these cases -- and appreciative of the outstanding legal support from Corporation Counsel. While these challenges were at times exhausting and nerve-wracking, they fostered a "strong collaborative working relationship with an engaged 10-member Board of Directors" that has laid a strong foundation for the future.

As importantly as reacting well to the inevitable adversity inherent in large public works projects, I believe a positive, *proactive* rhythm of staff and Board engagement continues to develop. Issues are being raised about the future of the project and the authority flowing freely between Board and staff. Issues are being brought forward regularly, in a proactive fashion such as: ways to enhance public communications, HART-OTS/rail-bus cooperation initiatives, customer service enhancements such as free wifi, additional seats and fare gates, fare policy planning, legislative engagement, capital budget reviews, managing delay claims, transparency of reporting change orders, and so on. While our team is still new and there is a lot to be done, as we approach the re-start of construction there can be observed a healthy energy between the Board and the staff that I work to foster regularly.

Communication can be a challenge with a volunteer Board with competing interests both professional and personal beyond the time that can be realistically dedicated to HART business. This requires the Executive Director and CEO to find as many ways as possible to keep the Board well informed. Communication with the Board members is formally done through the Executive Director and CEO reports and coordination of numerous staff presentations before the full Board and Committees. Informally, I have endeavored to meet or talk (or often text and email) on a regular basis with the Board Chair and Vice Chair, as well as committee chairs and members. While there have been improvements to the information provided to the Board, the timeliness of the information continues to be a challenge. It is a priority to improve this in the coming year. These are works in progress as HART turns two years old in July 2013 and as many new staff settle in to their duties.

Finally, my sincere thanks to Human Resources Chair Keslie Hui for leading this review process.

## **Proposal for 2013 - 2014 areas of focus**

Continue to focus on the four (4) main categories above:

BOARD INTERACTION;  
STAKEHOLDER INTERACTIONS & COMMUNITY LEADERSHIP;  
ORGANIZATIONAL DEVELOPMENT; and  
PROJECT DELIVERY.

### PROPOSED PROJECT DELIVERY MILESTONES for APRIL 2013 - MARCH 2014

- Satisfy the requirements of the State Supreme Court decision:
  - Complete the AIS Report in 4 months or sooner.
  - Assist SHPD to review AIS reports within their allocated statutory period.
  - Acquire SMA permit as quickly as possible thereafter.
  - Acquire all other necessary permits that may have been contingent upon the SMA permit.
  - Resume construction in Phases 1 and 2 by September 30th, or as soon as possible thereafter.
- Satisfy the requirements of the Federal Court decision no later than 1Q 2014:
  - Traditional Cultural Properties (TCP) Report finalized.
  - Beretania Street Tunnel option analyzed.
  - Mother Waldron Park impacts analyzed, mitigated or eliminated.
- Minimize delay claims that has resulted from these two cases; complete negotiations on outstanding delay claims arising out of the delays and present recommendations to the Finance Committee and Board.
- To the extent possible and advantageous to the project budget and schedule, recommence construction in 3Q 2013 with a “clean slate” with contractors by negotiating settlement of all outstanding notice to proceed (NTP) delay claims arising out of the start of the project.
- Effectively utilize the delay period to acquire old and new permits, rights of entry, land acquisition, and other agreements necessary to limit or eliminate exposure to future delays and delay claims.
- “On time, On Budget” will be measured more accurately and precisely with new project controls and reported in a more meaningful way.
- Develop and implement a model Cultural Monitoring Program for the period of construction.
- Continue to develop Native Hawaiian Community and other key stakeholder relationships.

- Complete major staffing and agency reorganization.
- ‘Build Rail Better’ by working collaboratively with the Mayor and City Council under the direction of the HART Board of Directors.
- Establish more robust DTS-OTS-HART-Ansaldo cooperation on fare media/collections system; budget synergies; and operations intersects, etc.
- Grow more positive relationships with Mayor and City Council and establish positive relationships with new legislative leadership on the state and federal levels of government.
- Deliver significant contract milestones, and major contract awards expected over the next 12 months, to keep the project on schedule.
- Achieve zero findings in the authority’s 2nd annual audit, specifically addressing deficiencies identified in 2012’s audit report.

# **ATTACHMENT 3**

Financial Statements and Report of Independent Certified  
Public Accountants

**Honolulu Authority for Rapid Transportation**  
**(a component unit of the City and County of Honolulu)**

June 30, 2012

November 29, 2012

To the Directors  
Honolulu Authority for Rapid Transportation  
City and County of Honolulu

Gentlemen:

We have completed our financial audit of the Honolulu Authority for Rapid Transportation (a component unit of the City and County of Honolulu) ("HART") as of and for the fiscal year ended June 30, 2012. The audit was performed in accordance with our agreement dated April 17, 2012.

**Objective of the audit**

The primary purpose of our audit was to form an opinion on the fairness of the presentation of HART's financial statements as of and for the fiscal year ended June 30, 2012.

**Scope of the audit**

Our audit was performed in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. The scope of our audit included an examination of the transactions and accounting records of HART for the fiscal year ended June 30, 2012.

**Organization of the report**

This report is organized into five parts:

- PART I. FINANCIAL STATEMENTS
- PART II. SUPPLEMENTARY INFORMATION
- PART III. REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
- PART IV. SCHEDULE OF FINDINGS
- PART V. RESPONSE OF THE AFFECTED AGENCY

At this time, we wish to thank HART's personnel for their cooperation and assistance extended to us. We will be happy to respond to any questions that you may have on this report.

Very truly yours,

**PKF PACIFIC HAWAII LLP**

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**PART I**  
**FINANCIAL STATEMENTS**

## Report of Independent Certified Public Accountants

To the Directors  
Honolulu Authority for Rapid Transportation  
City and County of Honolulu

We have audited the accompanying statement of net assets and the related statements of revenues, expenses and change in net assets and cash flows of the Honolulu Authority for Rapid Transportation (a component unit of the City and County of Honolulu) ("HART"), as of and for the year ended June 30, 2012, which collectively comprise HART's basic financial statements as listed in the table of contents. These financial statements are the responsibility of HART's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of HART's internal control over financial reporting. Accordingly, we express no such opinion. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to previously present fairly, in all material respects, the financial position of HART, as of June 30, 2012, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated November 19, 2012 on our consideration of HART's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 7–11 and schedule of funding progress on page 30 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States

of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

**PKF PACIFIC HAWAII LLP**

Honolulu, Hawaii  
November 19, 2012

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

MANAGEMENT'S DISCUSSION AND ANALYSIS

June 30, 2012

The Honolulu Authority for Rapid Transportation ("HART") is a semi-autonomous government unit of the City and County of Honolulu ("City"), which came into being on July 1, 2011 pursuant to a 2010 amendment to the Revised Charter of the City and County of Honolulu ("RCH"). HART consists of a board of directors (Board), executive director, and staff. HART is authorized under the RCH to "develop, operate, maintain and expand the city fixed guideway system..."

The Honolulu Rail Transit Project (the Project) consists of design and construction of a 20-mile, grade-separated fixed rail system from East Kapolei to the Ala Moana Center in Honolulu, Hawaii. The Project begins in East Kapolei, proceeds to the University of Hawaii at West Oahu, then turns east to Pearl Harbor and the Honolulu International Airport, and ends at Kona Street adjacent to the Ala Moana Center. The Project will operate in an exclusive right-of-way and will be elevated except for a 0.6-mile, at-grade section near Leeward Community College. The Project includes 21 transit stations; a Maintenance and Storage Facility; 80 light metro fully automated (driverless) rail vehicles and associated core systems; and four park-and-ride facilities at several locations.

This section presents the management's discussion and analysis of HART's financial condition and activities for the fiscal year ended June 30, 2012. This summary is designed to provide an introduction to the financial statements and the financial condition of HART. This information should be read in conjunction with the financial statements. Prior to July 1, 2011, the financial position and results of operations of the Project were reported as a governmental fund in the City Comprehensive Annual Financial Reports.

### **Overview of the Financial Statements**

The financial statements are presented using the economic resources measurement focus and the accrual basis of accounting, whereby revenues and expenses are recognized in the period earned or incurred.

The basic financial statements include a statement of net assets, a statement of revenues, expenses and change in net assets, a statement of cash flows, and notes to the financial statements. The statement of net assets presents the resources and obligations of HART at June 30, 2012. The statement of revenues, expenses and change in net assets presents the resultant ending net asset balance.

The statement of cash flows present changes in cash and cash equivalents resulting from operating, investing, capital and related financing activities, and non-capital financing activities.

The notes to the financial statements provide required disclosures and other information necessary for the fair presentation of the financial statements. The notes detail information about HART's significant accounting policies, account balances, related party transactions, employee benefit plans, commitments, contingencies, and other significant events. Supplementary information on post-employment benefits is also included.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

MANAGEMENT'S DISCUSSION AND ANALYSIS (continued)

June 30, 2012

**Financial Highlights**

**Condensed Statement of Revenues, Expenses and Change in Net Assets**

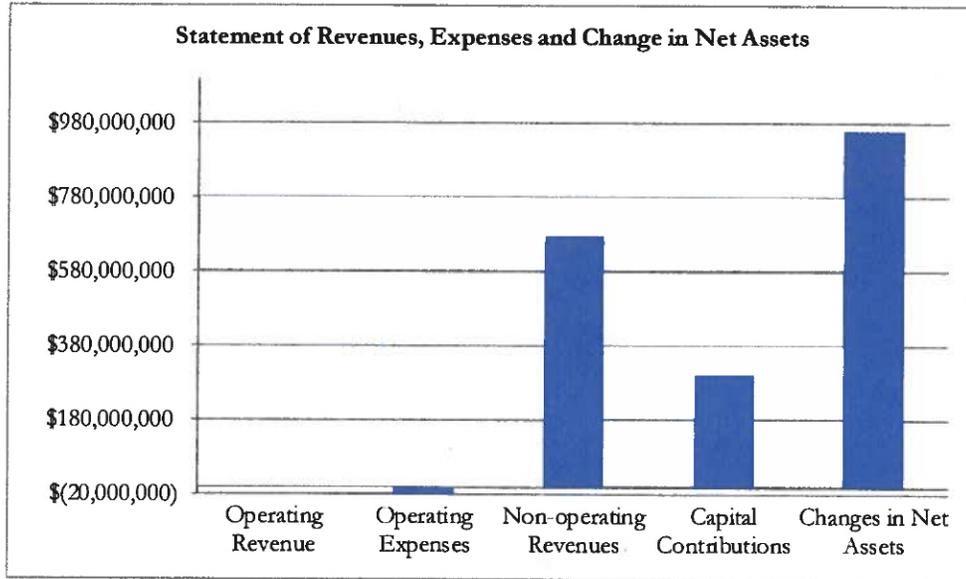
	<b>June 30, 2012</b>
Operating expenses	
Administration and general	\$ 9,248,406
Contractual services	2,501,403
Fringe benefits	3,554,872
Other operating expense	599,752
	<hr/>
Total operating expenses	15,904,433
	<hr/>
Operating loss	(15,904,433)
Non-operating revenues	
Intergovernmental revenues	631,760,417
Federal grants	42,662,749
Interest income and other	487,724
Total non-operating revenues	<hr/> 674,910,890
Income before contributions	659,006,457
Capital contributions	<hr/> 303,390,475
Change in net assets	962,396,932
Net assets at beginning of year	<hr/> -
Net assets at end of year	<hr/> <hr/> \$ 962,396,932

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

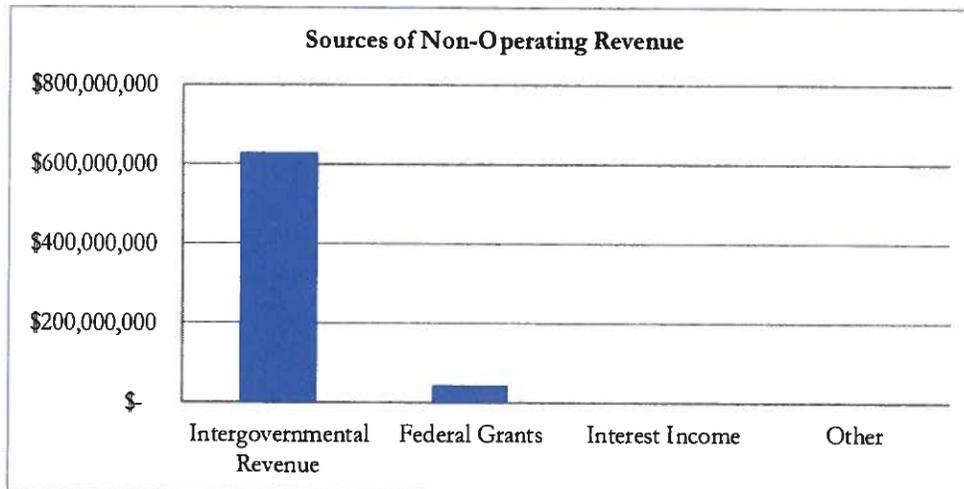
MANAGEMENT'S DISCUSSION AND ANALYSIS (continued)

June 30, 2012

Financial Highlights (continued)



HART's primary non-operating revenue sources are the 0.5% county surcharge on the State of Hawaii's General Excise Tax (GET) and grant assistance from the U.S. Department of Transportation's Federal Transit Administration (FTA). Pursuant to Section 248-2.6 of the Hawaii Revised Statutes, the State Department of Taxation remits 90% of the surcharge to the City on a quarterly basis. During FY 2012, HART recognized \$631,760,417 of intergovernmental revenue, consisting of \$447,284,489 of net assets of the City's Transit Fund as of June 30, 2011, less certain other City liabilities as of June 30, 2011 of \$6,189,065, and \$190,664,993 from the GET county surcharge. HART also received \$42,662,749 in FTA grant assistance. Additional non-operating revenue sources include interest income and property rental income.



Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

MANAGEMENT'S DISCUSSION AND ANALYSIS (continued)

June 30, 2012

**Financial Highlights (continued)**

The Project has executed \$2,079,519,564 in contracts since October 2009 to date for the planning, design, and construction of the Project. This amounts to 40.6% of the anticipated cost of the total project.

**Condensed Statement of Net Assets**

	<u>June 30,</u> <u>2012</u>
<b>Assets</b>	
Current Assets	
Cash and cash equivalents	\$ 417,956,751
Receivables	48,614,490
Prepaid expenses	4,906,695
Capital assets - net	<u>548,631,678</u>
Total assets	<u><u>\$ 1,020,109,614</u></u>
<b>Liabilities</b>	
Current Liabilities	
Current liabilities	\$ 55,089,557
Deferred credits and other liabilities	<u>2,623,125</u>
Total liabilities	\$ 57,712,682
<b>Net assets</b>	<u><u>\$ 962,396,932</u></u>
Total liabilities and net assets	<u><u>\$ 1,020,109,614</u></u>

Total assets at year-end were \$1,020,109,614. Total liabilities at year-end were \$57,712,682. Net assets increased by \$962,396,932 primarily due to intergovernmental revenues and capital contributions from the City.

The Project will affect an estimated 184 parcels of real property. As of June 30, 2012, HART has acquired title to or use of 19 parcels of real property.

As of June 30, 2012, 2% of the utilities have been relocated. Utility relocations are performed by the respective companies owning the equipment.

The design work of the guideway structure continues. The first segment, from Kapolei to Waipahu, is 95% completed. The second segment, from Waipahu to Pearlridge is 90% completed, and design on the third segment is scheduled to begin in FY 2013.

The design work on the maintenance and storage facility is 90% completed.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

MANAGEMENT'S DISCUSSION AND ANALYSIS (continued)

June 30, 2012

**Capital Assets and Long-Term Debt**

Capital assets of HART include land, infrastructure, buildings and improvements, and equipment and machinery. HART has not issued any long-term bonds. Additional information on HART's capital assets can be found in note D to the financial statements.

**Risks**

The project faces several risk factors until it is completed. Among the highest risk is cost inflation over the period of construction. As of June 30, 2012, the construction contracts executed have been below HART's estimated costs to construct. It is not certain or clear how the national or local economy will affect this inflation risk going into the future.

Also identified as a risk are environmental factors. HART is conducting early surveys of the areas that may be impacted by the rail construction to mitigate the risk of disturbing burial sites.

On June 29, 2012, HART submitted the City and County of Honolulu's request to the Federal Transit Administration (FTA) for a Full Funding Grant Agreement (FFGA). The maximum Federal New Starts financial contribution under the FFGA is \$1.55 billion for the Honolulu Rail Transit Project. The risk identified for this grant is that the grant may be delayed (for unknown reasons) and that the cash flow for construction may also be adversely affected.

HART is party to various legal proceedings arising in the normal course of business. Further information regarding these legal proceedings can be found in note H to the financial statements.

**Request for Information**

This financial report is designed to provide a general overview of HART's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Honolulu Authority for Rapid Transportation, 1099 Alakea Street, Suite 1700, Honolulu, Hawaii 96813.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

STATEMENT OF NET ASSETS

June 30, 2012

ASSETS

CURRENT ASSETS

Cash and cash equivalents	\$ 417,956,751
Receivables	
Intergovernmental	48,540,693
Other	73,797
Prepaid expenses	<u>4,906,695</u>
Total current assets	471,477,936

Capital assets, net	<u>548,631,678</u>
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TOTAL ASSETS	<u><u>\$1,020,109,614</u></u>
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LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable	\$ 54,835,171
Accrued payroll and other	<u>254,386</u>
Total current liabilities	55,089,557

Deferred credits and other liabilities	<u>2,623,125</u>
--	------------------

Total liabilities	57,712,682
-------------------	------------

NET ASSETS

Invested in capital assets - net of related debt	518,674,109
Unrestricted	<u>443,722,823</u>
Total net assets	<u>962,396,932</u>

TOTAL LIABILITIES AND NET ASSETS	<u><u>\$1,020,109,614</u></u>
----------------------------------	-------------------------------

The accompanying notes are an integral part of this statement.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS

Year ended June 30, 2012

Operating expenses	
Administration and general	\$ 9,248,406
Maintenance	7,403
Depreciation	18,069
Contractual services	2,501,403
Fringe benefits	3,554,872
Materials and supplies	231,840
Insurance	326,600
Utilities	15,840
	<hr/>
Total operating expenses	15,904,433
	<hr/>
Operating loss	(15,904,433)
Non-operating revenues and expenses	
Intergovernmental revenue	631,760,417
Federal grants	42,662,749
Interest income	240,233
Other	247,491
	<hr/>
Total non-operating revenues	674,910,890
	<hr/>
Income before contributions	659,006,457
Capital contributions	303,390,475
	<hr/>
CHANGE IN NET ASSETS	962,396,932
Net assets at beginning of year	<hr/>
Net assets at end of year	<u>\$ 962,396,932</u>

The accompanying notes are an integral part of this statement.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

STATEMENT OF CASH FLOWS

Year ended June 30, 2012

Cash flows from operating activities:	
Cash payments to suppliers for goods and services	\$ (8,474,929)
Cash payments to employees	<u>(8,794,366)</u>
Net cash used in operating activities	(17,269,295)
Cash flows for noncapital financing activities:	
Intergovernmental revenue	<u>626,133,498</u>
Net cash provided by noncapital financing activities	626,133,498
Cash flows from capital and related financing activities:	
Acquisition and construction of capital assets	(245,259,272)
Non-operating revenue	<u>54,115,121</u>
Net cash used in capital and related financing activities	(191,144,151)
Cash flows from investing activities	
Interest on cash and cash equivalents	<u>236,699</u>
Net cash provided by investing activities	<u>236,699</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	417,956,751
Cash and cash equivalents at beginning of year	-
Cash and cash equivalents at end of year	<u><u>\$417,956,751</u></u>

The accompanying notes are an integral part of this statement.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

STATEMENT OF CASH FLOWS (continued)

Year ended June 30, 2012

Reconciliation of operating loss to net cash used in operating activities:	
Operating loss	\$(15,904,433)
Adjustments to reconcile operating loss to net cash used in operating activities:	
Depreciation	18,069
Changes in assets and liabilities:	
Increase in receivables	(73,797)
Increase in prepaid expenses	(4,906,695)
Increase in accounts payable	720,050
Increase in payroll and other	254,386
Increase in deferred credits and other liabilities	<u>2,623,125</u>
Total adjustments	<u>(1,364,862)</u>
Net cash used in operating activities	<u><u>\$(17,269,295)</u></u>

Non-cash investing, capital and related financing activities:

During the year ended June 30, 2012, HART received capital contributions of \$303,390,475.

The accompanying notes are an integral part of this financial statement.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS

June 30, 2012

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1. Operations

The Revised Charter of the City and County of Honolulu authorizes the Honolulu Authority for Rapid Transportation (HART) to develop, operate, maintain and expand the city fixed guideway system. HART is a semi-autonomous government unit of the City and County of Honolulu (City). It is a component unit of the City. HART is in the process of developing the rail transit system and has not begun revenue operations. As of July 1, 2011, the net assets of the City's Transit Fund were recognized as intergovernmental revenues to HART as discussed in note F to the financial statements.

2. Financial Statement Presentation

The accounting policies of HART conform to accounting principles generally accepted in the United States of America as applicable to enterprise activities of governmental units, as promulgated by the Government Accounting Standards Board (GASB). HART applies all applicable Financial Accounting Standards Board (FASB) pronouncements and Accounting Principles Board (APB) opinions issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. HART does not apply FASB statements and interpretations issued after November 30, 1989.

3. Basis of Accounting

The accompanying financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

The operating revenues of HART are the result of providing services in connection with the delivery of transportation services of the rail system, which is not yet operational. The operating expenses of HART include the cost of services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

4. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

5. Cash and Cash Equivalents

HART considers all cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition to be cash and cash equivalents.

6. Revenue Recognition

Revenue sources that are considered susceptible to accrual when earned include a county surcharge on the State of Hawaii's General Excise Tax (GET) and grant assistance from the U.S. Department of Transportation's Federal Transit Administration (FTA). GET revenue is recognized when earned. Revenues on cost reimbursement contracts are recognized when allowable and reimbursable expenses are incurred, and upon meeting the legal and contractual requirements of the funding source. No allowance for doubtful accounts was recorded as of June 30, 2012.

7. Capital Assets

Capital assets are generally those assets with an individual price in excess of \$5,000 for equipment and machinery and \$100,000 for infrastructure, buildings, and structures with a useful life of more than one year. Capital assets are stated at cost and include contributions by governmental agencies at cost or estimated value. Additions, improvements, and other capital outlays that significantly extend the useful life of an asset are capitalized. Other costs related to repairs and maintenance are expensed as incurred.

Assets are depreciated over the individual asset's estimated useful life using the straight-line method. Depreciation on both purchased and contributed assets is charged against operations.

Depreciation on all assets is provided for on the straight-line basis over the following estimated useful lives:

	<u>Years</u>
Infrastructure	50-75
Buildings and improvements	30-50
Equipment and machinery	5-25
Rail vehicles	25-35

8. Net Assets

Net assets comprise the various net earnings (losses) from operating and nonoperating revenues, expenses and contributed capital. Net assets are classified in the following two components: invested in capital assets net of related debt or unrestricted net assets. Invested in capital assets, net of related

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE A - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

8. Net Assets (continued)

debt consists of capital assets, net of accumulated depreciation and reduced by outstanding debt that is attributable to the acquisition, construction, or improvement of those assets. Unrestricted net assets consist of all other net assets not included in invested in capital assets net of related debt.

9. Risk Management

HART is exposed to various risks for losses related to torts; theft of or damage to, or destruction of assets; errors or omissions; natural disasters; and injuries to employees. A liability for a claim for a risk of loss is established if the information indicates that it is probable that a liability has been incurred at the date of the financial statements and the amount of the loss is reasonably estimable.

10. Compensated Absences

HART accrues accumulated vacation when earned by the employee. Vacation benefits accrue at a rate of one and three-quarters working days per month. Each employee is allowed to accumulate a maximum of 90 days of accrued vacation as of the end of the calendar year.

Sick leave accumulates at the rate of one and three-quarters working days for each month. Sick leave is taken only in the event of illness and is not convertible to pay; accordingly, sick leave is not accrued in the accompanying financial statements. Employees who retire or leave government service in good standing with 60 or more unused sick leave days are entitled to an additional service credit in the retirement system. At June 30, 2012, accumulated sick leave amounted to \$2,604,787.

11. Deferred Compensation Plan

All full-time employees of HART are eligible to participate in the City and County of Honolulu's Public Employees' Deferred Compensation Program (Plan), adopted pursuant to Internal Revenue Code Section 457. The Plan permits eligible employees to defer a portion of their salary until future years by contributing to a fund managed by a plan administrator. The deferred compensation amounts are not available to employees until termination, retirement, death, or unforeseeable emergency.

A trust fund was established to protect Plan assets from claims of general creditors and from diversion to any uses other than paying benefits to participants and beneficiaries. Deferred compensation plan assets of \$2,168,873 are not reported in the accompanying financial statements at June 30, 2012.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE B - CASH AND CASH EQUIVALENTS

Cash deposited with the City is maintained by the Department of Budget and Fiscal Services of the City. The City maintains a cash and investment pool that is used by all of the City's funds and HART. Information pertaining to credit risk and interest rate risk is available for only the total cash and investment pool, which is disclosed in the City's Comprehensive Annual Financial Report (CAFR) available at the City's website: <http://www1.honolulu.gov/budget/cafr.htm>.

The respective portion of this pool is displayed in the accompanying financial statements and cash and cash equivalents. The Hawaii Revised Statutes provide for the City's Director of Budget and Fiscal Services to deposit the cash with any national or state bank or federally insured financial institution authorized to do business in the State of Hawaii, provided that all deposits are fully insured or collateralized with securities held by the City or its agents in the City's name.

State statutes also authorize the City to invest in obligations of the U.S. Treasury and U.S. agencies, obligations of other states, cities and counties, mutual funds and bank repurchase agreements. Investments in repurchase agreements are primarily U.S. government or federal agency securities. The City does not have a policy relative to interest rate risk.

NOTE C - RECEIVABLES

Receivables as of June 30, 2012 were comprised of the following amounts:

Intergovernmental	
General excise tax	\$ 46,988,786
Federal grants	1,551,907
	<hr/>
	48,540,693
Other	73,797
	<hr/>
Total receivables	<u>\$ 48,614,490</u>

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE D - CAPITAL ASSETS

Capital assets activity during 2012 was as follows:

	Balance <u>July 1, 2011</u>	Contributions	Additions	Balance <u>June 30, 2012</u>
Depreciable assets				
Equipment and machinery	\$ -	\$ 75,103	\$ 96,437	\$ 171,540
Total depreciable assets	-	75,103	96,437	171,540
Less accumulated depreciation	-	(25,407)	(18,069)	(43,476)
Total depreciable assets, net	-	49,696	78,368	128,064
Land	-	17,673,908	14,208,106	31,882,014
Construction in progress	-	285,666,871	230,954,729	516,621,600
Capital assets, net	<u>\$ -</u>	<u>\$ 303,390,475</u>	<u>\$ 245,241,203</u>	<u>\$ 548,631,678</u>

NOTE E - COMMITMENTS

Leases

HART leases office space at 1099 Alakea Street for its operations. The future minimum rental payments for operating leases at June 30, 2012 are as follows:

Years ending	
2013	\$ 1,090,500
2014	1,108,900
2015	1,144,900
2016	1,182,100
2017	1,079,200
2018 to 2021	<u>2,532,900</u>
Total Minimum Payments	<u>\$ 8,138,500</u>

Additionally, these leases provide for payment of common area charges. As of June 30, 2012, rent expense was \$1,600,702.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE E – COMMITMENTS (continued)

Other Commitments

HART has net contractual commitments at June 30, 2012 of \$1,346,012,091. These include contracts for construction, design, and professional services.

NOTE F - RELATED PARTY TRANSACTIONS

Intergovernmental Revenues

During the year ended June 30, 2012, the HART recognized intergovernmental revenues of \$631,760,417 which was comprised of \$447,284,489 of net assets of the City's Transit Fund as of June 30, 2011, less certain other City liabilities of \$6,189,065, as well as \$190,664,993 from the GET county surcharge.

Central Administrative Services Expense Fee

HART has an agreement with the City to pay a Central Administrative Services Expense (CASE) fee for treasury, personnel, purchasing, legal, and other services that the City provides to HART on an on-going basis. CASE fees totaled \$602,212 for the year ended June 30, 2012 and is included as part of administration and general expense in the statement of revenues, expenses and change in net assets.

NOTE G - EMPLOYEE BENEFIT PLANS

Defined Benefit Pension Plan

Substantially all employees of HART are members of the Employees' Retirement System of the State of Hawaii (ERS), a cost-sharing multiple-employer defined benefit public employee retirement plan. The ERS provides retirement benefits as well as death and disability benefits and is governed by a Board of Trustees. All contributions, benefits, and eligibility requirements are established by Hawaii Revised Statutes (HRS) Chapter 88 and can be amended by legislative action.

The ERS is composed of a contributory and hybrid contributory retirement plan. Prior to June 30, 1984, the plan consisted of only a contributory option. Effective July 1, 1984, legislation was enacted to create a noncontributory plan for members of the ERS who are also covered under Social Security. Persons employed in positions not covered by Social Security are precluded from the noncontributory plan. The noncontributory plan provides for reduced benefits and covers most eligible employees hired after June 30, 1984. Employees hired before that date were allowed to continue under the contributory plan or to elect the noncontributory plan and receive a refund of employee contributions.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE G - EMPLOYEE BENEFIT PLANS (continued)

Defined Benefit Pension Plan (continued)

All benefits vest after five and ten years of credited service under the contributory and noncontributory plans, respectively. Both plans provide a monthly retirement allowance based on the employee's age, years of credited service, and average final compensation (AFC). The AFC is the average salary earned during the five highest paid years of service, including the vacation payment, if the employee became a member prior to January 1, 1971. The AFC for members hired on or after that date and prior to January 1, 2003, is based on the three highest years of service, excluding the vacation payment. Effective January 1, 2003, the AFC is the highest three calendar years or highest five calendar years plus lump sum vacation payment, or last 36 credited months or last 60 credited months plus lump sum vacation payment.

Most covered employees under the contributory plan are required to contribute 7.8% of their salary. Prior to July 1, 2005, the funding method used to calculate the total employer contribution requirement was the Entry Age Normal Actuarial Cost Method. Under this method, employer contributions to the ERS were comprised of normal cost plus level annual payments required to liquidate the unfunded actuarial liability over the remaining period of 29 years from July 1, 2000. Effective July 1, 2008, employer contribution rates are a fixed percentage of compensation, generally 15% for most covered employees. HART's contribution to the ERS as of June 30, 2012 was \$809,516.

The 2004 State of Hawaii legislative sessions approved a hybrid retirement plan, which took effect on July 1, 2006. Employees who choose to be under this plan are required to contribute 6% of their salary and will receive pensions based on a 2% benefit formula instead of a 1.25% benefit formula under the current noncontributory plan. The hybrid plan does not affect HART's contributions to the ERS.

The ERS issues a Comprehensive Annual Financial Report (CAFR) that includes financial statements and required supplementary information, which may be obtained at the following address: Employees' Retirement System of the State of Hawaii, 201 Merchant Street, Suite 1400, Honolulu, Hawaii 96813.

Post-Retirement Health Care and Life Insurance Benefits

In addition to providing pension benefits, the State of Hawaii Employer-Union Health Benefits Trust Fund (EUTF), an agent multiple-employer plan provides certain health care (medical, prescription, vision, and dental) and life insurance benefits for retired City employees. Act 88 established the EUTF during the 2001 legislative session and is codified in HRS 87A. Contributions are based on negotiated collective bargaining agreements and are limited by State statute to the actual cost of benefit coverage.

For employees hired before July 1, 1996, the City pays 100% of the monthly health care premium for employees retiring with 10 or more years of credited service, and 50% of the monthly premium for employees retiring with fewer than 10 years of credited service.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE G - EMPLOYEE BENEFIT PLANS (continued)

Post-Retirement Health Care and Life Insurance Benefits (continued)

For employees hired after June 30, 1996 and retiring with 25 years or more of service, the City pays the entire health care premium. For employees retiring with at least 15 years of service but fewer than 25 years of service, the City pays 75% of the monthly Medicare or non-Medicare premium. For those retiring with at least 10 years but less than 15 years of service, the City pays 50% of the retired employees' monthly Medicare or non-Medicare premium. For those retiring with less than 10 years of service, the City makes no contributions.

For employees hired after June 30, 2001 and retiring with over 25 years of service, the City will pay 100% of the monthly premium based on the self plan. For those who retire with at least 15 years but fewer than 25 years of service, the City will pay 75% of the retired employees' monthly Medicare or non-Medicare premium based on the self plan. For those retiring with at least 10 years but fewer than 15 years of service, the City pays 50% of the retired employees' monthly Medicare or non-Medicare premium based on the self plan. For those with fewer than 10 years of service, the City makes no contributions.

The City also reimburses 100% of Medicare premium costs for retirees and qualified dependents (through the State), who are at least 65 years of age and have at least 10 years of service.

Annual Other Postemployment Benefits (OPEB) Cost and Net OPEB Obligation

HART implemented Governmental Accounting Standards Board (GASB) Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions, prospectively beginning with the fiscal year ended June 30, 2012. HART is required to contribute the annual required contribution (ARC) of the employer, an actuarially determined amount. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed 30 years. The following table displays the components of the annual OPEB cost, the amount contributed to the plan, the changes to the net OPEB obligation, and the percentage of annual OPEB cost contributed:

Actuarial accrued liability	\$ 1,964,000
Actuarial value of plan assets	-
	-
Unfunded actuarial accrued liability (UAAL)	\$ 1,964,000
Funded ratio	0.0%
Covered payroll (active plan members)	\$ 5,385,000
UAAL as a percentage of covered payroll	36.5%

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE G - EMPLOYEE BENEFIT PLANS (continued)

Annual Other Postemployment Benefits (OPEB) Cost and Net OPEB Obligation (continued)

Funded Status and Funding Progress

The following is the schedule of the funded status and funding progress of the plan as of the most recent actuarial valuation date, that is, July 1, 2011:

Annual required contribution	\$ 208,000
Interest on net OPEB obligation	-
Adjustment to annual required contribution	-
	<hr/>
Annual OPEB cost	208,000
Contributions made	-
	<hr/>
Increase in net OPEB obligation	208,000
Net OPEB obligation at beginning of fiscal year	-
	<hr/>
Net OPEB obligation at end of fiscal year	<u>\$ 208,000</u>
Percentage of annual OPEB cost contributed	0%

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Projections of benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE G - EMPLOYEE BENEFIT PLANS (continued)

Annual Other Postemployment Benefits (OPEB) Cost and Net OPEB Obligation (continued)

In the most recent actuarial valuation, dated as of July 1, 2011, the entry age normal actuarial cost method was used. The actuarial assumptions included a discount rate of 7.0%, which was based on EUTF's anticipated asset investment return and the HART's anticipated funding level. Actuarial assumptions also included an annual health cost trend rate of 9.25% for 2012, reduced by decrements to an ultimate rate of 5% after 8 years, expected payroll increases of 3.5% to amortize unfunded liabilities, projected salary increases based on the ERS July 1, 2011 assumptions to determine the actuarial accrued liability, and an inflation rate of 3.0%. The unfunded actuarial accrued liability is being amortized over a 30 year closed period as a level percentage of projected payrolls.

The EUTF issues a stand-alone financial report that includes financial statements and required supplementary information, which may be obtained at the following address: State of Hawaii Employer-Union Health Benefits Trust Fund, 201 Merchant Street, Suite 1520, Honolulu, Hawaii 96813.

NOTE H - LITIGATION AND SUBSEQUENT EVENTS

HART is party to various legal proceedings arising in the normal course of business. The outcome of individual matters is not predictable. However, management believes that the ultimate resolution of all such matters will not have a material adverse effect on HART's financial position, results of operations, or liquidity.

HonoluluTraffic.com, et. al. v. Federal Transit Administration, et. al.

In May 2011, a lawsuit was filed against the Federal Transit Administration (FTA) and the City alleging violations of federal law in approving the City's rail transit project. Among other claims, the allegations were that the defendants improperly studied only the first 20 miles of the project and not the full route, that alternatives to the project were not properly considered, that potential native Hawaiian burial sites were not studied prior to the approval of the project and that defendants failed to comply with the federal Department of Transportation Act.

On November 1, 2012, the United States District Court for the District of Hawaii ruled in favor of the plaintiffs with regard to three matters, and ruled in favor of the defendants in all other respects. The three matters were that the defendants did not adequately analyze above ground traditional cultural properties, they did not adequately support their rejection of an alternative route involving a tunnel underneath Beretania Street and they did not adequately support their determinations regarding the impact of the rail project on Mother Waldron Park. A hearing has been scheduled for December 2012 for this case.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE H – LITIGATION AND SUBSEQUENT EVENTS (continued)

Bombardier v. Department of Budget and Fiscal Services, et. al.

Following the disqualification of its Core Systems Design-Build-Operate Maintain Contract proposal as nonresponsive, Bombardier filed a bid protest with the City Chief Procurement Officer. This bid protest was denied, and Bombardier then appealed to the Office of Administrative Hearings, State Department of Commerce and Consumer Affairs. The Hearings Officer ruled against Bombardier, which then appealed to the First Circuit Court, where the Circuit Court judge affirmed the decision of the Hearings Officer. Bombardier then appealed to the Intermediate Court of Appeals (ICA). On October 17, 2012, the ICA issued a decision affirming the decisions of the Circuit Court and the Hearings Officer in their entirety.

Kaleikini v. Yoshioka et al.

On January 31, 2011, Plaintiff filed a lawsuit in the First Circuit Court, challenging the approval of the Final Environmental Impact Statement (FEIS) as well as other approvals for the City's rail transit project that HART is now responsible for developing, operating, maintaining and expanding. Plaintiff alleged various State law violations but primarily alleged that an archaeological inventory survey (AIS) had not first been completed for the entire 20-mile project alignment, in violation of State law. Instead, the project was proposed to be built in four sections, with an AIS to be completed for each section prior to any construction taking place in that section. The case involves both City and State of Hawaii defendants.

The Circuit Court granted the City defendants' Motion to Dismiss Complaint and/or for Summary Judgment, and denied the Plaintiff's Motion for Preliminary Injunction and Motion for Reconsideration. In doing so, the Circuit Court determined that the phased approach for AIS completion proposed for the rail project met applicable State law requirements.

Plaintiff then filed an appeal in the ICA, where the matter was fully briefed by all parties. The case was then transferred to the Hawaii Supreme Court. Shortly after the transfer, the Plaintiff-Appellant filed a motion for injunctive relief pending appeal, which the court denied. Oral argument before the Hawaii Supreme Court occurred on May 24, 2012.

On August 24, 2012, the Supreme Court of the State of Hawaii in the case of Kaleikini v. Yoshioka et al. vacated the circuit court's judgment in favor of the City and State, ruling that the administrative rules implementing HRS §§ 6E-8 and 6E-42 do not permit the State Historic Preservation Division (SHPD) of the Department of Land and Natural Resources to concur in the rail project absent a complete Archaeological Inventory Survey (AIS) for the entire project. The project had received SHPD approval to conduct separate AISs for each of the four construction phases, with construction proceeding in each phase after completion of the AIS for that phase. The case will now be remanded to the State Circuit Court.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

NOTES TO FINANCIAL STATEMENTS (continued)

June 30, 2012

NOTE H – LITIGATION AND SUBSEQUENT EVENTS (continued)

Kaleikini v. Yoshioka et al. (continued)

On September 4, 2012, the City Defendants filed a motion to reconsider, modify and/or clarify the Supreme Court's opinion of August 4, 2012. On September 27, 2012, the Supreme Court denied the motion. On October 5, 2012, the Plaintiffs filed a request for attorney's fees and costs with the Supreme Court. The State and City Defendants filed oppositions to this request, and the request is pending decision of the court.

Based on the Hawaii Supreme Court's decision, ground disturbing construction activities related to the project have been halted pending completion of all AIS work or further court rulings. HART is continuing with property acquisitions, AIS work and other non-ground disturbing construction activities.

Management estimates that the remaining AIS work for the entire 20-mile guideway will be completed in 9 to 12 months.

HART estimates that delay expenses will cost the project approximately \$63-\$84 million.

**PART II**  
**SUPPLEMENTARY INFORMATION**

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

SCHEDULE OF FUNDING PROGRESS

June 30, 2012

<u>Actuarial Valuation Date</u>	<u>Actuarial Value of Assets</u>	<u>Actuarial Accrued Liability (AAL)</u>	<u>Unfunded AAL (UAAL)</u>	<u>Funded Ratio</u>	<u>Covered Payroll</u>	<u>UAAL as a Percentage of Covered Payroll</u>
July 1, 2011	-	1,964,000	1,964,000	0%	5,385,000	36.50%

**PART III**  
**REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING**  
**AND ON COMPLIANCE AND OTHER MATTERS**

**Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With Government Auditing Standards**

To the Directors  
Honolulu Authority for Rapid Transportation  
City and County of Honolulu

We have audited the accompanying statement of net assets and the related statements of revenues, expenses and change in net assets and cash flows of the Honolulu Authority for Rapid Transportation (a component unit of the City and County of Honolulu) ("HART"), as of and for the year ended June 30, 2012, and have issued our report thereon dated November 19, 2012. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

**Internal Control Over Financial Reporting**

Management of HART is responsible for establishing and maintaining effective internal control over financial reporting. In planning and performing our audit, we considered HART's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of HART's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of HART's internal control over financial reporting.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined previously. However, we identified a deficiency in internal control over financial reporting, described in the accompanying schedule of findings as 2012-01 that we consider to be a significant deficiency in internal control over financial reporting. A significant deficiency is a deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

**Compliance and Other Matters**

As part of obtaining reasonable assurance about whether HART's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

PKF Pacific Hawaii LLP | 1132 Bishop Street | Suite 2500 | Honolulu | HI 96813-2864  
Tel: 808 536 0066 | Fax: 808 523 8590 | [www.pkfpacifichawaii.com](http://www.pkfpacifichawaii.com)

To the Directors  
Honolulu Authority for Rapid Transportation  
City and County of Honolulu

HART's response to the finding identified in our audit is described in the accompanying response of the affected agency. We did not audit HART's response and, accordingly, we express no opinion on it.

This report is intended solely for the information and use of management of HART, and others within the entity, and is not intended to be and should not be used by anyone other than these specified parties.

**PKF PACIFIC HAWAII LLP**

Honolulu, Hawaii  
November 19, 2012

**PART IV  
SCHEDULE OF FINDINGS**

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

SCHEDULE OF FINDINGS

June 30, 2012

FINDING 2012-01 – FINANCIAL STATEMENT REPORTING

Criteria

Management of HART is responsible for maintaining a complete set of financial records that accurately reflects their financial position and results of their operations in accordance with accounting principles generally accepted in the United States of America (US GAAP).

Condition

During our audit we received 29 post-closing adjustments to the trial balance from management. These adjustments were recorded to reflect the correction of certain assets, liabilities, revenues and expenses. In addition, the following items were not properly presented on the financial statements:

- \$518,674,109 of unrestricted net assets on the statement of net assets.
- \$447,284,490 of net assets of the City's Transit Fund as of June 30, 2011 and \$190,664,993 from the GET county surcharge in the statement of revenues, expenses, and change in net assets, as well as the related effects on the statement of cash flows.
- \$6,189,065 of additional intergovernmental revenues, as well as the related effects on the statement of cash flows.
- \$602,212 of operating expenses consisting of amounts paid to the City for Central Administrative Services Expenses in the statement of revenues, expenses and change in net assets, as well as the related effects on the statement of cash flows.

During our audit we also noted the following missing or erroneous disclosures:

- Beginning cash on the statement of cash flows was overstated by \$420,319,695.
- \$303,390,475 of capital contributions was excluded from non-cash investing, capital related financing activities in the statement of cash flows.
- Supplementary schedule of funding status on post-retirement health care and life insurance benefits was excluded.
- Disclosure of total future minimum lease payments on HART's leases was understated by approximately \$738,000.

Cause

The above finding was caused primarily by lack of sufficient staff resources allocated to preparing for the audit and the detailed review of the information prepared.

Effect

Post-closing adjustments causes delays in the audit timing and increases the cost of the audit process. As a result of our audit procedures, adjustments and disclosures for the conditions noted in the previous section were proposed and accepted by management, to present HART's financial statements and related notes in accordance with US GAAP.

Honolulu Authority for Rapid Transportation  
(a component unit of the City and County of Honolulu)

SCHEDULE OF FINDINGS

June 30, 2012

Recommendation

We recommend that management of HART consider the amount of resources needed in order to satisfy its external reporting requirements. In addition, we recommend that HART implement a more formal review process for financial reporting, which would include a detail review of the financial statements and related financial statement disclosures to ensure that the financial statements are prepared in accordance with accounting principles generally accepted in the United States of America. This review would also include the completion of a US GAAP disclosure checklist.

In addition, accounting tasks such as monthly reconciliations play a key role in proving the accuracy of accounting data and information included in interim financial statements. Therefore, in order to provide more accurate and timely accounting information, we recommend that HART consider establishing more effective review and reconciliation policies and procedures as a customary part of the accounting process. This would involve monthly reconciliations of accounts, making adjustments throughout the year that have typically been made at year-end only, and performing more frequent reviews of the general ledger throughout the year, including making any necessary adjustments.

**PART V**  
**RESPONSE OF THE AFFECTED AGENCY**



IN REPLY REFER TO:  
CMS-AP00-00367

HONOLULU AUTHORITY for RAPID TRANSPORTATION

Daniel A. Grabauskas  
EXECUTIVE DIRECTOR AND CEO

November 21, 2012

BOARD OF DIRECTORS  
Carrie K.S. Okinaga, Esq.  
CHAIR

PKF Pacific Hawaii LLP  
1132 Bishop Street  
Suite 2500  
Honolulu, Hawaii 96813

Ivan M. Lui-Kwan, Esq.  
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Damien T. K. Kim  
Glenn M. Okimoto, Ph.D.  
David K. Tanoue  
Wayne Y. Yoshioka

Dear Sir or Madam:

Subject: Finding 2012-01 – Financial Statement Reporting Response

We thank our auditors for their highly professional and dedicated services on HART's first financial audit.

While HART became a semi-autonomous agency of the City and County of Honolulu, it did not have its own accounting staff in Fiscal Year (FY) 2011-12. HART relied upon borrowed staff resources from the Department of Budget and Fiscal Services and other HART staff in order to prepare its financial statements using the City's financial system.

Several identified items in the financial statements related to presentation errors for one-time transfers of the City's Department of Transportation Services (DTS) Transit Fund net assets to HART. These one-time transfers were required upon establishment of HART's 1<sup>st</sup> year and, therefore, should not reoccur in future years.

As a newly formed agency, HART acknowledges its lack of accounting and financial reporting resources, and has placed a high priority on developing a qualified and experienced accounting staff in FY 2012-2013.

Several specific corrective measures have been identified and have been or will be implemented as follows:

With the hiring of HART's CFO in August 2012, HART has assessed its accounting and financial reporting resource needs, determined that additional accounting staff resources are needed, and is in the process of recruiting, and hiring for these positions.

This will result in appropriately experienced accounting staff and management preparing the financial statements, and a higher level review process implemented in order to reduce presentation errors including utilization of disclosure checklists.

PKF Pacific Hawaii LLP  
Page 2  
November 21, 2012

Again, we extend our thanks to our auditors, PKF Pacific Hawaii LLP, namely Dwayne Takeno and Charles Goodin, for their professionalism and comprehensive understanding of HART's unique start-up challenges.

Sincerely,

A handwritten signature in cursive script, appearing to read "Diane R. Arakaki".

Diane R. Arakaki  
Chief Financial Officer

# **ATTACHMENT 4**

# HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

**HONOLULU AUTHORITY FOR RAPID  
TRANSPORTATION**

**BUSINESS PLAN  
for  
FY2014**

**DRAFT**

Revision 1

May 2013

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# HART Business Plan

## INTRODUCTION

This document provides a third year Business Plan for the Honolulu Authority for Rapid Transportation (HART) covering fiscal year 2014 (July 1, 2013, through June 30, 2014). It is designed to describe HART's business activities and resource allocations during the agency's third year of operations in accordance with its responsibility for building and ultimately operating the Honolulu Rail Transit Project (HRTP), from East Kapolei in West O'ahu to Ala Moana Center (HRTP).

The FY2014 HART Business Plan describes why HART exists as an organization, the goals and performance measures the agency has established, what it will seek to accomplish during the third year of operations, and how it will go about performing its responsibilities. The HART Board of Directors (BOD) will review and approve the FY2014 Business Plan in conjunction with its review and final approval of a FY2014 Budget. In the future, it is envisioned that HART will prepare an annual Business Plan with a multi-year moving timeframe. The annual Business Plan will provide historical information and a projection of key operating and financial information for at least one year beyond the fiscal year which is the focal point of the Plan to provide a look-ahead for management planning and performance trend oversight purposes.

### Summary of FY2013 Highlights and Progress

FY2013 was HART's second year of existence. During the year, the HART BOD, staff, and consultant team made progress toward achieving the vision of bringing rapid transportation to O'ahu despite major challenges presented by litigation. Shown below is a brief summary of major events and accomplishments during HART's second year:

#### Project Delivery:

- Construction was started on the West Oahu/Farrington Highway guideway section and 16 columns were completed. Three full properties needed for the HRTP were acquired and eminent domain proceedings were started on two additional properties.
- Construction activities on the West Oahu/Farrington Highway guideway section were suspended as a result of a Hawaii Supreme Court ruling (*Kaleikini v. Yoshioka, et al.*) mandating that HART complete an Archaeological Inventory Survey (AIS) on all four sections of the alignment. Steps were taken to perform the necessary AIS work which was completed two months ahead of schedule. During the AIS work, a first-of-its-kind cultural monitoring program was developed. This program will serve as a model for the remainder of construction on the HRTP. The results of the AIS were submitted to the State Historic Preservation Division (SHPD) for review and approval for the entire alignment. The resumption of construction awaits SHPD action.
- 8,735 tons of running rail (all the rail needed for the project) was rolled, shipped and received by HART. The power contact rail is in the process of being delivered.

- In response to public input and other comments, the HART BOD approved funding for additional seats on the HRTTP railcars to be provided by Ansaldo Honolulu JV. As a result, seating capacity will be increased by 25%.
- An agreement was reached with the Hawaii Department of Transportation (HDOT) on funding for the State Rail Safety Oversight Program required by federal law. HART and HDOT worked cooperatively to hire a nationally recognized consultant who will assist in implementing and managing this program.
- The HART Transit Oriented Development (TOD) Committee formed a TOD Stakeholders Group to help promote TOD. The group, which will consist of various government and private sector stakeholders, will focus on providing and sharing information to facilitate TOD.

#### Finances:

- Successfully completed the required steps to receive a Federal Full Funding Grant Agreement (FFGA) from the Federal Transit Administration. The FFGA was executed on December 19, 2012. A key step in this major accomplishment was City Council action to approve a \$450 million “line of credit” for the HRTTP to be used only if absolutely necessary for future funding shortfalls.
- As a result of the FFGA, HART received \$67.5 million in March 2013 bringing total federal funding received to date for the HRTTP to \$132 million.
- Reduced the FY13 Operating Budget by \$1.5M and three staff positions.
- Completed the agency’s first annual financial audit cycle, which yielded overall favorable conclusions and findings related to the transition from DTS to HART. Issued first annual financial statement for HART since becoming a semi-autonomous unit.
- General Excise Tax Surcharge (GET) collections to date total \$1.029 billion which is \$32.8 million less than forecast in the June 2012 Financial Plan.
- Took aggressive action to keep the cost impact of the construction suspension below the estimated \$7-10 million per month.

#### Other Litigation Matters:

- In the case of *Honolulutraffic.com et al. v. FTA, et al.* the U.S. District Court ruled in favor of the City and FTA on a vast majority of the plaintiff’s claims. However, the Court did rule that the City and FTA (1) had failed to adequately identify Traditional Cultural Properties (TCP) prior to the issuance of the Record of Decision on the project, (2) failed to adequately consider the Beretania Street Tunnel alternative, and (3) failed to consider whether the project would constructively “use” Mother Waldron Park. The decision resulted in additional analyses and a suspension of construction and real estate acquisition activities in section four (City Center Section) of the alignment. A revised TCP report was prepared and transmitted to SHPD in compliance with the ruling. In addition, a draft Supplemental EIS was prepared and filed with the FTA which addressed the Beretania Street alignment and Mother Waldron Park issues. The TCP reports for Phase 4 and a Supplemental EIS have been prepared and further activities will be undertaken to seek approval of these additional analyses.
- In the case of *Bombardier Transportation (Holdings) USA, Inc. v. Director, Dept. of Budget and Fiscal Services, et al.*, the State of Hawaii Intermediate Court of Appeals denied the appeal and upheld the City’s decision to disqualify Bombardier’s proposal for

the core systems contract solicitation. The ruling affirmed that the City's procurement process was done properly and in accordance with state law.

Organizational Development:

- Significant organizational and staffing changes occurred in FY2013, all designed to improve the effectiveness and efficiency of the organization. Key changes included:
  - ✓ Hiring of a Deputy Executive Director from the local community with considerable transportation, construction and public sector experience.
  - ✓ Hiring of an experienced Chief Financial Officer and staff to improve fiscal processes, accounting, financial analysis and reporting.
  - ✓ Two senior management positions were eliminated to flatten the organization and the area of public involvement was streamlined by eliminating positions and external contractors, all of which saved money.
  - ✓ A senior level Director of Operations and Maintenance position was established in recognition of HART becoming an operating organization in the future.
  - ✓ Changes in the Engineering and Construction area included consolidation of responsibilities and the internal promotion of three staff members to key positions within the restructured area. In addition, a new Manager of Project Controls was hired and now reports to the Deputy Executive Director. Also, the Core Systems Manager and the Risk Manager were replaced with experienced personnel.
- The HART BOD approved the creation of a Permitted Interaction Group (PIG) to develop and recommend a Fare Policy to the full Board. The PIG will investigate fare policies of other transit agencies including bus and rail farebox recovery ratios, possible alternative sources of revenue, fare collection systems and technologies.
- Finally, a working group was established with Oahu Transit Services (OTS) to explore how best to integrate bus and rail services, as well as opportunities for consolidating administrative functions between HART and OTS to improve efficiency and customer service.

## HART Business Strategy

Public transportation is a service business that utilizes both human and physical assets to deliver its product in the marketplace. A transit agency is in competition with the automobile to increase its share of the travel market. Success in achieving a greater market share requires that a transit agency have a clear and understandable strategy for how it will go about delivering its product to prospective consumers. As a public agency, HART's business strategy must not only be easily understandable to the agency's employees and contractors but must also be understandable to the general public.

This section of the FY2014 HART Business Plan describes the basic elements of the business strategy for the agency. These elements are described below and include statements on why the agency exists and what it is trying to achieve, as well as a framework for how HART will go about accomplishing what the public has asked it to do. This framework includes Goals and a "Balanced Scorecard" (BSC) for measuring and tracking over time how well HART is doing its job. (Note: A later section of the FY2014 Business Plan describes the organizational development strategy HART is utilizing to achieve its Mission and Vision and accomplish the Goals the BOD has established.)

### **Mission Statement** (*why the agency exists*)

HART's Mission is to plan, design, construct, operate and maintain Honolulu's high-capacity, fixed guideway rapid transit system.

### **Vision Statement** (*what HART is trying to achieve*)

In accomplishing its Mission, HART will contribute to the quality of life on O'ahu by:

- **Mobility**: Improving mobility for all residents, visitors, and businesses on O'ahu particularly in the densely populated and congested corridor along the urbanized southern shore of the island.
- **Reliability**: Improving the reliability of travel in the corridor by offering a travel choice that will not be subject to at-grade level traffic congestion.
- **Land Use**: Supporting the City's land development policy by providing access to an area targeted for development of a new urban center and helping create transit-oriented development along the rail line.
- **Equity**: Providing people who are dependent on public transportation with an improved means of accessing economic and social opportunities and activities.
- **Sustainability**: Protecting the environment and lessening dependence on non-renewable fossil fuels.

(Note: The above Vision Statement is based in part on the Environmental Impact Statement prepared for the H RTP.)

Goals (how HART will go about accomplishing the Vision and fulfilling its Mission)

In order to accomplish its Mission and realize the benefits described in the Vision, HART must accomplish the following goals:

1. Project Delivery: Complete the project on time and within budget while:
  - Ensuring the safety and security of the public, HART employees, and construction workers;
  - Minimizing the impacts on adjacent natural, cultural, and built environments and communities; and
  - Fulfilling environmental mitigation commitments.
2. Service Delivery: Ensure that the design and actual construction of the project will facilitate the delivery of safe, high quality, and cost-efficient service in the future.
3. Stewardship of Resources: Maintain public trust through the prudent and transparent use of financial, human, and environmental resources.
4. Livability: Support the creation of mixed use, pedestrian-friendly, compact development along the rail line.
5. Partnerships: Pursue partnerships with the private sector to create economic opportunities and generate income and cost savings for the rail transit system.
6. Agency Culture: Foster an organization that is open, accountable, inclusive, and delivers better than promised results.

Performance Metrics

Performance expectations and metrics flow out of the Vision and Goals for the agency and are intended to help an organization measure its progress toward achieving the Vision and Goals. Performance metrics for HART will help the BOD and agency management, as well as the Authority's stakeholders and the general public, measure and evaluate the agency's progress and will aid in maintaining transparency on what HART is doing with taxpayer money. Management staff will compile and provide periodic reports to the BOD on the performance metrics. The information will also be reported to the City Council and the community in an annual report.

Performance metrics for HART have been incorporated into a BSC for the agency. The BSC establishes and will track over time metrics that measure performance in achieving the Goals which the BOD has established for the agency. The proposed HART BSC is shown in Appendix A to the Business Plan.

As shown in Appendix A, the HART BSC is structured to provide performance measures and metrics for each of the six Goals the BOD has approved. The BSC establishes the fiscal year

objectives for each measure. Space is provided for HART management to provide information on actual results or status for each of the performance measures and metrics delineated in the BSC during quarterly reports to the HART BOD. These reports will include a summary of any material changes in the status of performance measures to enhance the transparency of the progress being made on implementing the HRTP.

In FY2014 and for the next several years HART will be engaged in completing the design and construction of the HRTP. Actual operation of rail service will not occur until 2017. As such, the BSC shown in Appendix A is heavily oriented toward project implementation. The BSC does include some measures dealing with Service Delivery as it relates to the current project implementation stage of the project. Additional metrics will become meaningful when actual revenue service begins; illustrative examples of such metrics include:

- Ridership level.
- Reliability measures including:
  - On-time departures/arrivals.
  - Miles between mechanical failures.
  - Elevator and escalator availability (% of time available during operating hours).
  - Fare collection equipment availability (% of time available during operating hours).
- Safety and Security measures including:
  - Accidents per 100,000 passengers.
  - Security incidents per 100,000 passengers.
  - Employee on-the-job injuries.
- Financial measures including:
  - Operating Ratio.
  - Cost per vehicle hour and vehicle mile.
  - Cost per passenger.
  - Accident Claims received/closed/outstanding.

Given the current project implementation of HART's business activities, it is envisioned that HART management will provide quarterly updates of the HART BSC in reports to the BOD and the public. When actual revenue service begins on the rail line, monthly BSC reports will become relevant.

Using a BSC which ties to the Goals that HART has established will enable the agency to evaluate its progress on achieving the agency's Mission and Vision and to report to its stakeholders and to the community.

# FY2014 Work Program

## Agency Business Operations

HART came into existence July 1, 2011, and has functioned to date as a semi-autonomous agency of the City & County of Honolulu government. During FY2014, HART will continue to use various City business systems and administrative practices as appropriate when conducting the agency's business activities (e.g. Department of Transportation Services (DTS) procedures for Transportation Improvement Program (TIP) modifications and EEO reporting; the City's accounting and payroll systems; and the city's Enterprise Resource Planning (ERP) systems for both financial and Human Resources applications). In addition, HART will continue to receive services provided by other City Departments (e.g. Budget and Fiscal Services, Corporation Counsel, and Design and Construction). Individual agreements with City Departments set forth the scope and terms of the services to be provided. This support from the City enables the agency to continue concentrating its resources on the implementation of the HRTP. During FY2014 and beyond, HART will evaluate the extent to which it should develop its own business systems to improve efficiency and delivery of needed business services.

HART will need to complete a number of steps during FY2014 to further develop the organizational capacity and capability to fulfill its Mission as described in the preceding section. Several of the actions that will be taken are designed to ensure that HART will maintain eligibility to receive Federal funding for the HRTP. A preliminary listing of the tasks that will be undertaken in FY2014 is as follows:

- Continue to update BOD operating procedures and practices.
- Develop new agency operating procedures and practices as needed.
- Complete agency reorganization and recruit and hire key management, technical, and support staff.
- As required, adopt or modify BOD and HART policies guiding the agency business activities (e.g. financial policy and procurement policy).
- Continue to add and modify administrative procedures and practices that are specific to a transit agency in areas such as procurement and contract administration, safety and security, employee relations, and management reporting.
- Maintain a management reporting system on key performance metrics and financial information including:
  - Continue to develop internal processes that will enhance the control over fiscal processes while increasing processing efficiencies.
  - Achieve zero findings in the Authority's second annual audit, specifically addressing deficiencies identified in 2012's audit report.
  - Continue to build finance, accounting and internal controls capability.

- Continue development of a brand identity for HART.
- Regularly update and communicate with stakeholders, including the Mayor and City Council, state officials and the Oahu Metropolitan Planning Organization Policy Committee to ensure a flow of information regarding the progress of the project.
- Continue the creation of an organizational structure and culture that will enable the fulfillment of the agency's Mission and Vision.

### **EEO and Disadvantaged Business Enterprise (DBE) Programs:**

In accordance with federal and state laws and requirements, HART maintains active programs to ensure equal employment opportunities and to foster the involvement of disadvantaged and small businesses in HART's business activities. The EEO Program is coordinated with the City's EEO Office and with DTS. Oahu Transit Services as the area's bus operator maintains its own FTA approved EEO Program. HART staff prepares combined reports for both the rail and DTS programs which DTS submits to the FTA for review and approval. The FTA has approved the combined EEO program for HART/DTS for the next three years.

HART manages its own DBE Program utilizing the State of Hawaii's Unified Certification Program to identify DBE firms and works with HDOT to reach out to these firms. HART has an FTA authorized 13% goal for DBE participation in the overall HRTP and does not set annual goals. Contract specific goals are established when or if appropriate. Program staff will be working to gain increased DBE participation in upcoming construction contracts whenever possible.

### **HRTP Project Implementation**

#### **Project Description:**

The HRTP is a proposed 20-mile light metro rail line in an exclusive right-of-way with fully automatic (driverless) train operation. All of the alignment, with the exception of the access and egress from the Maintenance and Storage Facility and the Leeward Community College Station, is elevated above existing highways and arterial roadways. The rail line includes 21 stations from East Kapolei, in West O'ahu, to Ala Moana Center. Initial service is scheduled to start in 2017 from the western end of the alignment at the East Kapolei Station to the Aloha Stadium Station with full service operations to Ala Moana Center starting in 2019. Full service is anticipated to operate 20 hours per day, with 3-minute headways during peak periods and 6-minute headways in the midday. End-to-end travel time is estimated to be 42 minutes. Service will be provided by 2-car trains. Average weekday rail boardings in 2030 are projected to be about 116,000 passengers. A peak hour directional maximum load of about 8,000 passengers per hour is anticipated in 2030.

**Appendix C** provides a more detailed description of the project along with background on the planning for the project.

### Project Status and FY2014 Work Activity:

- Overall, the H RTP is currently in final design phase of project development with construction work programmed to re-start and continue on two Design-Build contracts for guideway sections and the Maintenance and Storage Facility.
- Contracts for a Program Management Support consultant (PMC) and General Engineering consultant (GEC) services will be continuing. The HART Operating Budget provides funding for 139 positions for the project which includes positions provided by the PMC.
- During Q1 of FY2014, efforts will continue to resolve and satisfy both the Hawaii Supreme Court and U.S. District Court decisions which have caused construction work to be suspended including:
  - Assisting SHPD in completing its AIS review and issuance of the necessary authorizations.
  - Completing the FTA and federal court reviews of the Supplemental EIS.
  - The objective is to restart construction by the end of Q1 to minimize delay claims and protect the project schedule from further delay.
- In preparation for the restart of construction, during Q1 of FY2014:
  - Complete negotiations on outstanding delay claims arising out of the suspension of construction work.
  - Work towards a “clean slate” with contractors by negotiating settlement of all outstanding notice to proceed (NTP) delay claims arising out of the start of the project.
  - To the extent possible, utilize the period to acquire old and new permits, rights of entry, land acquisition, and other agreements necessary to limit or eliminate exposure to future delays and delay claims.
- In FY2014, for the Design-Build (DB) contracts:

At the end of FY2014, overall construction of the West Oahu/Farrington Highway Guideway is expected to be 30% complete. The Kamehameha Highway Guideway contract design will be completed by the end of FY2014 with construction scheduled to be 20% complete. The Maintenance and Storage Facility design will be completed and construction is scheduled to be 40% complete at the end of FY2014.
- The Design-Build-Operate-Maintain (DBOM) Core Systems contract for train control, communications, operations and maintenance, and revenue vehicles, will be in the design phase and this effort will continue throughout FY2014 with contract completion at that time estimated at 10%.
- For the Design-Bid-Build (DBB) contracts:
  - The Airport Guideway and Utilities design will be completed by FY2014, with construction on the Airport Utilities expected to be 10% complete by the end of FY2014. Construction on the Airport Guideway will not begin until FY2015.

- The City Center Guideway and Utilities design will be completed by FY2014. Construction on the City Center Guideway and Utilities will not begin until FY2015.
- The Farrington Highway Station Group design will be completed by the end of FY2013, and construction will be 20% complete at the end of FY2014.
- The West O‘ahu Station Group design will be completed in the beginning of FY2014, and construction will be 5% complete at the close of FY2014.
- The Kamehameha Highway Stations design will be completed by the beginning of mid-FY2014, and construction will be 5% complete by the end of FY2014.
- The Airport Stations design will be completed by FY2014, with construction starting in FY2015.
- Continue to develop Native Hawaiian community and other key stakeholder relationships.
  - Refine the model Cultural Monitoring Program for implementation during the period of construction.
- During FY2014, advance planning for future operations on the rail system:
  - Establish more robust DTS-OTS-HART-Ansaldo cooperation on fare media/collections system; budget synergies; operational intersects and coordination; customer services; management structures; etc.
  - In conjunction with the DTS-OTS-HART-Ansaldo planning effort, the Fare Policy PIG will undertake its work to develop and recommend a Fare Policy and fare collection system for HART. It is anticipated that a final decision on a Fare Policy and fare collection system for the HRTTP will be made during FY2014.
  - Consider additional customer service features such as WiFi.
- Implement the project’s Public Art Program to incorporate public art into various design elements of the HRTTP.
- Deliver significant contract milestones, and major contract awards expected over the next 12 months, to keep the project on schedule.

Land Use Connection: Transit-Oriented Development

The Revised Charter of Honolulu (Charter or RCH) authorizes HART “to promote, create and assist transit oriented development projects near fixed guideway system stations that promote transit ridership, and are consistent with the intent of the adopted community plans and zoning.” RCH 17-103.2(n). Likewise, the Charter mandates that the Executive Director “administer programs promoting appropriate developments near transit stations, including compilation of city incentive programs,” and “review development projects having significant impact on the operation of the fixed guideway system.” RCH 17-104(m) and (n).

HART is the steward of a large-scale public investment. Federal, State, and City policy direction to concentrate growth around transit stations further enhances the value of real property adjacent to transit stations. By promoting high quality, more intensive development

on or near properties adjacent to transit stations, the agency can increase ridership, support long-term system capacity and generate additional revenues for transit, such as increased fare collection from increased ridership and changes in the fare policy, and joint development (JD) opportunities, not anticipated during project planning. Also, such development creates attractive investment opportunities for the private sector and facilitates local economic development goals.

The State and City along with the federal government control the planning and permitting authority for all of the land along the 20-mile corridor. Coordination of these activities between the respective agencies is necessary to successfully leverage public and private investment in the corridor. In coordination with HART, both the State and City are preparing neighborhood TOD plans for transit station areas and investigating revisions to the land use regulatory requirements, which will provide the policy framework for private development. The neighborhood TOD plans will support the creation of vibrant mixed-use neighborhoods consisting of workforce and affordable housing, retail shopping locations, and other infrastructure improvements necessary to improve safety, promote healthy lifestyle habits such as walking and biking, and increase rail ridership.

For the City, DPP is responsible for developing transit-oriented development (TOD) neighborhood plans and zoning regulations for station TOD areas for the eventual adoption by the City Council. During FY2014, HART TOD – land use planning staff will continue to provide technical support in areas such as system description, modal connectivity, station access, parking and safety and security to DPP in its planning efforts, which will include coordination with other cognizant City and State agencies, special interest groups (e.g. disabled, and elderly), the private sector, and the public at community meetings to develop the TOD plans for the areas surrounding the transit stations.

During FY2014, HART staff will actively pursue, develop, and execute MOUs and MOAs with public and/or private owners of land within close proximity of each planned transit station to directly access the station from their proposed development. Collaboration is already underway with the Navy, UH, DHHL, DLNR, HDOT, DAGs, and a variety of private landowners.

HART, in collaboration with the State and City planning offices, recognizes transit oriented development is a tool that can assist in implementing Smart Growth (focus on compact, mixed-use, transit-linked, and walkable communities), and Complete Streets (focus on safe and efficient access for all users while encouraging street connectivity and creation of a comprehensive, integrated, connected network for all modes) in proximity to the H RTP guideway and rail stations. These tools all are consistent with HART's commitment to incorporation of sustainability practices throughout its planning practices.

To assist in the collaboration efforts, the HART BOD has approved the creation of a Transit Oriented Development Stakeholders Advisory Group consisting of representatives from HART, the City, the State and private sector representatives from various organizations and groups. HART will be working to get the Stakeholders Group in place and functioning during FY2014.

Finally, HART staff will keep track of new TOD programs and opportunities developing at the federal level as a result of the implementation of the new surface transportation law MAP-21 as well as potentially at HUD or thru other federal programs or initiatives.

### **Procurement Plan**

#### Agency Business Operations

HART will conduct routine procurements for needed services, equipment, and supplies related to support the conduct of agency business operations utilizing City procedures and group discount opportunities.

#### Project Implementation

The table below lists the H RTP contracting actions that were in process in the 4<sup>th</sup> quarter of FY2013 and those that will be active during each quarter of FY2014:

Qtr	Section	Type	Status	Description	Ad Date	NTP Date
2013 4Q	PW	DFIM	Active	Elevators & Escalators	8/17/2012	6/15/2013
		Services	Active	Federal Government Liaison	11/30/2012	6/15/2013
	PW	Pro Svcs	Active	Historic Architectural Design Consultant	3/15/2013	6/15/2013
	PW	Pro Svcs	Future	Professional Recruiting Services	4/10/2013	5/30/2013
	PW	Services	Future	OCIP Brokerage Services	12/14/2012	6/29/2013
2014 1Q	City Cen	Design	Active	Dillingham Station Group/Kaka'ako Station Group	11/16/2012	8/15/2013
	PW	Services	Future	On-Call Construction Contractor	3/15/2013	8/27/2013
	PW	Prof Svcs	Future	General Engineering Consultant Re-compete	5/31/2013	9/1/2013
	PW	Art	Future	Art-in-Transit (Call for Artists)	4/30/2013	9/30/2013
2014 2Q	Airport	CE&I	Active	Airport and City Center Utilities CE&I	12/21/2012	10/2/2013
	WOFH/KHG	CE&I	Active	West Oahu / Farrington Highway and Kamehameha Station Groups (includes H2/R2 Ramp)	1/23/2013	12/2/2013
	KHG	Design	Future	Pearl Highlands Parking Structure/Bus Transit Center	4/15/2013	12/21/2013
2014 3Q	Airport	Construction	Future	Airport Section Utilities	11/1/2013	3/5/2014
2014 4Q	Airport	CE&I	Future	Airport and City Center Guideway CE&I	7/5/2013	4/1/2014
	WOFH/KHG	Construction	Future	West Oahu / Farrington Highway and Kamehameha Station Groups Construction	1/15/2014	4/15/2014
	City Cen	Construction	Future	City Center Section Utilities	3/15/2014	6/15/2014

# **HART Organizational Development Strategy**

## **Background**

Planning and development of the HRTP was the responsibility of DTS for six years. The HRTP was managed through DTS' Rapid Transit Division (RTD). DTS/RTD managed the completion of the required planning, economic, engineering, and environmental studies needed to advance the project through the stages of the FTA's New Starts project development process including: analysis of alternatives; technology and alignment selection; conceptual and preliminary engineering (PE) work; the preparation of a Final Environmental Impact Statement (FEIS); and the development of a contracting strategy for actually constructing the project.

Because of the uncertainty surrounding whether the City would receive the funding and approvals needed to advance the project, the strategy DTS/RTD employed was to maintain a relatively small staff and hire consultants to provide the expertise necessary to perform various aspects of the required work. The City project staff was supplemented by a Program Management Support Consultant (PMC) that has provided experienced and technically proficient personnel to fill key positions and roles in the project organization. PMC provided services have included professional, technical, managerial and other support services to initiate and complete the PE/EIS phase of the project and initiation of final design and construction. PMC personnel have functioned as staff embedded within the DTS/RTD assisting City employees in managing and overseeing the work.

In addition, DTS/RTD retained the services of a General Engineering Consultant (GEC) to undertake the planning, economic, engineering, and environmental work that was required to advance the project through FTA's New Starts process. As part of this effort, the GEC conducted engineering and technical studies, including conceptual engineering, to support the preparation of the EIS, and PE work to support the City's request to advance to final design. The GEC assisted the DTS/RTD with preparing competitive procurement documents for the various DB contracts and the Core Systems DBOM contract.

The project has passed the critical milestone of completing the FEIS and obtaining a Record of Decision (ROD) issued by the U.S. Department of Transportation in accordance with the National Environmental Policy Act (NEPA) and Hawai'i State law. With the issuance of the ROD, FTA provided authority to begin property acquisition and undertake utility relocation work. As noted in the FY2013 Work Program section, DB contracts for initial phases of the project have already been awarded and construction work has started on the initial phases. HART has now begun final design on other elements of the project.

With the start-up of HART on July 1, 2011, RTD ceased to exist and the RTD staff, including the embedded PMC staff, was transitioned to become the core staff of HART. In addition, the GEC continued to perform its scope of work under the auspices of HART.

## **FTA Requirements**

Because the HRTP will be funded in part with Federal dollars through the FTA, HART must demonstrate that it meets FTA requirements for grantees pursuing a major investment project

like the H RTP. Principal among these requirements is that the grantee must exhibit the “technical capacity and capability to efficiently and effectively” carry out the project. The FTA conducts an assessment of a grantee’s technical capacity and capability by looking at a number of things including the following:

- Organizational structure.
- Staff qualifications and experience.
- Roles, responsibilities, and interfaces among key project team members laid out in a responsibility matrix.
- Staffing plan showing labor distribution over the life of a project.
- Copies of various key procurement documents.
- Description of management processes and procedures including the division of decision-making authority between the BOD and management staff; financial and procurement policies and procedures; and community outreach and relations efforts.
- Resumes of project team members.

The above information is embodied in a Project Management Plan (PMP). The PMP is periodically updated as a project moves through the various stages of project development. The current PMP for the H RTP is in the process of being updated for the next project milestone, the FFGA. With each successive update of the PMP, the expectations for the technical capacity and capability of the grantee increases. In other words, the grantee must demonstrate a growing capacity and capability to match the increasing scope, complexity, and magnitude of the work to be performed in the next project phase in order to receive FTA approval to proceed. HART is scheduled to be in position to receive an FFGA in the second quarter of FY2013 assuming everything is in order.

As a result, ensuring that HART will meet the FTA’s technical capacity and capability requirements is a major factor in the formulation of the organizational development strategy embodied in the PMP and described herein.

### **HART Organization**

Work on the project is now in the final design phase of FTA’s New Starts process. Work continues on property acquisitions and owner/tenant relocations and utility relocation. Limited construction work on DB portions of the project has begun.

The organizational approach embodied in the PMP for the final design and construction phases requires a staff of 139 positions and continues the role of the PMC as providing embedded staff within HART. **Appendix B** contains a series of organizational charts that depict the Authority’s functional structure and show the placement of the positions that make up the proposed FY2014 HART staff. Of these positions, 24 or roughly 17% of them are expected to be PMC provided staff.

The GEC's role has evolved to reflect the start of final design and construction work. The GEC will oversee final design efforts and provide construction management and oversight services including resident engineering, office engineering, and inspection. This includes performing quality assurance inspections of all contractor activities; reviewing all contract document submittals including shop drawings and specifications; reviewing contractor invoices; reviewing requests for information; reviewing requests for change; conducting inspections, value engineering, and reviewing change order estimates. The GEC will provide Construction Engineering and Inspection services for HART's DB contracts.

The PMP calls for retaining the services of engineering design consultants (EDCs) to develop final detailed designs of the remaining project elements that will be procured through open competitive bidding. This does not include the three DB contracts or the Core Systems and Vehicles contract since final design is a function within the scope of those contracts. This does include stations, the Airport and City Center guideway phases and various fixed facilities. Fixed facilities design includes the design of civil and structural facilities, trackwork, utilities, the Pearl Highlands parking structure and access ramps, landscaping and some systemwide elements. The GEC will oversee the final design work of the EDCs. The GEC also continues to provide technical studies and management support for implementation of the Section 106 Programmatic Agreement 2<sup>nd</sup> Mitigation Support for the ROD.

### **Future Organizational Development**

At present and for the next three to four years, HART is a project development agency with no daily operating or service delivery responsibilities. This, of course, will change as the rail transit project gets completed and actual revenue service begins operating initially in 2017 with full service along the entire alignment starting in 2019. The staffing needs and business systems needs of the agency will evolve over time as the change from project development to operations and service delivery occurs. How well this transformation is accomplished will be important to the success of the agency in accomplishing its Mission and Vision. The strategy for managing this evolution is outlined below:

- Phase out use of PMC and build HART staff capability.
  - Identify those positions that HART will need long term for operations and the planning of extensions and seek to fill these positions with direct hires.
    - Examples: Deputy CEO, Chief Operating Officer, Chief Engineer, Internal Audit, Marketing, Planning, Property Management.
    - Use PMC to temporarily fill these roles when recruitment is unsuccessful or cannot be completed in a timely fashion.
    - PMC employees will mentor and help train HART staff and new hires; this may require some overlapping of positions.
  - Utilize the services of the City's Department of Human Resources for assistance on organizational development including a classification and compensation structure, and recruitment and employee development strategies.
  - Current PMC contract expires in February 2015; the contract may need to be extended for an additional period depending on HART's success in staff recruitment.

- GEC and EDCs will continue their roles/scope until the project construction, system integration and testing, and start-up work is completed.
- Develop internal business processes and systems that fit the needs of the transit system. Move away from using City processes and systems wherever it makes the most sense for HART to achieve its Mission, Vision, and Goals.
- Develop a seamless multi-modal (bus and rail) transit system.
  - Engage in joint planning with DTS and “TheBus” management (O‘ahu Transit Services) for reconfiguration of the bus system to complement rail.
  - Establish a joint bus-rail fare collection system (hardware and software) and a revenue processing set-up to reduce interface problems and achieve economy of scale cost savings.
  - Encourage DTS to update /improve the bus fare collection system prior to the start of rail operations.
- Future issues that will need to be addressed:
  - Programming of bus fare collection system improvements to interface with rail fare collection needs to be pursued in the very near future.
  - The process for setting fares between the HART BOD and City Council will need to be addressed.
  - Operating support from the City for the rapid transit operation will be required as delineated in the Financial Plan.
  - Development of operating policies and rules and the identification of any implications for project design and the operating and capital improvement budget.
  - Pursuing opportunities for concessions and possible joint use of transit facilities and assets to generate income.

# HART Financial Strategy, Plans and Budgets

## Financial Overview

HART has prepared a detailed 20-year financial plan in accordance with the requirements of the Federal Transit Administration to receive federal funding for the HRTTP. The financial plan provides a summary of the capital costs and funding sources associated with both the HRTTP and the City's ongoing operating and capital needs for its existing public transportation system. It also includes a plan to fund the operations and maintenance (O&M) costs associated with the project, TheBus, and Handi-Van services. The current HART Financial Plan was prepared in June 2012 in preparation for receiving the FFGA from the FTA that was executed in December 2012. **Appendix D** contains a summary of revenues and expenses as shown in the approved HART Financial Plan for completing the HRTTP and for operating the City's integrated public transportation system over the period covered by the Plan (FY2010 – FY2030).

The financial strategy reflected in the approved HART Financial Plan can be summarized as follows:

- Implementation of the HRTTP will be funded primarily by revenues from a one-half percent (0.5%) surcharge on the State's General Excise Tax (GET) and grants from the federal government provided by the Federal Transit Administration. The 0.5% GET tax expires in 2022.
- Short and medium term debt financing will be used to help manage cash flows during construction of the HRTTP. However, all such debt will be retired by the time the GET tax expires.
- Ongoing funding for operation of the integrated bus and rail public transportation will be provided through a combination of fare revenues from passengers, City general funds and some Federal Transit Administration grant programs.

## FY2014 Operating and Capital Expense Budgets

HART staff prepared and submitted preliminary FY2014 Operating and Capital Budgets to the HART BOD Finance Committee in November 2012. On November 30, 2012, the HART Executive Director/Chief Executive Officer transmitted the proposed FY2014 Budgets to the Mayor and the City Council. This section of the FY2014 Business Plan describes in summary form the Operating and Capital Budgets. City Council requested further detailed information of the HART proposed budget during the spring of 2013, and will include it in the City's budget bills anticipated to be approved on June 6, 2013. The HART Board is scheduled to discuss and adopt the FY14 Operating and Capital budgets by June 30, 2013. The final version of the FY2014 Business Plan will reflect the final FY2014 Operating and Capital Budgets adopted by the HART BOD. The total budget request for FY2014 was as follows:

Operating Budget	\$ 20,917,259
Capital Improvements	<u>1,340,438,300</u>
Total FY 2014 Budget Request	\$1,361,355,559

**Appendix D** includes a summary table which provides operating and capital expense historical information for FY2012 (Note: a detailed breakdown of actual costs for all line items is not available) and FY2013 (Projected) as well as the FY2014 Budget described in the sections below.

**FY2014 Operating Budget**

The HART Operating Budget includes expenses for HART staff and administrative expenses (i.e. office and equipment rent and supplies, legal services, telecommunications and various administrative services). It also includes expenses related to the support HART receives from other City departments as well as a contribution to City overhead expenses. The Operating Budget has three major expense categories as shown in the table below. The table provides a breakdown of these three cost components for FY2014 and a comparison against the budgeted projected actual amounts for FY2013. The FY2013 projected amounts shown in the table are preliminary; there will be adjustments made through August 2013 to record payable amounts.

<b>Expense Category</b>	<b>FY2013 Budget</b>	<b>FY2013 Projected</b>	<b>FY2014 Budget</b>
Personnel	\$12,971,682	\$ 10,406,533	\$13,030,366
Current Expenses	8,081,511	6,370,244	7,880,893
Equipment & Software	16,000	--	6,000
<b>TOTAL</b>	<b>\$21,069,193</b>	<b>\$16,776,777</b>	<b>\$20,917,259</b>

The Personnel category of the FY2014 Operating Budget includes funding for 139 full-time equivalent (FTE) positions, then same level as FY2013. This compares to 136 FTEs authorized in the FY2012 Budget and 110 FTEs in 2011. As described in the Organizational Development Strategy section, the staffing level proposed is designed to ensure that HART has the technical capacity and capability to manage the implementation of the HRTP and meet the requirements of the FTA. The following chart provides a summary breakdown of the number of positions included in the FY2014 staffing plan by major functional category and includes PMC provided positions funded by the Capital Budget. See **Appendix B** for detailed organizational charts.

<b>Functional Category</b>	<b>Positions</b>
Executive Management (CEO, Deputy CEO, Board Administrator, RTSA, EEO & Admin. Support)	8
Project Controls & Change Management	15
Budget & Finance (CFO, Procurement, Grants, Budget, Accounting, Risk Management & Internal Control)	24
Planning, Utilities, Permits & Right-of-Way	29
Engineering & Construction Management	37
Other Professional (Legal, Operations, Safety & Security, Quality & Assurance, Government Relations, & Public Involvement)	23
Administrative Services	9

The following table provides a breakdown of the reimbursements to other City departments included in the proposed FY2014 Budget:

<b>City Department/Purpose</b>	<b>Amount</b>
Corporation Counsel – Staff Salaries	\$ 552,482
Corporation Counsel – Current Expenses	37,500
Design & Construction – Staff Salaries	50,000
Budget & Financial Services – Staff Salaries	61,946
Fringe Benefits Associated with Above Salary Items	284,043
5% Reduction to Salaries and Fringe Benefits	0
CASE – Central Administrative Services Expenditure	996,060
<b>TOTAL</b>	<b>\$ 1,982,031</b>

### **FY2014 Capital Budget**

The FY2013 Capital Budget is made up primarily of expenses related to the design and construction of the H RTP consistent with the work planned for the year as described in the Work Program section of this Business Plan. The table below provides a summary comparison of the FY2014 planned expenditures by project budget component against the FY2013 budget. The FY2013 projected amounts presented in the table are preliminary; there will be adjustments made through August 2013 to record payable amounts.

<b>Capital Budget Elements</b>	<b>FY2013 Budget</b>	<b>FY2013 Projected</b>	<b>FY2014 Budget</b>
Consultant Services	\$ 64,593,540	\$ 10,365,120	\$19,731,900
Design Services	72,673,230	111,560,542	39,867,500
Programmatic Agreement	100,000		1,950,000
Utility Relocation	17,342,190		134,500,000
Construction, Const. Mgmt. & Insp.	243,966,420	90,187,459	304,466,100
Core Systems & Equipment	55,556,510	32,250,852	425,907,000
Land Acquisition & Relocation	37,353,070	23,777,549	86,570,000
Public Art	0	2,042	1,975,000
Contingency & Recertification	0	0	325,470,800
<b>TOTAL</b>	<b>\$ 491,584,960</b>	<b>\$268,143,564</b>	<b>1,340,438,300</b>

While the purposes of most of the elements listed in the above table are generally self-explanatory, several are further described below:

- The Consultant Services expense category includes funding for: the Project Management Consultant providing experienced personnel in various specialized and technical areas to augment agency staff (\$3.0 million); consultants supporting the agency in the areas of real estate acquisition and relocation (\$0.2 million) and owner-controlled insurance program (\$0.2 million); and consultant services supporting the Hawaii Department of Transportation (HDOT) in the areas of traffic management, design review, state safety oversight, as well as HDOT labor costs (\$1.6 million total).

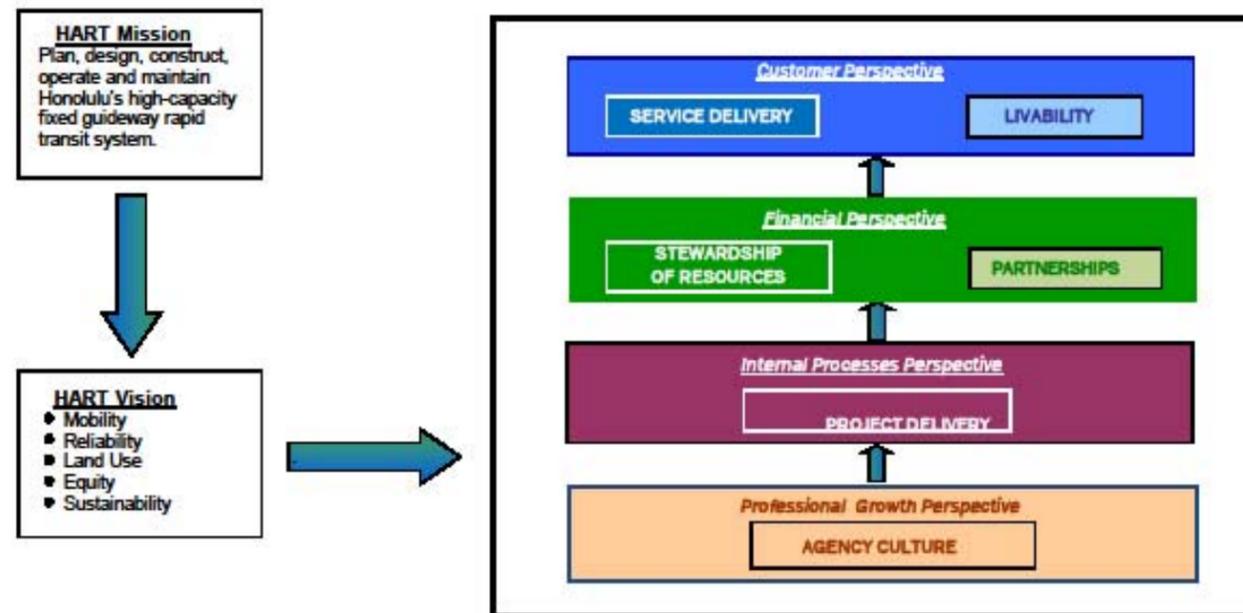
- The Design Services line item is for final design services related to various DBB contracts including the station groups for West O‘ahu /Farrington Highway, Airport, and Kaka‘ako; Airport Guideway; City Center Guideway; Quality Audit Expenses; and allocated contingency for the three DB contracts.
- The Programmatic Agreement (PA) category covers funding for the Kako‘o (independent PA project manager).
- The Public Art category provides funding for the start-up of the Public Art Program.
- The Contingency & Recertification line item category has been added as a result of the update of the Risk and Contingency Management Plan done in conjunction with the FTA. The line item provides allowances for Contingency drawdowns (\$225,470,800) and Contract Recertifications (\$100,000,000) during FY2014. Contract Recertifications occur on occasion to help manage cash flow during the fiscal year when invoices need to be paid prior to receiving debt proceeds and do not change the total contract value.

**Appendix A**

**HART Balanced Scorecard**

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**Business Strategy Map**



Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend
	January, February, March 2013				October 2009 - March 2013				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
<b>Customer Perspective</b>									
<b>SERVICE DELIVERY</b>									
Platform Gates				○				○	Submittal anticipated during FY14.
Fare Collection System				○				○	TBD in FY14.
Bus-Rail Integration Plan				○				○	TBD
HART Operating Organization Plan				○				○	TBD
HART Service Policy/Standards				○				○	TBD
<b>LIVABILITY</b>									
HART Sustainability Policy				○				○	TBD in FY13.
Transit-Oriented Development (TOD) Policy				○				○	TOD stakeholders group in development.
<b>Financial Perspective</b>									
<b>STEWARDSHIP OF RESOURCES</b>									
<b>Programmatic Agreement (PA) [Positive = # above or added to Plan; Negative = # remaining]</b>									
Traditional Cultural Property (TCP) Studies	0	0	-0-	●	3	4	(1)	●	# Guideway Sections with TCP studies completed vs. planned. Sections 1-3 completed - State Historic Preservation Division (SHPD) approved TCP studies; Section 4 studies completion expected April 2013, with Consulting Party Review and Consultation in early May (completion of the City Center TCP work is also a condition of the pending federal lawsuit).
Section I (WOFH) Archaeological Inventory Survey (AIS)	0	0	-0-	●	92	92	-0-	●	# trenches completed vs. planned. Section I AIS completed - SHPD accepted AIS Report April 19, 2010.
Section II (KHG) AIS	0	0	-0-	●	37	31	+6	●	# trenches completed vs. planned. Section II AIS completed - SHPD accepted AIS Report on May 23, 2012. Additional trenches were added in collaboration with SHPD to provide additional data at those locations.
Section III (Airport) AIS	0	0	-0-	●	47	40	+7	●	# trenches completed vs. planned. Sections III completed - AIS Report in SHPD Review starting March 4, 2013. Comments returned March 29, 2013. Revision in progress. Additional trenches were added in collaboration with SHPD to provide additional data at those locations. <i>These figures represent an adjustment to numbers previously reported.</i>
Section IV (City Center) AIS	18	18	-0-	●	250	232	+18	●	# trenches completed vs. planned. Section IV completed - AIS Report submitted to HART April 1, 2013. On April 8, 2013, HART submitted the report to SHPD for review. 18 additional trenches beyond the original plan were added in January in collaboration with SHPD to provide additional data at those locations. <i>These figures represent an adjustment to numbers previously reported.</i>
Overall AIS Completion (#)	---	---	N/A	●	426	395	+31	●	# trenches completed vs. planned.
Overall AIS Completion (%)	---	---	N/A	●	108%	---	N/A	●	% trenches completed vs. planned.
'iwi kūpuna finds (bone fragments or full burials) only	2	---	N/A	●	7	---	N/A	○	# 'iwi kūpuna finds. A total of 7 finds have been identified through January 2013. None have been found since. These finds are only associated with the AIS work for the project. Additional finds are possible during utilities relocation and construction. There are 5 finds of human skeletal fragments and 2 human burials. No determinations have been made on the status of any of these finds as burials by SHPD or OIBC at this time. Consultation is in progress with cultural and lineal descendants and these agencies.
<b>Operating Budget [Negative = below Plan]</b>									
Operating Expenditures	3.8	5.3	(1.5)	●	40	55	(15.0)	●	\$M in Q3 FY13 Expenditures/Encumbrances vs. Inception to Date Operating Budget. For Current Quarter monitoring purposes: \$21M Total Budget/4 quarters = \$5.3M. <i>Current information includes Inception to Date figures.</i>
Staffing Level	4	6	(2)	●	126	137	(11.0)	●	# Current HART Full-Time Equivalents (FTEs) vs. planned positions in the FY13 Operating Budget. 126 current FTEs
<b>Capital Budget [Negative = below Plan]</b>									
Capital Expenditures/Encumbrances	\$56	\$92	(36)	●	\$578	\$642	N/A	●	\$M in Q3 FY13 Expenditures/Encumbrances in Current Quarter vs. Total Inception to Date Capital Budget of \$642M. HART is monitoring the capital expenditures each quarter. The capital expenditures are less than planned due to the litigation causing delays. <i>Current information includes the Inception to Date figures.</i>

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend	
	January, February, March 2013				October 2009 - March 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
<b>Revenues (Negative = below Plan)</b>										
Financial Perspective (Continued)	Net GET Surcharge Receipts	\$42	\$51	(9)	●	\$596	\$633	(\$38)	●	* \$974M = Actual Net GET Surcharge received since inception of the surcharge on 1/1/07 * \$M Net GET Surcharge Cash Receipts vs. projected FYs 2010-2013 revenue in FFGA Financial Plan Table A-1, Capital Plan Cash Flows. Receipt amounts exclude Starting Cash Balance of \$298M. * \$3,291M = Total Net GET Surcharge revenue forecast for FYs 2010-2023 * \$51M = Forecast quarterly amount on a cash basis through March 2013 = one-fourth of the \$203M FY 2013 amount * Project Inception-to-Date (10/2009 to 3/2013) \$633M = Forecast amount through March 2013 (on a cash basis) The status for the Current Quarter and the Inception to Date has changed from yellow to orange.
	Federal Grant Funds (New Starts)	\$68	\$65	+3	●	\$132	\$314	(\$182)	●	The variance indicates the available amount of funds. HART has not yet applied for these funds and will apply for them in early FY2014. * FTA New Starts receipts vs. projected FYs 2010-2013 per Table A-1 of the FFGA Financial Plan. * \$1,550M = Total \$5309 New Starts funds; The first increment under the FFGA is \$255M. * \$65M = Forecast quarter amount = one-fourth of the \$258M FY 2013 amount * Project Inception-to-Date (10/2009 to 3/2013) \$314M = Forecast amount = three-fourths of \$258M (FY 2013 forecast amount) plus amounts for FYs 2011 (\$21M) & 2012 (\$99M).
	Federal Grant Funds (ARRA)	---	---	N/A	●	\$4	\$4	\$0	●	\$214M FTA funds = \$210M \$5307 + \$4M ARRA (American Recovery and Reinvestment Act). No \$5307 funds are planned to be used in FY 2013. This source of funding has been completed.
<b>PARTNERSHIPS</b>										
	Total Stations with Approved Transit-Oriented Development Plans (as shown below)	0	2	N/A	●	0	21	N/A	●	TOD plans are being created for 21 stations.
	City Department of Planning and Permitting Transit-Oriented Development Plans	0	2	N/A	●	0	19	N/A	●	City Department of Planning and Permitting (DPP) has responsibility for TOD plans for 19 of the 21 stations. A total of 13 stations have final draft TOD neighborhood plans at this time.
	Hawaii Community Development Authority Transit-Oriented Development Plans	0	0	N/A	●	0	2	N/A	●	Two additional stations are in HCDA and not part of the DPP planning.
<b>PROJECT DELIVERY - OVERALL</b>										
Internal Processes Perspective	<b>Project Budget</b>									
	FFGA Baseline Project Budget	---	---	N/A	○	\$5,122	\$5,122		●	\$M FFGA Baseline Project Budget (including contingencies and FTA-eligible finance charges), in accordance with FTA New Starts project guidelines.
	Committed (\$)	\$34	---	---	●	\$2,260	\$4,251	(1,991)	●	\$M Total Committed (awarded Contract Values + approved Change Orders) this quarter and to date vs. the current Total FTA 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.
	Committed (%)	1.5%	---	---	●	53.2%	---	N/A	●	% \$M Committed of the committed Baseline FFGA Project Budget.
	Incurred (\$M)	\$63	---	---	●	\$656	\$4,251	(3,595)	●	\$M Incurred (Expenditures + approved Requests for Payment) this quarter and to date vs. the current Total FTA Project Budget, excluding remaining contingencies and finance charges. The plan is based on the original program cost curve issued in 2009 and will be re-baselined in September 2013 once construction resumes.
	Incurred (%)	1%	---	---	●	15%	---	---	●	% \$M Incurred (Expenditures + approved Requests for Payment) of the current Total FTA Project Budget, excluding remaining contingencies and finance charges.
	Estimate at Completion (EAC)	---	---	---	●	\$5,122	\$5,122		●	\$M current vs. planned Estimate at Completion (EAC = contract values as budgeted or awarded + executed change orders + pending and potential changes).

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend
	January, February, March 2013				October 2009 - March 2013				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
<b>Project Progress</b> [Positive = ahead of Late Plan; Negative = behind Late Plan]									
Overall Project Progress	1.3%	2.2%	(0.9%)	●	11.9%	13.2%	(1.3%)	●	% 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.
Overall Design Progress	4.3%	2.1%	+2.2%	●	42.0%	36.8%	+5.2%	●	% Complete of Final Design contracts & DB-DBOM design levels-of-effort actual vs. late plan. During the partial temporary suspension of work on ground-disturbing activities, HART is proceeding with final design and engineering activities on awarded contracts to position the project to continue construction once the suspension is lifted following AIS completion. Design is progressing satisfactorily in support of the planned bid dates. The status for the Current Quarter and the Inception to Date has changed from yellow to green.
Overall Construction Progress	1.9%	3.1%	(1.2%)	●	7.8%	10.1%	(2.3%)	●	% Completion of Construction (DB, DBB, DBOM & E/E) contracts vs. planned. On 8/24, HART issued a partial temporary suspension of work for all ground-disturbing activities. HART is evaluating the cost (including equipment, overhead and personnel costs) and schedule impacts of the work suspension with Design-Build Contractor Kiewit Infrastructure West Co. (KIWC) to develop and implement mitigation strategies. KIWC has released field personnel and reassigned staff to other projects.
<b>Contingency</b>									
Cost Contingency	\$644	\$644	-0-	●	\$644	\$644	-0-	●	\$M Total Project Cost Contingency vs. the FFGA Baseline Total Project Contingency Budget.
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).
<b>PROJECT DELIVERY - SPECIFICS</b>									
<b>Contracting - Construction (DB, DBOM and Elevators/Escalators)</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	N/A	●	4	4	0	●	# Contracts awarded vs. planned. Elevator/Escalator (E/E) contract award is expected in Q4 FY13.
Committed (Contract Values + Executed Changes)	2%	---	N/A	○	96%	100%	(4%)	●	% \$M Committed (\$1,703 M) of baseline budget (\$1,771 M) not including contingencies. (Due to increased committed amount)
Contracts Completed	0	0	N/A	○	0	0	-0-	○	# Contracts completed vs. planned.
<b>Contracting - Construction (DBB)</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	N/A	○	0	0	-0-	○	# Contracts awarded vs. planned. The first of 8 planned DBB construction contracts is scheduled to be awarded in Q2 FY14. (Re-packaged; reduce to 8 from 11.)
Committed (Contract Values + Executed Changes)	---	---	N/A	○	0%	0%	-0-	○	% \$M Committed (\$0 M) vs. baseline budget (\$1,237 M) not including contingencies.
Contracts Completed	0	0	N/A	○	0	0	-0-	○	# Contracts completed vs. planned.
<b>Contracting - Final Design Consultants</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	N/A	●	6	6	-0-	●	# Contracts awarded vs. planned. The seventh of 9 planned Final Design contracts is scheduled to be awarded by Q1 FY14. (Re-packaged; reduce to 9 from 10.)
Committed (Contract Values + Executed Changes)	---	---	N/A	○	73%	100%	(27%)	●	% \$M Committed (\$118M) vs. baseline budget (\$162M) not including contingencies. Excluded changes in the numbers were reviewed and the current percentage complete reflects the current project status.
Contracts Completed	0	0	N/A	○	0	0	N/A	○	# Contracts completed vs. planned.
<b>Contracting - Other Consultants</b> [Negative = below plan/budget]									
Contracts Awarded	0	0	-0-	●	12	12	-0-	●	# Contracts for Consultant Services other than for final design, construction or insurance awarded this quarter and to date vs. planned, including: 6 for Construction Engineering and Inspection Services, 4 for Project Management (2 Program Management Oversight Consultant + 2 General Engineering Consultant), 4 for Specialty Consulting (Real Estate, Kako'o, Owner-Controlled Insurance Program [OCIP] and LEED MSF Commissioning Consultants), 4 for HDOT Consultant Services and 2 for On-Call for Construction and HazMat Removal consulting. The first CE&I contract will not be awarded until Sept 2013. (Re-packaged; reduce to 20 from 23.) The Inception to Date numbers were updated to reflect the current contract mix.
Committed (Contract Values + Executed Changes)	---	---	N/A	●	58%	100%	(42%)	●	% \$M Committed (\$333M) vs. baseline budget (\$573M). Due to the construction delay, the contract amounts awarded are less than expected. Once construction resumes, the amount committed will increase. The numbers were reviewed and the current percentage complete reflects the current project status.
Contracts Completed	0	0	-0-	●	2	2	-0-	●	# Contracts completed vs. planned. PMSC-1 and GEC-1 have been completed and are being closed out.

Internal Processes Perspective (Continued)

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend
	January, February, March 2013				October 2009 - March 2013				
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
<b>Change Orders and Claims</b>									
Change Orders (#)	13	—	N/A	●	61	—	N/A	●	# Change Orders executed this quarter (10 Construction, 1 Final Design, 1 UTIL, 1 Specialty Consultant) These change orders are reducing our unallocated contingency.
Change Orders (\$)	\$79.7	—	N/A	●	\$161.2	—	N/A	●	\$M Change Orders executed this quarter (\$25.1M Construction, \$.6M Specialty Consultant, \$.2M UTIL and others) These change orders reflect the Notice to Proceed and AIS delays.
Claims Filed	0	0	N/A	○	0	0	N/A	○	# Claims filed vs. anticipated.
Claims Resolved	0	0	N/A	○	0	0	N/A	○	# Claims resolved vs. filed.
<b>Utility &amp; HDOT Agreements (Negative = # remaining)</b>									
Utility Agreements	2	—	N/A	○	27	29	(2)	●	# Utility Agreements completed vs. required. The Interim Bridging Agreement for Airport was executed in February and the City Center Interim Bridging Agreement was executed in March. HART needs to sign a utility agreement for the City Center and Airport. HART is internally reviewing the two remaining agreements. Completion of 29 agreements by the end of Q3 FY13 is planned. <i>The numbers were reviewed and the current figures reflect the current project status. Numbers for the calendar year were utilized earlier, and fiscal year numbers are now utilized.</i>
HART-HDOT Agreements	—	—	N/A	○	2	8	(6)	●	# HDOT Agreements completed vs. required. Of the 4 Master Agreements required, 1 (WOFH) has been completed. Of the 4 Joint Use and Occupancy (JU&O) Agreements required, 1 (WOFH) has been completed. The KHG Master and JU&O Agreements remain to be executed, pending meeting with HDOT & HART Attorneys, and possibly elevating subject matter between Mayor and Governor.
<b>Real Estate/Right-of-Way (ROW) (Negative = # remaining)</b>									
Full Acquisitions	0	0	0	●	21	38	(17)	●	# Properties fully acquired ready for construction this quarter and to date vs. planned. Due to acquisition difficulties in securing the Lee property in the WOFH section, the final design is impacted. One property remaining in the Kamehameha section is in escrow. One full take is in escrow and 3 remaining full takes are in negotiations at the Airport section. The remaining City Center full takes are on hold due to the federal court case. The status for the Current Quarter changed from green to yellow.
Expenditures for Full Acquisitions	\$0	\$0	\$0	●	\$36	\$37	(\$1)	●	\$M in expenditures recorded for full acquisitions vs. planned in the FFGA Budget.
Partial Acquisitions	0	0	0	●	7	133	(126)	●	# Properties partially acquired ready for construction this quarter and to date vs. planned. Most of the partial acquisitions are located in the City Center section and are on hold pending resolution in the federal court case.
<b>Safety (lower Actual = favorable vs. Hawaii standard)</b>									
Performance against Standard	0	0	0	●	0.2	4.3	—	●	Incidence rate of Recordable Injuries and Illnesses vs. the Hawaii 2010 Total Recordable Incidence Rate (TRIR). Federal regulations define the Incidence Rate as the # of recordable injuries and illnesses occurring amongst a given # of full-time workers (usually 100) over a given period of time (usually 1 year). A Recordable Incident is a work-related injury or illness that results in: death, loss of consciousness, days away from work, restricted work activity or job transfer, or medical treatment beyond first aid. (29 CFR 1904).
OSHA Recordable Injuries	0	0	0	●	4	0	—	●	# Occupational Safety and Health Agency (OSHA) Recordable Injuries to date.
OSHA Violations	0	0	0	●	0	0	—	●	# OSHA violations to date.
Safety Certification Checklists	—	—	N/A	○	—	—	—	○	# Safety Certification Checklists completed vs. planned.
<b>Quality Assurance (QA)</b>									
QA Audits	3	3	-0-	●	15	15	-0-	●	# QA Audits of HART, GEC, contractors and suppliers completed vs. planned.
Design NCRs	7	7	0	●	20	21	(1)	●	# Design Non-Conformance Reports (NCRs) closed vs. issued.
Construction NCRs	—	—	N/A	○	—	—	N/A	○	# Construction NCRs closed vs. issued.

Internal Processes Perspective (Continued)

Goal	Current Quarter (Q3 FY13)				Inception to Date				Comments and Legend	
	January, February, March 2013				October 2009 - March 2013					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
<b>Economic Multipliers</b> <i>(Negative = below plan)</i>										
<b>Internal Processes Perspective (Continued)</b>	DBE Participation	0.014%	13%	-12.986%	●	0.35%	13%	-12.65%	●	Actual vs. target participation rate of Disadvantaged Business Enterprises (DBE). The planned DBE participation rate is an overall project goal. The rate has been adjusted to more accurately reflect performance to date.
	Direct Jobs Created	---	---	---	○	---	---	---	○	# Direct jobs created. Projections and criteria to be developed.
	<b>Public Outreach</b>									
	Neighborhood Board Meetings	24	---	N/A	●	742	---	N/A	●	# Neighborhood Board Meetings in which HART has participated to date.
	Presentations/ Events	29	---	N/A	●	1,393	---	N/A	●	# Events in which HART has participated to date.
<b>AGENCY CULTURE</b>										
<b>Professional Growth Perspective</b>	<b>Staff Training and Career Development Program</b>									
	Training Opportunities				○				○	# Training opportunities provided to HART staff vs. planned. Annual Training Plan to be developed.
	Employees Trained				○				○	# HART Employees (including PMSC) who have received professional training. Objective to be established.
	<b>Internal Promotions</b>									
	Internally-Filled Positions	2	0	+2	●	4	0	+4	●	% of positions filled that have been filled internally. Objective to be established.
	<b>PMSC/GEC Phase-Out</b>									
	Positions Transitioned to HART	0	0	-0-	●	3	0	+3	●	# Positions transitioned from PMSC to HART vs. planned in the HART Business Plan. TBD.
	<b>Employee Satisfaction</b>									
	Surveys	0	0	N/A	○	0	0	N/A	○	# Employee surveys conducted to date vs. planned. Plan to be developed.

**Appendix B**

**HART Organizational Charts**

DRAFT

Prepared by:

*Waijiam Do*  
Administrative Specialist

*4/2/2013*  
Date

Concur:

*[Signature]*  
Director of Administrative Services

*4/2/2013*  
Date

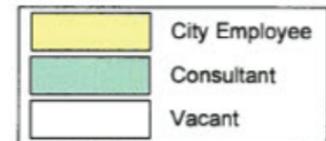
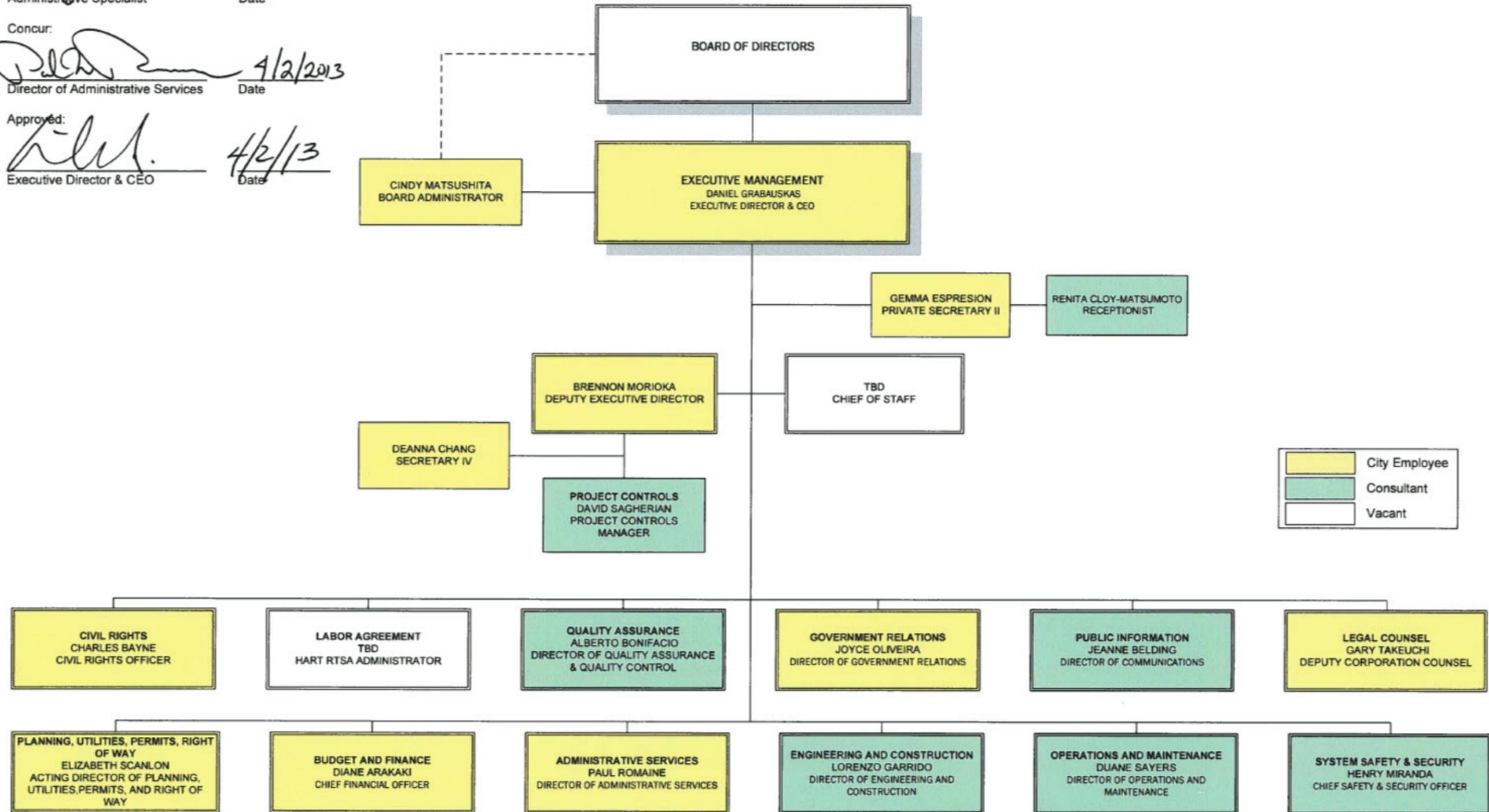
Approved:

*[Signature]*  
Executive Director & CEO

*4/2/13*  
Date

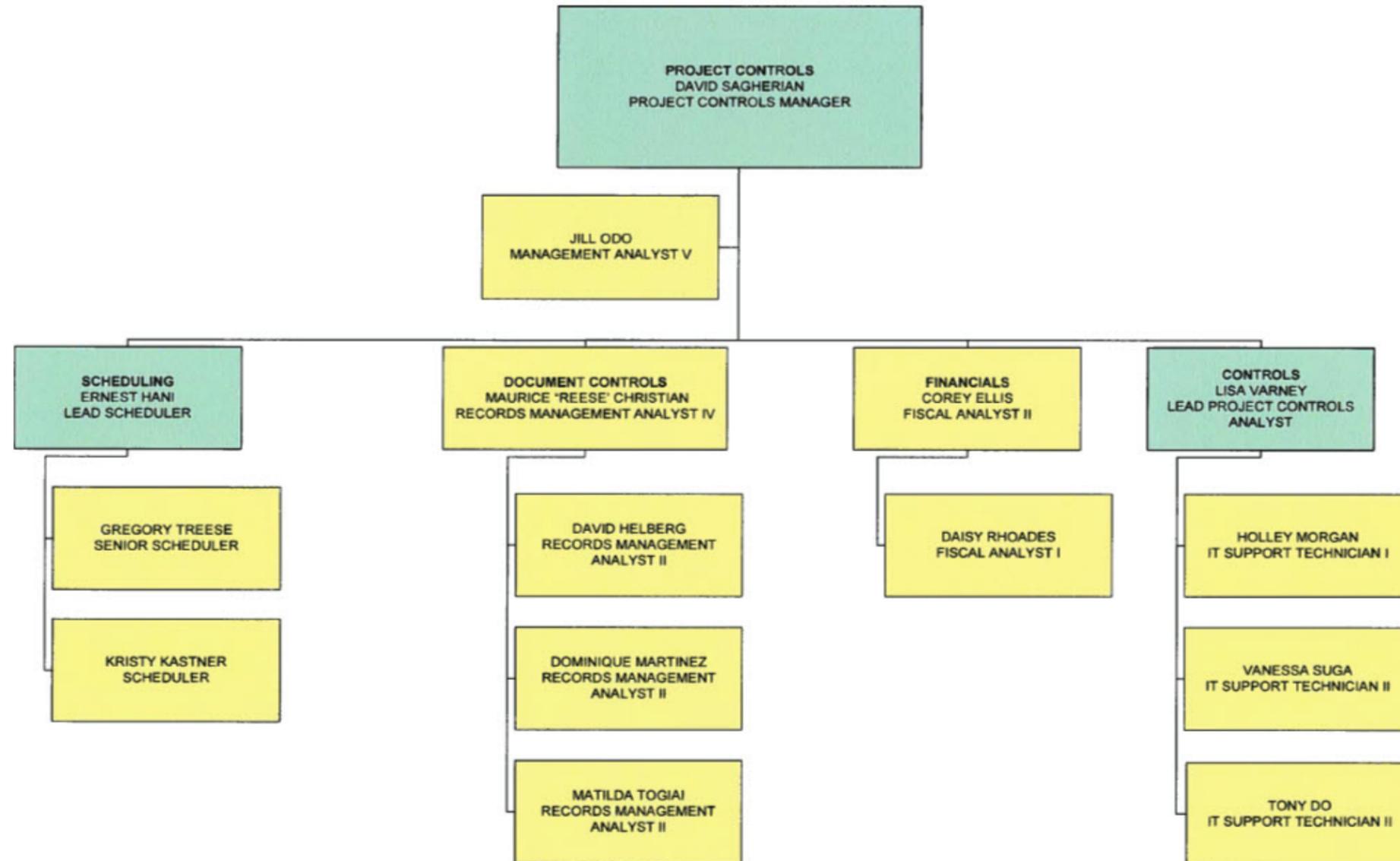
# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

APRIL 2, 2013



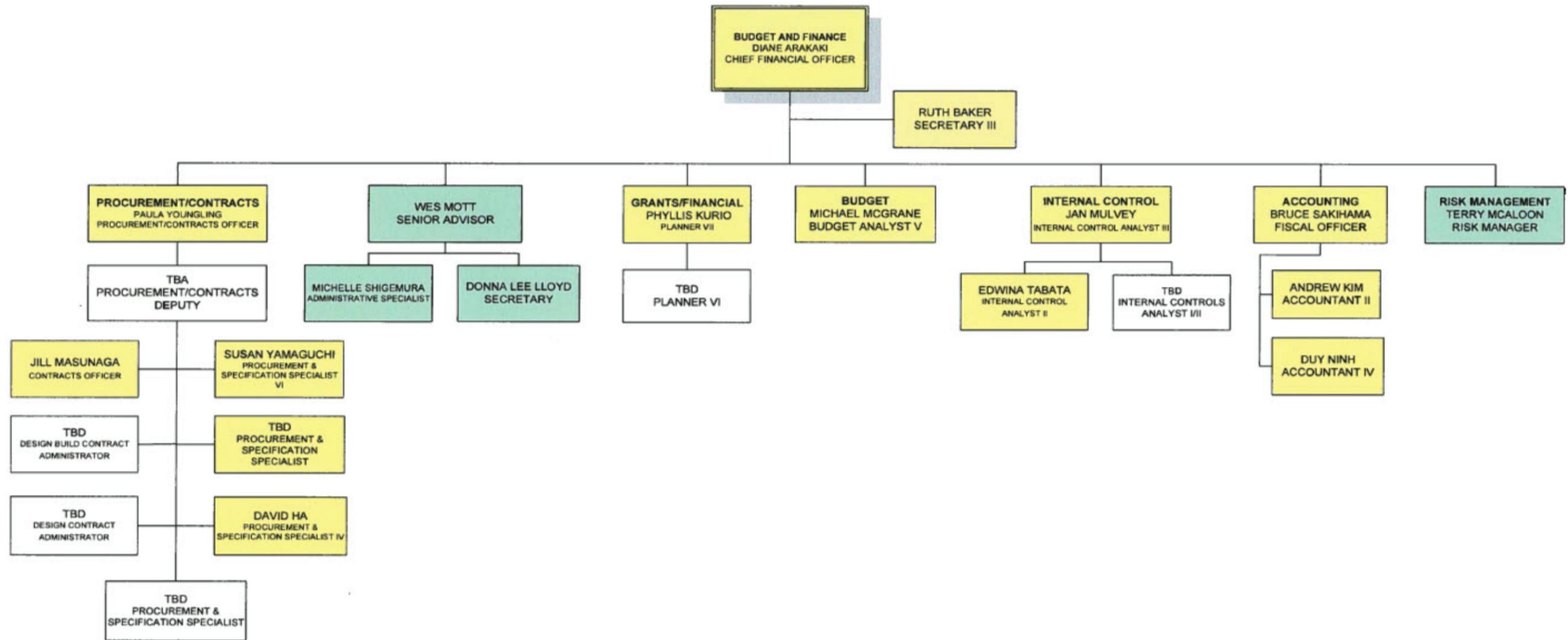
# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION PROJECT MANAGEMENT

APRIL 2, 2013



# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION BUDGET AND FINANCE

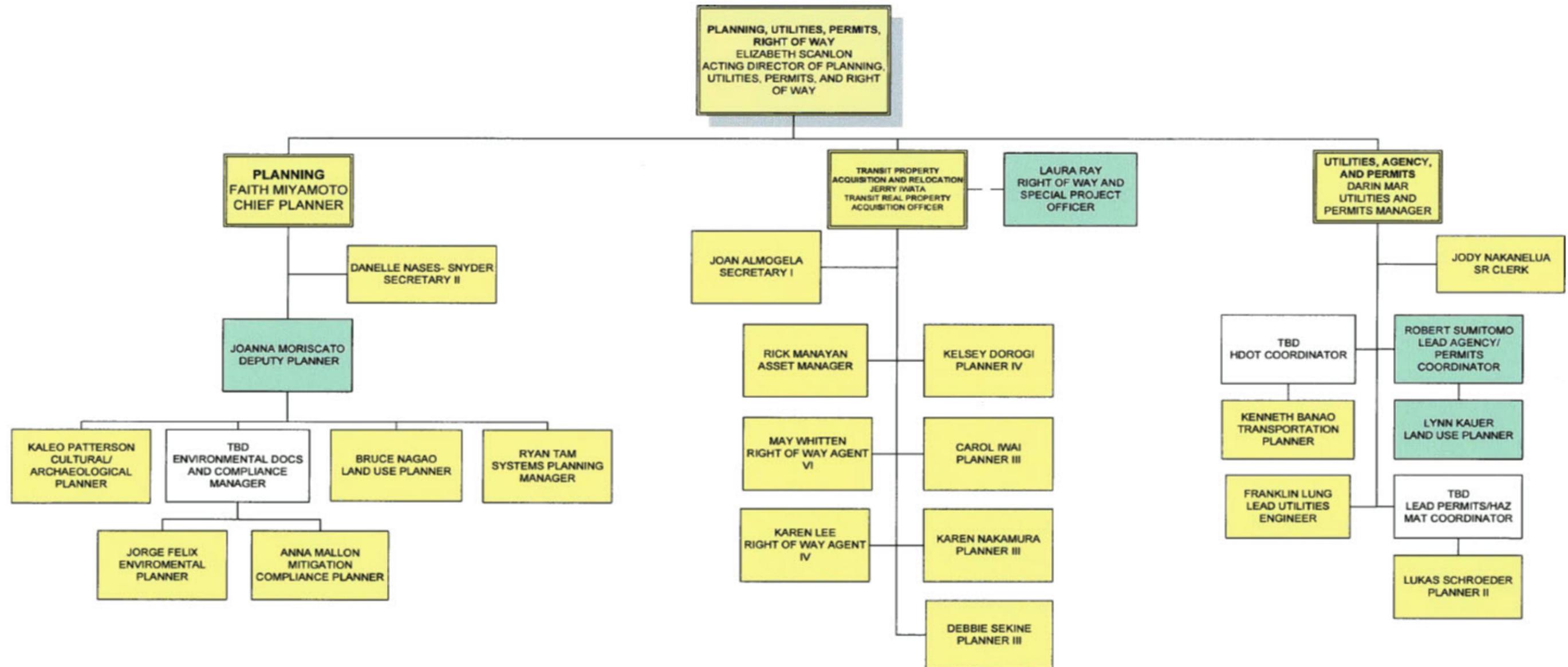
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# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

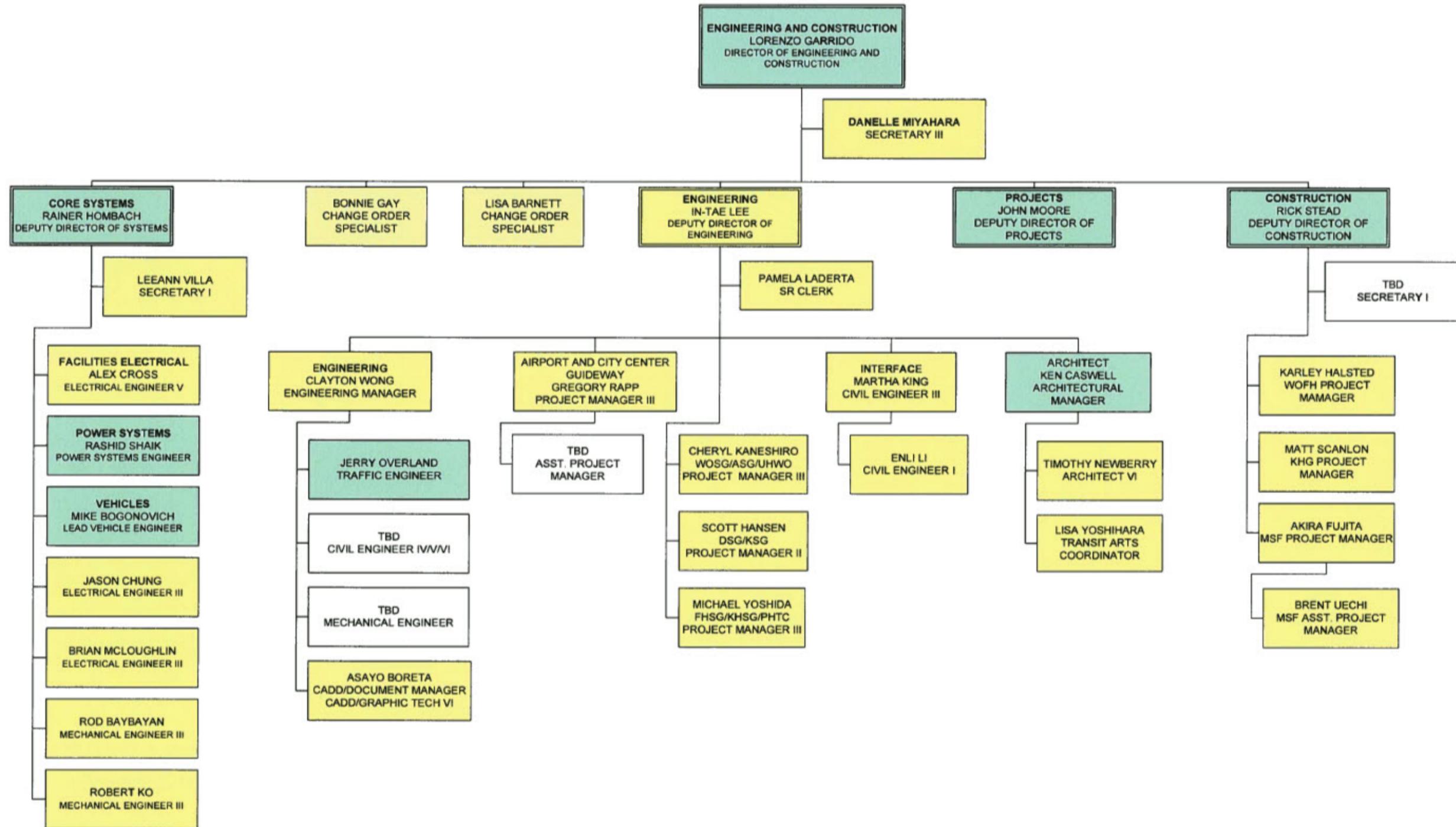
## PLANNING, UTILITIES, PERMITS, RIGHT OF WAY

APRIL 2, 2013



# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION ENGINEERING AND CONSTRUCTION

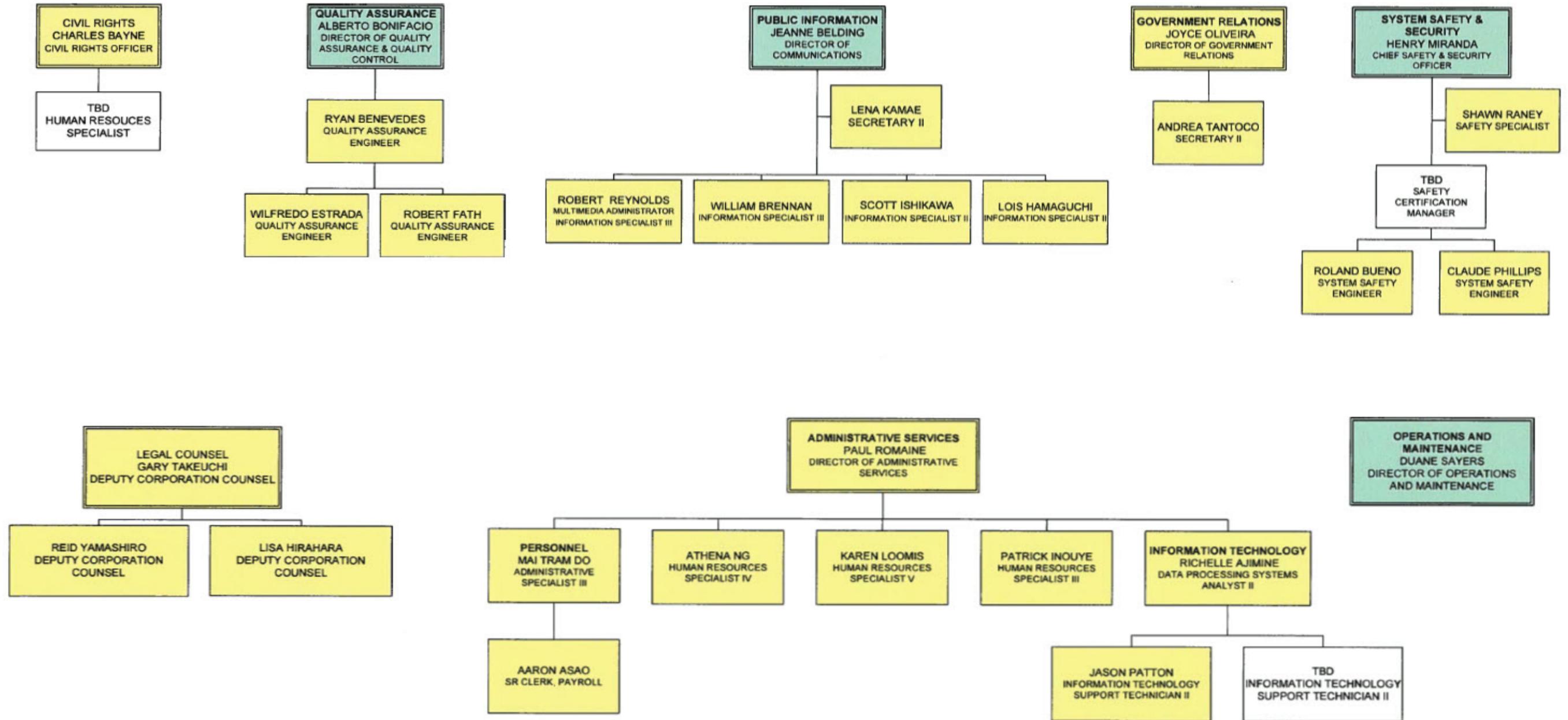
APRIL 2, 2013



# HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

## CIVIL RIGHTS, QUALITY ASSURANCE, PUBLIC INFORMATION, GOVERNMENT RELATIONS, SYSTEM SAFETY & SECURITY, LEGAL COUNSEL, ADMINISTRATIVE SERVICES, AND OPERATIONS AND MAINTENANCE

APRIL 2, 2013



## Appendix C

### Project Background and Planning

The Alternatives Analysis (AA) for the project was initiated in August 2005 and the *Honolulu High-Capacity Transit Corridor Project Alternatives Analysis Report* was presented to the Honolulu City Council in November 2006. The purpose of the report was to provide the City Council with the information necessary to select a mode and general alignment for high-capacity transit service on O‘ahu. The report summarized the results of the AA that was conducted following the FTA’s planning guidance. It also provided information on the costs, benefits, and impacts of four alternatives: No Build Alternative, Transportation System Management Alternative, Managed Lane Alternative, and Fixed Guideway Alternative.

During November and December 2006, public meetings were held on the AA. On December 22, 2006, the Honolulu City Council enacted Ordinance No. 07-001, which selected a fixed guideway alternative from Kapolei to the University of Hawai‘i at Mānoa with a connection to Waikīkī as the Locally Preferred Alternative (LPA) for the project. Ordinance 07-001 identified a specific alignment for the majority of the corridor but left options open in two locations. At the western end of the corridor, the LPA selection identified two alignments (described in the AA Report as Section I – Saratoga Avenue/North-South Road and Kamokila Boulevard/Farrington Highway), with the notation “*as determined by the city administration before or during preliminary engineering.*” In the center of the corridor, the LPA selection also identified two alignments (described in the AA Report as Section III – Salt Lake Boulevard and Aolele Street), also with the notation “*as determined by the city administration before or during preliminary engineering.*”

The LPA selection was made recognizing that the then-identified revenue sources, including revenues from the 0.5 percent county GET surcharge in place from January 1, 2007, through December 31, 2022, and a reasonable expectation of FTA New Starts funds, would not be sufficient to fund the capital cost of the LPA. Thus, a financially feasible project needed to be identified. On February 27, 2007, the Honolulu City Council initially selected a segment of the LPA from East Kapolei to Ala Moana Center, via Salt Lake Boulevard (Resolution 07-039, FD1(c)). However, on January 28, 2009, the Honolulu City Council, under Resolution 08-261, recommended replacing the Salt Lake portion of this initial alignment with a route that includes direct service to Pearl Harbor and the Airport. This section of the LPA, from East Kapolei to Ala Moana Center, which serves the Airport is referred to as “the project” and is shown in **Figure 1** and described in Project Description, both following.

Figure 1: The Project



## Project Description

### Alignment

The project is an approximately 20-mile portion of the LPA extending from East Kapolei in the west to Ala Moana Center in the east (**Figure 1**). The alignment is elevated, with the exception of 3,175 linear feet (0.6 mile) that is at-grade near the Leeward Community College Station.

The project is planned to be delivered in four design and construction sections, as described below.

### *Section I – West O‘ahu /Farrington Highway: East Kapolei to Pearl Highlands*

East Kapolei is the western terminus of the project. The alignment begins at Kualaka‘i Parkway (North-South Road) north of Kapolei Parkway. The alignment follows Kualaka‘i Parkway in a northerly direction to the entrance to UH West O‘ahu where it turns east and continues south of Farrington Highway and then onto Farrington Highway and crosses Fort Weaver Road. The alignment is elevated along this length.

The alignment continues in a north-easterly direction following Farrington Highway in an elevated structure. Alongside Waipahu High School, the alignment descends to grade as it enters the Maintenance & Storage Facility (the former Navy Drum site). The alignment continues at grade to Leeward Community College and then returns to an elevated configuration to cross the H-1 Freeway. North of the Freeway, the alignment turns eastward along Kamehameha Highway.

**Table 1: Section I Stations – East Kapolei to Pearl Highlands**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
1.	<b>East Kapolei:</b> Kualaka‘i Parkway @ East -West Road	Center Platform Concourse	Park-and-Ride lot: 900 spaces
2.	<b>UH West O‘ahu :</b> Kualaka‘i Parkway @ Campus Drive	Side Platform Concourse	Park-and- Ride lot: 1,000 spaces Major bus interface
3.	<b>Ho‘opili:</b> Future minor east-west street approximately 300' south of Farrington Highway	Side Platform No concourse	
4.	<b>West Loch:</b> Farrington Highway @ Leoku Street	Side Platform Concourse	Major bus interface with Bus Transit Center
5.	<b>Waipahu Transit Center:</b> Farrington Highway @ Mokuola Street	Side Platform Concourse	Major bus interface with Bus Transit Center
6.	<b>Leeward Community College:</b> Leeward CC parking lot	Center Platform At grade	Community college interface Access from below platform circulation space

***Section II – Kamehameha Highway: Pearl Highlands to Aloha Stadium (Airport)***

The alignment continues in an elevated structure and continues in the median of Kamehameha Highway, crossing H-1 and continuing to where the Moanalua Freeway extension joins Kamehameha Highway at Aiea Stream. The route then crosses the westbound lane of Kamehameha Highway past a section with a pocket track and continues to the Aloha Stadium Station. Section II includes three stations: Pearl Highlands, Pearlridge, and Aloha Stadium, and two park-and-ride lots.

**Table 2: Section II Stations – Pearl Highlands to Aloha Stadium**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
7.	<b>Pearl Highlands:</b> Kamehameha Highway @ Kuala Street	Side Platform Concourse	Park-and-Ride multi-level structure: 1,600 spaces Major bus interface
8.	<b>Pearlridge:</b> Kamehameha Highway @ Kaonohi Street	Side Platform Concourse	Major bus interface to be provided in the future as a separate project when funds become available
9.	<b>Aloha Stadium:</b> Kamehameha Highway @ Salt Lake Boulevard	Side Platform No Concourse	Major bus interface Park-and-Ride lot: 600 spaces

***Section III – Airport: Aloha Stadium to Middle Street Transit Center Station***

Past Aloha Stadium Station, the elevated route reenters the median of Kamehameha Highway continuing to its intersection with Nimitz Highway. The route then runs along Nimitz Highway turning *makai* into Aolele Street. The route then follows Aolele Street (Koko Head) transitioning to Ualena Street and Waiwai Loop to reconnect to Nimitz Highway along the *makai* frontage road and continues to the Middle Street Transit Center, after crossing Nimitz Highway. Section III includes four stations: Pearl Harbor Naval Base, Honolulu International Airport, Lagoon Drive, and Middle Street Transit Center.

**Table 3: Section III Stations – Airport**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
10.	<b>Pearl Harbor Naval Base:</b> Kamehameha Highway @ Radford Drive	Side Platform Concourse	
11.	<b>Honolulu International Airport:</b> Aolele Street @ Ala 'Auana Street	Side Platform No Concourse	Pedestrian walkways to Airport Terminal
12.	<b>Lagoon Drive:</b> Ualena Street @ Lagoon Drive	Side Platform No concourse	Two entrances
13.	<b>Middle Street Transit Center:</b> Dillingham Boulevard @ Middle Street	Side Platform Concourse	Major bus interface with Bus Transit Center Pedestrian Bridge to Transit Center

**Section IV – City Center: Middle Street Transit Center Station to Ala Moana Center**

The elevated alignment continues southeast following Dillingham Boulevard and crosses Kapālama Canal, leaving Dillingham Boulevard at Ka‘aahi Street, and crosses Iwilei Road. After crossing Iwilei Road, the alignment follows Nimitz Highway to Halekauwila Street and continues southeast along Halekauwila Street past Ward Avenue, where it transitions onto Queen Street. At the end of Queen Street, the alignment crosses Waimanu Street and crosses over to Kona Street. The alignment then goes into Ala Moana Center and ends with a tail track along Kona Street.

Section IV includes eight stations: Kalihi, Kapālama, Iwilei, Chinatown, Downtown, Civic Center, Kaka‘ako, and Ala Moana Center. There are no park-and-ride lots planned in this section.

**Table 4: Section IV Stations – City Center**

Station No.	Name/Planned Location	Planned Station Type	Planned Station Features
14.	<b>Kalihi:</b> Dillingham Boulevard @ Mokauea Street	Side Platform Concourse	Two entrances
15.	<b>Kapālama:</b> Dillingham Boulevard @ Kokea Street	Side Platform No concourse	Two entrances
16.	<b>Iwilei:</b> Ka‘aahi Street @ Dillingham Boulevard	Side Platform Concourse	
17.	<b>Chinatown:</b> Nimitz Highway @ Kekaulike Street	Side Platform Concourse	
18.	<b>Downtown:</b> Nimitz Highway @ Alakea Street	Side Platform Concourse	Two entrances
19.	<b>Civic Center:</b> Halekauwila Street @ South Street	Side Platform No Concourse	Two entrances
20.	<b>Kaka‘ako:</b> Halekauwila Street @ Ward Avenue	Side Platform No Concourse	
21.	<b>Ala Moana Center:</b> Kona Street <i>mauka</i> of shopping center	Center/Side Platform Adjacent to shopping center	Major bus interface

**System-wide Elements**

The selected transit technology is electrically powered, industry-standard steel wheel on steel rail powered from a third-rail system. The selected vehicle is to be capable of a top speed greater than 50 mph. The vehicles will be fully automated and driverless although train attendants are anticipated to be on the train during an initial burn-in period to provide the possibility of manual intervention in response to malfunctions. The driverless option is possible because the fixed guideway will operate in exclusive right-of-way with no automobile or pedestrian crossings. The system is being designed so that vehicles from more than one supplier could operate on the guideway once they are integrated with the train control system. To this degree, it is intended to be a non-proprietary system.

The traction power distribution system consists of about 14 substations and main line track power distribution facilities. The substations are spaced at approximately one and one-half mile intervals along the alignment. The exact number of substations will be determined during final design.

Train signaling uses automatic train control and automatic train operations technology. The communications and security facilities include emergency phones, closed-circuit television, and public address and information display systems.

There will be 80 guideway vehicles to accommodate 6,280 passengers per hour per direction in the initial years of operations. Additional vehicles will be added to the fleet as passenger demands require in the future.

The Maintenance & Storage Facility will be constructed on 43 acres of land at the former Navy Drum site, *makai* of Farrington Highway to the west of Leeward Community College, to service and store the transit vehicles. Up to 150 vehicles may be accommodated at the Maintenance & Storage Facility.

## **Fare Collection**

A unified fare structure is planned, which will be integrated with the City's existing bus system, TheBus. The H RTP was originally contemplated to have a barrier-free, proof-of-payment fare collection system utilizing fare vending machines in all stations and fare inspectors riding the system to verify proof of fare payment. This type of fare collection system is less capital intensive to implement but is more costly to operate over the long term. New at-grade light rail systems typically utilize proof-of-payment fare collection systems to reduce the cost of building the light rail line. An alternative would be to utilize a traditional barrier fare collection system with fare gates that require payment to enter the rail station. This type of system is feasible for the H RTP since all rail stations will be elevated with controlled access. Fare gate systems cost more to initially install but are less expensive to operate long term. They also reduce the potential for fare evasion by train users and provide information on travel and usage patterns which will help with planning service levels and bus-rail connections. Currently, H RTP stations are also being designed so that fare gates may be installed in the future with little or no disruption. HART will be studying fare collection systems in conjunction with the development of a Fare Policy for the rail line. A final decision by the HART BOD on which type of fare collection system to use is expected to be made in FY2014.

## **Operating Plan**

The Project is planned to operate in revenue service seven days a week. Weekday service will operate between 4 a.m. and midnight. Saturday service will run from 5 a.m. to midnight, and Sunday service will run from 6 a.m. to midnight. Vehicle headways in each direction will range from 3 minutes during peak periods to 10 minutes from 8 p.m. to midnight. A train will arrive in each direction at the station every 6 minutes during base periods. The system is planned to operate with multi-car vehicles at a maximum train length of 240 feet with each train able to carry a minimum of 300 passengers. The

peak capacity in the opening year will be 6,280 passengers per hour per direction. The system will be expandable to allow for a 50% increase in capacity.

### **Ridership Estimates**

2030 travel forecasts for the project anticipate about 116,000 daily transit boardings. In the initial year of full operations, the project anticipates approximately 99,800 daily boardings.

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**Appendix D**

**Financial Charts and Tables**

DRAFT

**Project and Systemwide Sources and Uses of Funds,  
FY2010 - FY2030, YOE \$millions**

<b>SOURCES OF FUNDS</b>	<b>YOE \$M</b>
<b>Project Capital Sources of Funds</b>	
Project Beginning Cash Balance	298
Net GET Surcharge Revenues	3,291
FTA Section 5309 New Starts Revenues	1,550
FTA Section 5307 Formula and ARRA Funds Used for the Project 1/	214
Interest Income	3
Transfer from Project Cash Balance to Ongoing Rail Capital and O&M Cost	(193)
<b>Subtotal Project Capital Sources of Funds</b>	<b>\$5,163</b>

<b>USES OF FUNDS</b>	<b>YOE \$M</b>
<b>Project Capital Uses of Funds</b>	
Project Capital Cost	4,949
<b>Subtotal Project Capital Cost</b>	<b>\$4,949</b>
<b>Finance Charges</b>	
Interest Payment on GO Bonds Issued for the Project	191
Interest Payment on Tax-Exempt Commercial Paper	10
GO Bond Issuance Cost	13
<b>Subtotal Finance Charges</b>	<b>\$215</b>
<b>Subtotal Project Capital Uses of Funds</b>	<b>\$5,163</b>

<b>Ongoing Capital Sources of Funds</b>	
FTA Section 5309 Fixed Guideway Modernization	80
FTA Section 5309 Bus Discretionary	116
FTA Section 5307 Formula Funds Used for Ongoing Capital Cost	499
FTA Section 5307 and 5309 Grants Carryover from Prior Years	50
American Recovery and Reinvestment Act	26
FTA Section 5316 (JARC) and 5317 (New Freedom)	0
Transfers to the State's Vanpool Program	(3)
Transfer from Project Cash Balance to Ongoing Rail Capital Cost	54
City General Obligation Bond Proceeds	404
<b>Subtotal Ongoing Capital Sources of Funds</b>	<b>\$1,225</b>

<b>Ongoing Capital Uses of Funds</b>	
Additional Railcar Acquisitions	35
Project Capital Asset Replacement Program	150
TheBus Vehicle Acquisitions	667
Other Capital Cost	235
TheHandi-Van Vehicle Acquisitions	138
<b>Subtotal Ongoing Capital Uses of Funds</b>	<b>\$1,225</b>

<b>TOTAL CAPITAL SOURCES OF FUNDS</b>	<b>\$6,388</b>
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<b>TOTAL CAPITAL USES OF FUNDS</b>	<b>\$6,388</b>
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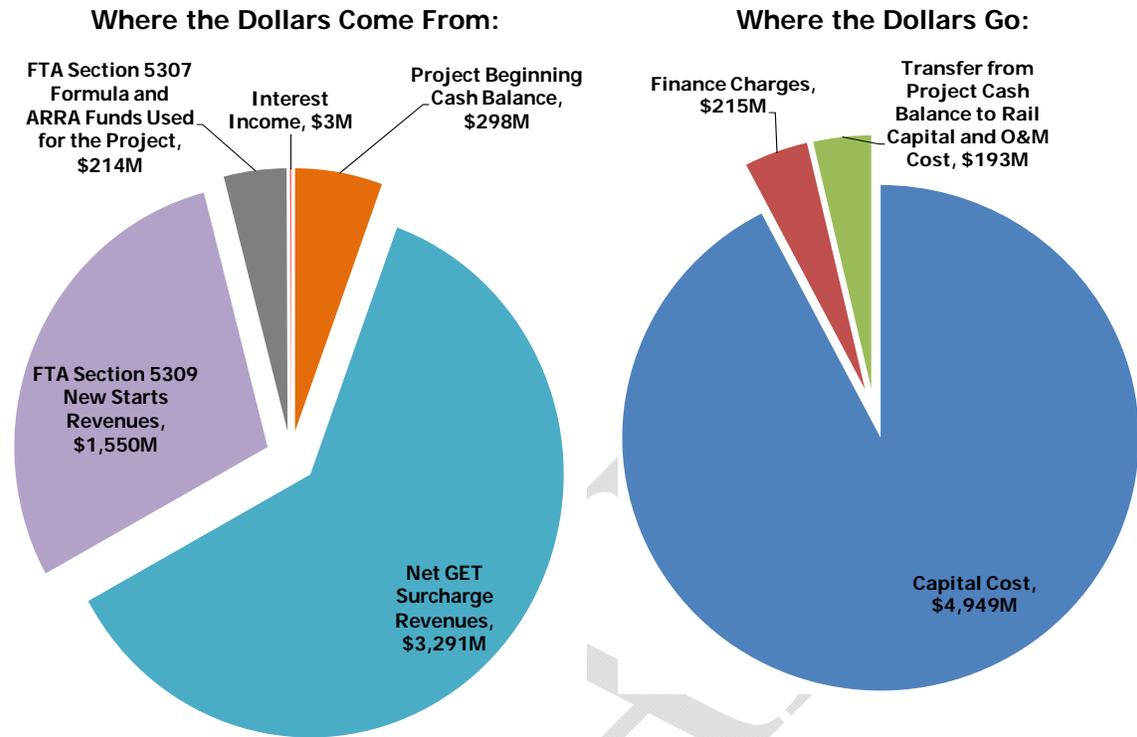
<b>Operating Sources of Funds</b>	
Fare Revenues (TheBus and Rail)	2,098
Fare Revenues (TheHandi-Van)	60
<b>Subtotal Fare Revenues</b>	<b>\$2,158</b>
FTA Section 5307 Formula Funds Used for Preventative Maintenance	247
FTA Section 5316 (JARC) and 5317 (New Freedom)	20
Transfer from Project Cash Balance to Rail O&M Cost	140
City Operating Subsidy	5,871
<b>TOTAL OPERATING SOURCES OF FUNDS</b>	<b>\$8,436</b>

<b>Operating Uses of Funds</b>	
TheBus O&M Costs	5,459
Rail O&M Costs	1,613
TheHandi-Van O&M Costs	1,310
Other O&M Costs	55
<b>TOTAL OPERATING USES OF FUNDS</b>	<b>\$8,436</b>

1/ Includes \$4M from American Recovery & Reinvestment Act of 2009

Note: totals may not add due to rounding

## Project Sources and Uses of Funds, YOE \$millions



Note: Totals may not add due to rounding  
ARRA = American Recovery and Reinvestment Act

Source: Financial Plan, June 2012

## SUMMARY OF HART FINANCIAL INFORMATION - FY2012 to FY2014

(dollars)

	FY2012	FY2013	FY2013	FY2014
	Actual	Budget	Projected	Proposed
<b>Total Budget</b>				
Operating Budget	20,582,626	21,069,193		20,917,259
Capital Improvements	354,736,280	491,584,960		1,340,438,300
<b>Total Budget Request</b>	375,318,906	512,654,153		1,361,355,559
 <b>Operating Expenses</b>				
Personnel	8,968,714	12,971,682	10,406,533	13,030,366
Current expenses	6,917,651	8,081,511	6,370,244	7,880,893
Equipment & Software/Depreciation	18,069	16,000	0	6,000
<b>HART Operating Total</b>	15,904,434	21,069,193	16,776,777	20,917,259
 <b>Reimbursements to Other City Depts.</b>				
Salaries, Fringe Benefits & Current Expenses		1,065,402	452,854	985,971
City Overhead Contribution (CASE)		1,014,467	865,297	996,060
<b>Other City Depts. Reimbursements Total</b>	1,049,544	2,079,869	1,318,151	1,982,031
 <b>H RTP Capital Expenses</b>				
Consultant Services		64,593,540	10,365,120	19,731,900
Design Services		72,673,230	111,560,542	39,867,500
Programmatic Agreement		100,000		1,950,000
Utility Relocation		17,342,190		134,500,000
Construction, Construction Mgmt. & Inspection		243,966,420	90,187,459	304,466,100
Core Systems including Equipment		55,556,510	32,250,852	425,907,000
Land Acquisition		34,181,200	23,586,554	85,570,000
Relocation		3,171,870	190,995	1,000,000
Art		0	2,042	1,975,000
Other (Contingency and Recertification)		0	0	325,470,800
<b>HART Capital Program Total</b>	245,259,271	491,584,960	268,143,564	1,340,438,300

# **ATTACHMENT 5**

# Honolulu Authority for Rapid Transportation

## Update on Transit Oriented Development Stakeholders Advisory Group

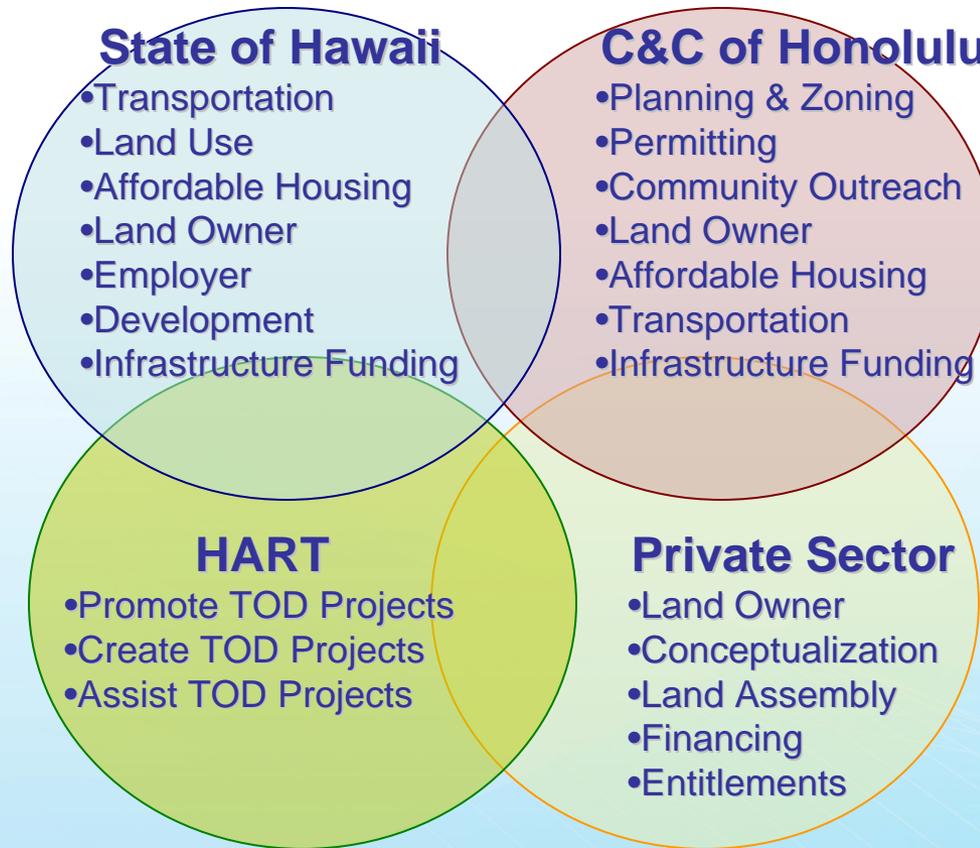
# Revised Charter of the City and County of Honolulu Section 17-103

1. The public transit authority shall have authority to develop, operate, maintain and expand the city fixed guideway system as provided in this article.
2. To perform its duties and functions, the transit authority shall have the following general powers:

\*\*\*\*\*

- (n) ***To promote, create and assist transit oriented development projects near fixed guideway system stations that promote transit ridership, and are consistent with the intent of the adopted community plans and zoning.***

# TOD Requires Coordination of Numerous Institutions



# Goals and Objectives

- **Interested parties including but not limited to developers, land owners, community and business groups may present issues and concerns to the Stakeholders Advisory Group for discussion and potential direction**
  - **Interested parties around the table to share information on how to move TOD forward**
- **Stakeholders Advisory Group can discuss issues of major concern and formulate strategies to advance TOD**

# Membership

- **City and County of Honolulu**
  - City Council Member
  - Department of Planning and Permitting
- **State of Hawaii**
  - Director of Office of State Planning
  - Hawaii State Legislator
- **HART**
  - HART Executive Director/CEO
  - HART Board representation
- **Private Sector**
  - American Institute of Architects – Hawaii Chapter
  - American Society of Landscape Architects

# Proposal

## Establish HART Stakeholders Group

***Mahalo!***