HONOLULU RAIL TRANSIT PROJECT

August 2013

Cost, Schedule, Risk data date 7/26
Other Activities 8/31

MONTHLY PROGRESS REPORT

HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

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1 EXECUTIVE SUMMARY.

1.1 Key Activities This Month

The Honolulu Authority for Rapid Transportation's (HART) Executive Director/CEO Dan Grabauskas provided a project update on August 7 at the Kaka'ako Improvement Association's general membership meeting. Over 100 business owners and community members attended this function. The topic was a discussion about some of the infrastructure improvement efforts taking place in Kaka'ako. Mr. Grabauskas spoke about the connectivity that Honolulu's rail project will provide at the Kaka'ako/Ward District via Kaka'ako Station. This station is located at the intersection of Halekauwila Street and Ward Avenue. Honolulu Mayor Kirk Caldwell also addressed the Association on the importance of growth in Kaka'ako and highlighted the benefit of an integrated bus and rail system for the community.

The U.S. Circuit Court of Appeals for the Ninth Circuit held a hearing on August 15 in San Francisco on HonoluluTraffic.com, et al. v. Federal Transit Administration, et al. A case opinion will be issued at a later date by Circuit Judges Stephen Reinhardt, Andrew D. Hurwitz and Senior Circuit Judge Mary M. Schroeder. This hearing was in response to an appeal filed by the plaintiffs on February 11.

Traffic congestion increased in the last week of August as more than 50,000 college, university and private school students returned to classes. Rail transit will be added to the mix of transportation options in the future, which will provide students with a reliable, fast, affordable and convenient travel alternative.

1.2 Key Current Issues

Archaeological Inventory Survey (AIS) Reports and Review

The approval letter from the State Historic Preservation Division (SHPD) for the Archaeological Inventory Survey (AIS) Reports for the Project was received on August 27, fulfilling AIS reporting requirements. The acceptance of the approval of an Interim Protection Plan (IPP) for the Project was received on August 29. HART then implemented the protection measures included in the IPP. Thereafter, on August 29 SHPD issued Hawaiʻi Revised Statutes (HRS) Chapter 6E determination letter verifying that the IPP measures are in place and concurring with the Project. This allows the Project to restart construction pending City Council approval of the Special Management Area (SMA) Use Permit noted below.

Coordination with SHPD and the Oʻahu Island Burial Council (OIBC) as well as outreach to descendant families continues on the seven iwi kūpuna (human skeletal remains) discovered previously during the City Center AIS field work. All seven iwi kūpuna continue to be protected in place under the IPP mentioned above.

Special Management Area (SMA) Use Permit

HART's SMA Use Permit application was accepted by the City Department of Planning and Permitting on July 8. The public hearing for the permit application was commenced on August 2 and continued on August 5. The SMA Use Permit application is on the City Council Committee on Zoning and Planning's September 9 agenda. If the matter is referred out of the Committee, it would be sent to the full Council for approval on September 11. Construction can resume after the SMA Use Permit and all other required permits are issued.

State Lawsuit

The Final Judgment by the State of Hawaiʻi First Circuit Court remains outstanding to close the state lawsuit.

Federal Lawsuit

The comment period for the Draft Supplemental Environmental Impact Statement/Section 4(f) Evaluation, a limited scope document evaluating the feasibility and prudence of the Beretania Street Tunnel Alternative and reconsidering the "no use" determination for Mother Waldron Neighborhood Park ended on July 22. A public hearing was held on July 9. HART continues to prepare responses to the comments received and the final document.

HART submitted the Traditional Cultural Properties (TCP) City Center Section 4 Determination of Eligibility and Finding of Effect Report for FTA submittal to SHPD on July 14. FTA submitted this documentation to SHPD on August 29. Completion of the TCP study for City Center Section 4 is also a requirement of the federal lawsuit.

1.3 Project Scope Status Overview

There have been no project scope changes; the project scope continues to reflect the Final Environmental Impact Statement (FEIS). While the scope has not changed, the Contract Packaging Plan (CPP) is being modified with certain facility design and construction work re-packaging.

1.4 Project Schedule Status Overview

Despite the AIS delay, HART is implementing measures to maintain the March 30, 2019 full revenue service date (RSD), 10 months ahead of the January 31, 2020 FFGA RSD. The March 2019 RSD is the milestone date reflected in the FFGA Master Project Schedule (MPS) and is consistent with all FFGA request submittals.

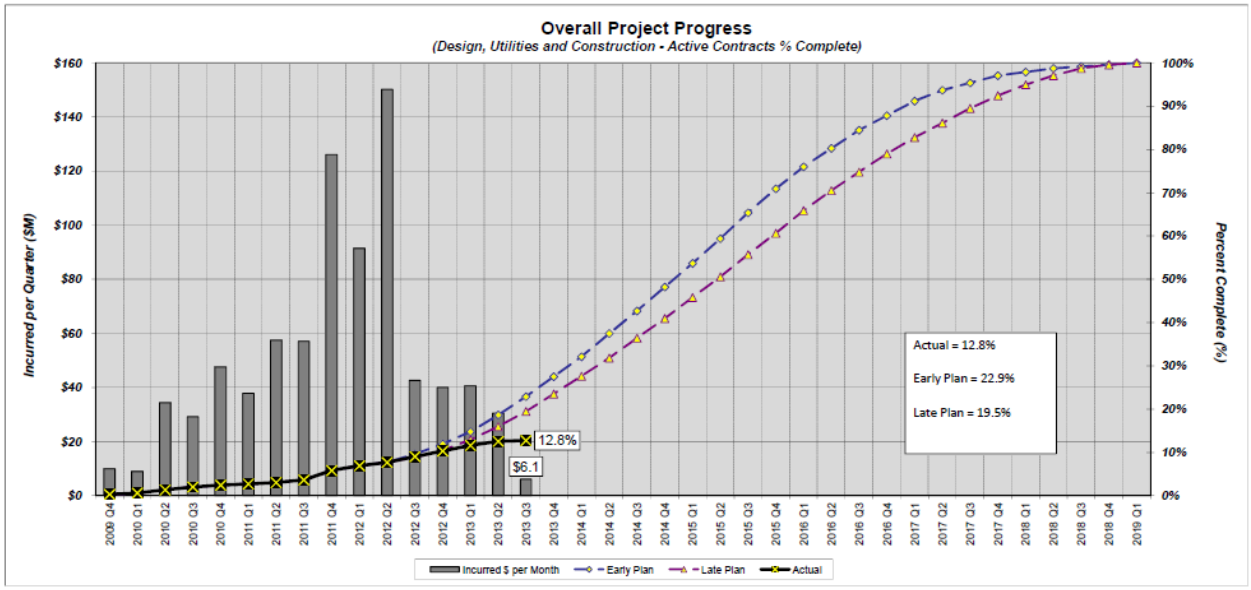
HART continues to closely monitor and manage the MPS, and all key milestones. In an effort to mitigate the AIS delay, several contract packages are being combined to maximize economies of scale and reduce interface needs between design and construction contractors to achieve both cost and schedule benefits. These updates are displayed in the latest Summary MPS on page 21 and Procurement Tracking Reports starting on page 26.

1.5 Project Progress Overview

Overall project, construction, design and utilities progress is presented below and on the following pages in terms of actual versus planned percent complete by quarter, in accordance with the FFGA MPS and Project Budget. Individual construction, design and utilities contract status is presented in Sections 3.2 through 3.5 of this report.

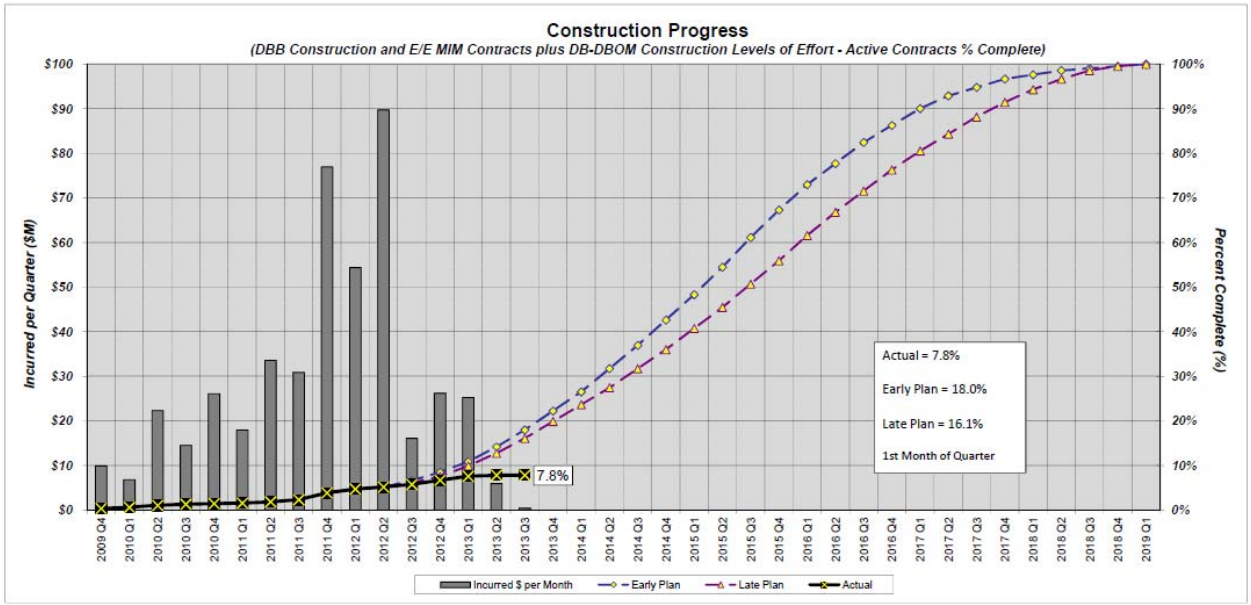
At present "overall" project progress is based on the weighted value progress of the individual construction and design contracts (Design-Build [DB], Design-Bid-Build [DBB], Design-Build-Operate-Maintain [DBOM], Elevator/Escalator Manufacture-Install-Test-Maintain [MIM], Final Design [FD] and DB-DBOM design levels of effort), not including City or non-design consultant labor. Overall Project Progress reflects all project elements as budgeted. Utilizing the existing Project progress method through July 26, 2013, progress is 12.8%, versus the early plan of 22.9% and the late plan of 19.5%, as shown in Figure 1.

Figure 1. Overall Project Progress (% Complete)



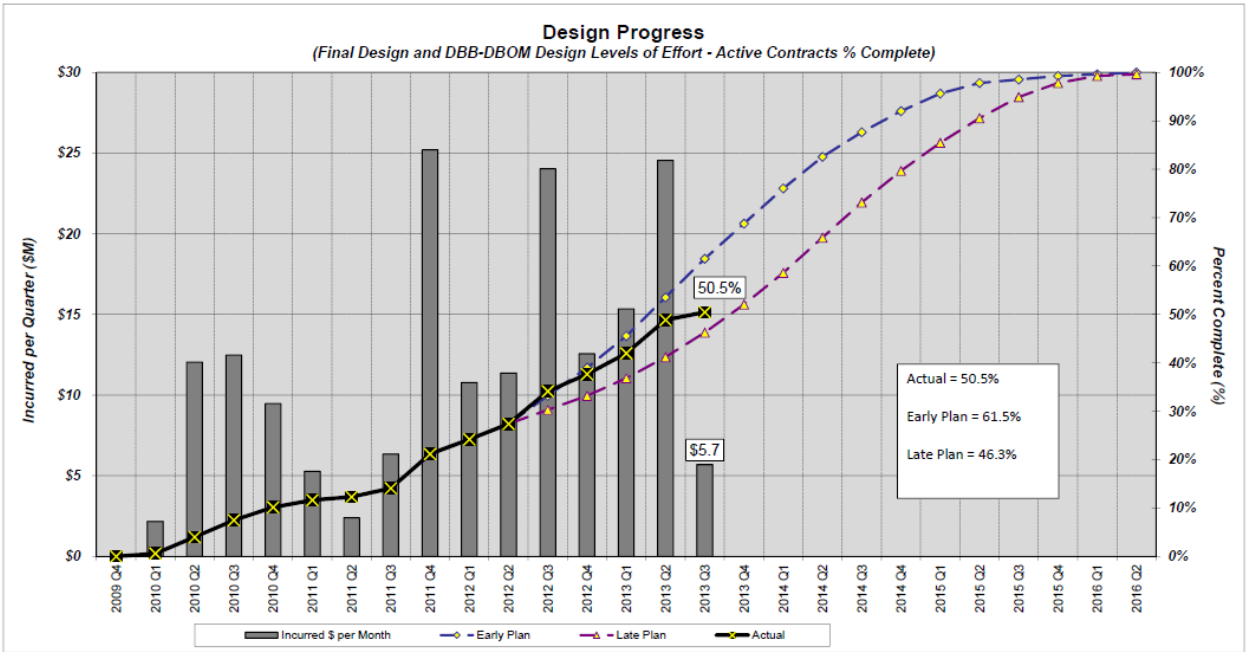
Overall construction progress as of July 26, 2013 is 7.8%, versus the early plan of 18.0% and the late plan of 16.1%, as shown in Figure 2 below. Overall construction progress is based on the weighted average progress of the individual DBB and E/E MIM construction contracts and the DB-DBOM construction levels of effort, not including consultant construction engineering and inspection (CE&I) services.

Figure 2. Construction Progress (% Complete)



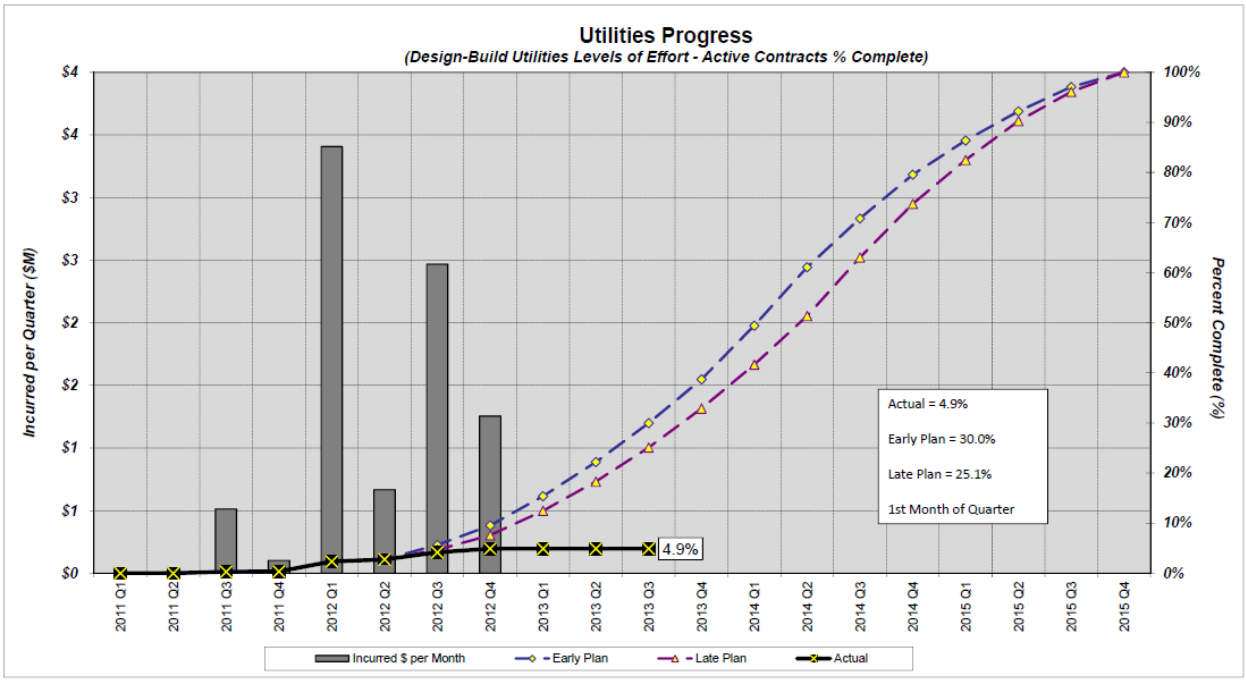
Overall design progress through July 26, 2013 is 50.5%, versus the early plan of 61.5% and the late plan of 46.3%, as shown in Figure 3 below. Overall design progress is based on the weighted average progress of the individual FD contracts and the design levels of effort of the DB and DBOM construction contracts, not including City or non-design consultant labor.

Figure 3. Design Progress (% Complete)



Overall utilities progress through July 26, 2013 is 4.9%, versus the early plan of 30.0% and the late plan of 25.1%, as shown in Figure 4 below. Overall utilities progress is based on the weighted average progress of the DB utilities levels of effort.

Figure 4. Utilities Progress (% Complete)



1.6 Financial Status Overview

1.6.1 Project Budget

The total incurred cost (actual expenditures plus approved requests for payment) as of July 26 was $719M, or 16.9% of the FFGA Current Project Budget (excluding contingencies and finance charges) of $4.258B.

The total committed amount as of July 26 was $2.281B, or 53.6% of the FFGA Current Project Budget (including awarded design contract allowances of $5.3M, but excluding uncommitted contingencies and finance charges).

The total amount Authorized for Expenditure (AFE) by way of Notices to Proceed (NTPs) was $1.5B, or 35.2% of the FFGA Current Project Budget (excluding uncommitted contingencies and finance charges). During this reporting period, HART issued two notices to proceed for the Core Systems Design Build O/M contract (DBOM-920) and one on the HDOT Labor – Highway Group contract (MM-925). In addition to the NTPs, five Change Orders and one Contract Amendment were executed during the month of July as detailed in the table below. For the period, there is a total AFE increase of $355.2M as the result of three issued NTPs and executed Contract Changes.

Figure 5. Total Authorized for Expenditure (AFE) Increase

Notices to Proceed			
Contract		Scope	Amount ($)
DBOM-920	Core Systems DB O/M	NTP 1B	99,170,544
DBOM-920	Core Systems DB O/M	NTP 2C	250,363,206
MM-925	HDOT Labor – Highway Group	NTP 2	450,000
Change Orders/Cost Adjustment			
DB-200	Maintenance & Storage Facility DB	CO 00007	3,000,000
DB-200	Maintenance & Storage Facility DB	CO 00008	553,000
DB-200	Maintenance & Storage Facility DB	CO 00009	514,426
DB-200	Maintenance & Storage Facility DB	CO 00010	27,700
DB-200	Maintenance & Storage Facility DB	CO 00011	694,866
FD-430	Airport Section Guideway/Utilities FD	CA 00004	464,114
Net AFE Increase			**355,237,856**

To date, 23 of the 42 planned design, construction and consultant support contracts have been awarded.

During the July 2013, there was a $5.3M drawdown to Project Contingency and resulting balance $649M. Cost contingency details, along with a discussion of contingency management and the proposed Cost Contingency Drawdown Chart are presented in Section 2.4.

1.6.2 Project Funding

Approximately $12.4M New Starts funds were received on July 31. Approximately $23.3M New Starts funds was received in August and will be reflected in next month's report.

No county General Excise Tax (GET) surcharge was received in August. The next distribution of GET surcharge is expected on October 30 and will represent the distribution for the quarter ending September 30. See Section 2.2 for project funding details.

1.6.3 Full Funding Grant Agreement (FFGA) Status

The FY 2013 New Starts allocation for the Project is approximately $236.3M. An application for the funds was submitted to FTA on August 15. Although the requested amount is less than the $250M FY 2013 increment identified in the FFGA, it will not negatively impact the Project's cash flow. The $14M shortfall ($250M minus $236M) will be recovered in a future year's allocation.

Further details on the New Starts funding and drawdown amounts by federal fiscal year are provided in the table below.

Figure 6. Drawdown by Fiscal Year

Federal Fiscal Year Allocation	Obligation Amounts	Drawdown Amounts	Available Balance
2008	$ 15,190,000	$ 15,190,000	---
2009	$ 19,800,000	$ 19,800,000	---
2010	$ 30,000,000	$ 30,000,000	---
2011	$ 55,000,000	$ 55,000,000	---
2012	$200,000,000	$ 36,280,962	$163,719,038
	$319,990,000	**$156,270,962**	**$163,719,038**

1.7 HART Board of Directors Meetings and Events in August

HART Transit-Oriented Development Committee Meeting

Thursday, August 15, 2013, 8:30 a.m., Mission Memorial Annex Conference Room, 550 S. King Street, Honolulu
Open to the Public.

HART Joint Finance/Project Oversight Committee Meeting

Thursday, August 15, 2013, 9:00 a.m., Mission Memorial Annex Conference Room, 550 S. King Street, Honolulu
Open to the Public.

HART Board of Directors Meeting

Thursday, August 15, 2013, 9:30 a.m., Mission Memorial Annex Conference Room, 550 S. King Street, Honolulu
Open to the Public.

2 PROJECT BUDGET AND SCHEDULE

2.1 Project Budget

The FFGA Baseline Project Budget is $5.122B, which includes approximately $644M in allocated and unallocated contingencies and $173M in finance charges. Reported budget amounts relate to the FTA New Starts project and exclude $42M in FTA-ineligible financing costs that will be incurred beyond FFGA completion.

The total committed amount as of July 26 was $2.281B (including awarded design contract allowances of $5.3M, but excluding uncommitted contingencies and finance charges), or 53.6% of the FFGA Current Project Budget (excluding uncommitted contingencies and finance charges).

In July 2013, the Project incurred $13.3M in costs (actual expenditures plus approved requests for payment as of the cost data date of July 26). This brought the total incurred cost to date to $719M, or 16.9% of the Project Budget (excluding contingencies and finance charges). The FFGA Financial Plan (*Honolulu Rail Transit Project Final Financial Plan for Full Funding Grant Agreement*, June 2012, Tables 2-4 and A-1) projected cumulative capital expenditures of $1.3B through FY2013.

The total amount Authorized for Expenditure (AFE) by way of Notices to Proceed (NTPs) was $1.5B, or 35.2% of the FFGA Project Budget (excluding uncommitted contingencies and finance charges).

To date, 23 of the 42 planned design, construction and consultant support contracts have been awarded. A re-packaging of the contracts has decreased the total number of planned design, construction and consultant support contracts from 49 per the baselined Contract Packaging Plan to 43. Additionally, by way of exercising a contract option for the HDOT Design Coordination Consultant, another contract was eliminated, reducing the number of contracts to 42. The Contract Packaging Plan will be updated to reflect the re-packaging.

2.2 Project Revenue and Costs

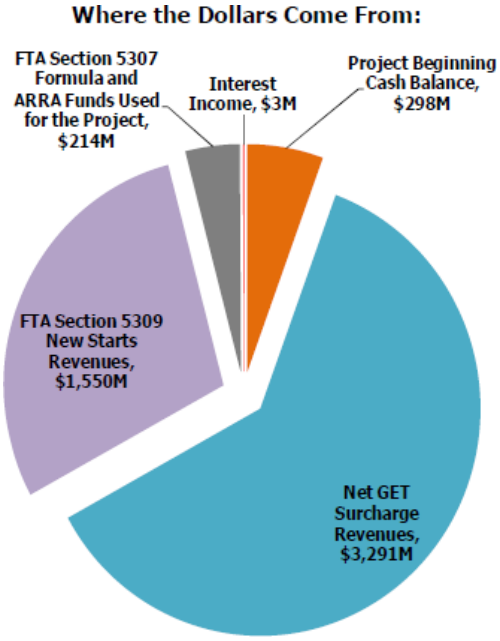
Total cash received to date since the start of Preliminary Engineering is $1,161M.

The FFGA Financial Plan (Table A-1 *Capital Plan Cash Flows*) projects Net GET Surcharge Revenue of $898M for FYs 2010-2013. Approximately $701M has been received since the Project's entry into FTA's Preliminary Engineering phase of project development. See Figure 7 on the next page for Project funding and Figure 8 for planned versus received funding.

Project revenue is presented against costs incurred as of the July 26 cost data date in Figure 9 on page 12. Cash Balance for the period is $429.5M as detailed on Figure 10 also on page 12.

Project costs are detailed in Figure 11, Figure 12 and Figure 13 on pages 13 through 19. Cost reports are run from the HART Contract Management System (CMS). Figure 11 presents costs for each contract by HART CPP contract number. Figure 12 on page 16 and Figure 13 on page 17 through 19 present summarized and detailed project costs by FTA Standard Cost Categories (SCC).

Figure 7. Project Funding Sources (YOE $M)



Source: FFGA Financial Plan, p. 2-1

Figure 8. Planned vs. Received Project Funding

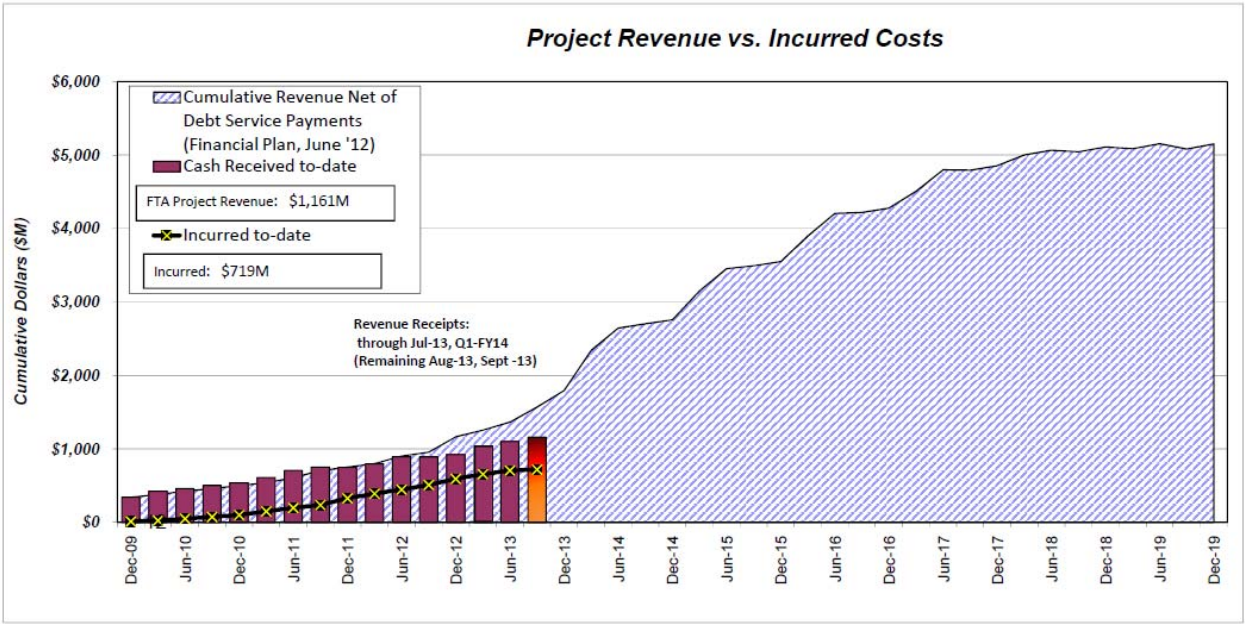
Funding Source	*Pre-FFGA Project*[1]	FFGA Project Period		Total Project
	2007 - 2009 Actuals Received	Planned[2] ($YOE M)	2009 - Present Actuals Received	2007 - Present Actuals Received
	[A]		[B]	[C] = A +B
Beginning Project Cash Balance[3]	*0*	**298**	298	**298**
Interest Income on Cash Balance	*7*	**3**	2	**9**
FTA Section 5309 New Starts Revenue	*0*	**1,550**	156	**156**
FTA Section 5307 Formula Funds	*0*	**210**	0	**0**
ARRA Funds	*0*	**4**	4	**4**
Net General Excise Tax (GET) Surcharge revenues FY2010-FY2023	*378*	**3,291**	701	**1,079**
Total	***385***	**5,356**	**1,161**	**1,546**

[1] GET and Interest Income received during Pre-Preliminary Engineering (pre-PE) phase prior to entry into PE

[2] FFGA Financial Plan, Table A-1 *Capital Plan Cash Flows*.

[3] Beginning Project Cash Balance at Entry into Preliminary Engineering (PE) on October 16, 2009 (the FFGA Project start date) = GET, investment and miscellaneous income minus pre-PE expenditures.

Figure 9. Project Revenue versus Incurred Costs



Planned Funding levels as per the June 2012 FFGA Finance Plan
Data date for Revenue & Incurred Cost = July 26, 2013

Figure 10. Cash Balance Summary

JULY 2013 CASH BALANCE SUMMARY	
Beginning Cash Balance 7/1/2013	**$393,709,711**
Expenditures:	
Operating expenditures	($1,192,982)
Capital Expenditures	($25,927,890)
Expenditures Total:	**($27,120,872)**
Receipts:	
GET Surcharge	$50,356,185
FTA Drawdown	$12,433,498
Interest	$26,839
Other (rental, refunds, copy fees, etc.)	$95,962
Receipts Total:	**$62,912,484**
Ending Cash Balance 7/31/13	**$429,501,323**

Figure 11. Project Costs by Contract

HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report by Contract - One Line Summary

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CPP No	Title	A COMMITTED Original	B COMMITTED Changes	C=A+B COMMITTED Current *	D AFE AFE**	E INCURRED Incurred To Date	F PERCENT %
ART	Project Wide ART	0	0	0	0	0	0%
CCH-100	Inactive Hart/City CCH	15,348,443	0	15,348,443	0	14,925,228	97%
CCH-101	HART/ City Dept of BFS	105,092	0	105,092	0	0	0%
CCH-102	HART/ City DDC Land Division	256,201	0	256,201	0	173,182	68%
CCH-107	HART/ City Corporation Counsel (COR)	1,896,664	0	1,896,664	0	3,650	0%
CCH-108	Board of Water Supply (BWS)	0	0	0	0	0	0%
DB-120	West Oahu/Farrington Hwy Guideway	482,924,000	55,993,377	538,917,377	317,151,443	177,563,494	33%
DB-200	Maintenance & Storage Facility DB	195,258,000	24,907,743	220,165,743	153,196,477	54,082,554	25%
DB-320	Kamehameha Hwy Guideway DB	372,150,000	4,215,981	376,365,981	166,382,062	82,711,937	22%
DBB-185	WOFH/KHSG Construction	0	0	0	0	0	0%
DBB-275	Pearl Highlands Pkg. Str./BTC Cnstr.	0	0	0	0	0	0%
DBB-470	Airport Station Group Cnstr.	0	0	0	0	0	0%
DBB-505	Airport Section Utilities Cnstr.	0	0	0	0	0	0%
DBB-510	City Center Section Utilities Cnstr.	0	0	0	0	0	0%
DBB-520	Airport-City Center Guideway Cnstr.	0	0	0	0	0	0%
DBB-580	Dillingham/Kaka'ako SG Contruction	0	0	0	0	0	0%
DBB-600	UHWO PnR/Hoopili Stn Finishes Cnstr.	0	0	0	0	0	0%
DBOM-920	Core Systems Design Build O/M	573,782,793	1,807,496	575,590,289	487,070,938	39,602,956	7%
FD-140	West Oahu Station Group Final Design	7,789,000	0	7,789,000	5,575,579	4,557,103	59%
FD-240	Farrington Highway Stations Group FD	5,500,696	2,507,349	8,008,045	7,711,060	7,939,102	99%
FD-245	Pearl Highlands Pkg. Str./BTC FD	0	0	0	0	0	0%
FD-340	Kamehameha Hwy Station Group H2R2 FD	8,702,592	0	8,702,592	5,884,751	4,300,972	49%
FD-430	Airport Sect. Guideway/Utilities FD	38,840,960	739,114	39,580,074	31,805,905	22,208,626	56%
FD-440	Airport Station Group FD	10,177,365	0	10,177,365	6,504,666	4,714,577	46%
FD-530	City Center Guideway/Utilities FD	43,948,220	0	43,948,220	34,629,648	10,766,535	24%
FD-550	Dillingham and Kaka'ako SG FD	0	0	0	0	0	0%
FD-600	UHWO Pkg-Hoopili Station Finishes FD	0	0	0	0	0	0%
HRT-200	HART Labor	19,324,815	0	19,324,815	0	16,014,303	83%
HRT-201	HART ODC	3,719,684	0	3,719,684	0	4,739,823	127%
MI-930	Elevators & Escalators Install/Maint	0	0	0	0	0	0%

* Current Committed = Original Contract + CCO/Amendment

** AFE = Authorized For Expenditure (Latest NTP Amounts or equal to current commitment Plus Executed Change Orders/Amendments)

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HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report by Contract - One Line Summary

		A	B	C=A+B	D	E	F
		COMMITTED			AFE	INCURRED	PERCENT
CPP No	Title	Original	Changes	Current *	AFE**	Incurred To Date	%
MM-280	WOFH/KHSG CE&I	0	0	0	0	0	0%
MM-385	Pearl Highlands Garage and Ramps CEI	0	0	0	0	0	0%
MM-500	Airport-City Center Utilities CEI	0	0	0	0	0	0%
MM-525	Airport-City Center Guideway CEI	0	0	0	0	0	0%
MM-590	Aiport/Dillingham/Kaka'ako SG CE&I	0	0	0	0	0	0%
MM-600	UHWO Pkg-Hoopili Stn Finishes CEI	0	0	0	0	0	0%
MM-900	Program Mgt Support Consit (PMSC-1)	36,727,162	0	36,727,162	20,700,000	20,748,468	56%
MM-901	Program Mgt Support Consit (PMSC-2)	33,376,897	0	33,376,897	11,240,790	12,230,748	37%
MM-905	MM-905 Gen Engrg Consit EIS/PE	0	78,564,942	78,564,942	78,564,942	73,952,763	94%
MM-910	MM-910 Gen Engrg Consit FD-Construct	150,000,000	0	150,000,000	150,000,000	110,597,748	74%
MM-915	HDOT Traffic Mgmt. Consult.	1,600,000	-600,000	1,000,000	500,000	464,067	46%
MM-920	HDOT Coordination Consit WOFH	3,000,000	7,500,000	10,500,000	6,000,000	4,659,366	44%
MM-921	HDOT Coordination Consit KHG	10,000,000	-1,400,000	8,600,000	4,000,000	453,250	5%
MM-922	HDOT Coord. Consit. Airport	12,000,000	-5,600,000	6,400,000	3,000,000	835,671	13%
MM-923	HDOT Coordination Consit City Center	0	0	0	0	0	0%
MM-925	HDOT Labor - Highway Group	550,000	0	550,000	550,000	268,827	49%
MM-926	HDOT Labor - Airport Group	0	0	0	0	0	0%
MM-930	HDOT State SOA Manager & Consultant	1,272,400	583,142	1,855,542	322,293	142,024	8%
MM-935	Real Estate Consultant	3,000,000	0	3,000,000	2,206,842	284,812	9%
MM-940	Kako'o Consultant	1,000,000	0	1,000,000	505,490	218,649	22%
MM-945	On-Call Contractor	0	0	0	0	0	0%
MM-946	On-Call Hazmat Removal Contractor	3,000,000	0	3,000,000	1,000,000	350,222	12%
MM-950	OCIP Consultant	1,250,000	0	1,250,000	437,500	469,531	38%
MM-951	Owner-Controlled Insurance Program	0	0	0	0	0	0%
MM-975	LEED Commissioning Services for MSF	278,630	0	278,630	278,630	58,660	21%
OTHER	Project Wide	0	0	0	0	0	0%
PA-101	Programmatic Agreement Humanities	0	0	0	0	0	0%
PA-102	Programmatic Agreement HPC	0	0	0	0	0	0%
PA-103	Programmatic Agreement HPC Park Impr	0	0	0	0	0	0%
ROW	Real Estate / Right-of-Way	49,019,536	0	49,019,536	0	45,249,395	92%

* Current Committed = Original Contract + CCO/Amendment

** AFE = Authorized For Expenditure (Latest NTP Amounts or equal to current commitment Plus Executed Change Orders/Amendments)

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HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report by Contract - One Line Summary

		A	B	C=A+B	D	E	F
		COMMITTED			AFE	INCURRED	PERCENT
CPP No	Title	Original	Changes	Current *	AFE**	Incurred To Date	%
UTIL	Utilities by Utility Companies	25,716,313	150,000	25,866,313	3,959,000	3,762,288	15%
Total Project:		2,111,515,461	169,369,144	2,280,884,606	1,499,178,015	719,050,533	

* Current Committed = Original Contract + CCO/Amendment

** AFE = Authorized For Expenditure (Latest NTP Amounts or equal to current commitment Plus Executed Change Orders/Amendments)

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Figure 12. Project Costs by SCC – Summary

HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report by SCC Summary

Page: 1 of 1

		A	B	C=A+B	D	E	F	G	H=C-G	I
		BUDGET			COMMITTED	AFE	ESTIMATE AT COMPLETION			INCURRED
SCC	Title	Baseline	Transfers	Current	Current *	AFE**	Changes ID'd***	Est. At Completion****	Variance	Incurred To Date
1. Subtotal 10 - 80 SCC Costs										
10	Guideway & Track Elements	1,114,215,147	20,577,149	1,134,792,296	520,996,879	11,256,318	0	1,134,792,296	0	28,392,146
20	Stations,Stops,Terminals,Intermo	421,804,740	(21,400,000)	400,404,740	0	0	0	400,404,740	0	0
30	Support Facilities;Yards,Shops, A	92,535,015	10,387,675	102,922,690	102,922,690	6,579,026	(91,000)	102,922,690	0	5,440,378
40	Sitework & Special Conditions	983,178,121	(42,249,251)	940,928,870	527,956,871	65,093,111	3,811,970	940,928,870	0	227,138,014
50	Systems	221,284,301	(682,848)	220,601,453	205,441,240	59,020	0	220,601,453	0	0
60	ROW, Land, Existing Improvemen	197,397,947	277,800	197,675,747	52,297,336	994,642	0	197,675,747	0	45,812,007
70	Vehicles	186,829,020	4,713,997	191,543,017	191,543,017	1,514,720	0	191,543,017	0	212,900
80	Professional Services	1,087,830,119	(18,670,432)	1,069,159,687	674,419,331	89,652,069	(20,100,017)	1,069,159,687	0	412,055,087
Subtotal:		4,305,074,410	(47,045,910)	4,258,028,500	2,275,577,364	175,148,907	(16,379,047)	4,258,028,500	0	719,050,533
2. NTP										
NTP	Authorized For Expenditure	0	0	0	0	1,324,728,255	0	0	0	0
Subtotal:		0	0	0	0	1,324,728,255	0	0	0	0
3. Contingency										
CNTR	Contingency	541,689,343	47,045,910	588,735,253	5,307,241	(699,147)	208,235,822	588,735,253	0	0
PRJ	Contingency	101,871,170	0	101,871,170	0	0	0	101,871,170	0	0
Subtotal:		643,560,513	47,045,910	690,606,423	5,307,241	(699,147)	208,235,822	690,606,423	0	0
4. Finance Charges - Eligible										
OTH	Finance Charges	173,058,243	0	173,058,243	0	0	0	173,058,243	0	0
Subtotal:		173,058,243	0	173,058,243	0	0	0	173,058,243	0	0
FTA TOTAL PROJECT COSTS		5,121,693,166	0	5,121,693,166	2,280,884,606	1,499,178,015	191,856,775	5,121,693,166	0	719,050,533
4. Finance Charges -Ineligible Costs										
FINC	Finance Charges	42,000,000	0	42,000,000	0	0	0	42,000,000	0	0
Subtotal:		42,000,000	0	42,000,000	0	0	0	42,000,000	0	0
INELIGIBLE COSTS		42,000,000	0	42,000,000	0	0	0	42,000,000	0	0
Total Project:		5,163,693,166	0	5,163,693,166	2,280,884,606	1,499,178,015	191,856,775	5,163,693,166	0	719,050,533

* Current Committed = Original Contract + CCO/Amendment

** AFE = Authorized For Expenditure (Latest NTP Amounts or equal to current commitment Plus Executed Change Orders/Amendments)

*** Changes Identified= Pending + Probable + Potential Changes

**** Est. At Completion = Original Contract + CCO/Amendments + Changes Identified

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Figure 13. Project Costs by SCC – Level 2

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HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report SCC Level 2

Page: 1 of 3

		A	B	C=A+B	D	E	F	G	H=C-G	I
		BUDGET			COMMITTED	AFE	ESTIMATE AT COMPLETION			INCURRED
SCC	Title	Baseline	Transfers	Current	Current *	AFE**	Changes ID'd***	Est. At Completion****	Variance	Incurred To Date
1. Subtotal 10 - 80 SCC Costs										
10	**Guideway & Track Elements**	**1,114,215,147**	**20,577,149**	**1,134,792,296**	**520,996,879**		**0**	**1,134,792,296**	**0**	**28,392,146**
10.04	Guideway: Aerial Structure	1,022,380,671	17,183,225	1,039,563,896	435,276,279	1,176,828	0	1,039,563,896	0	7,865,046
10.08	Guideway: Retained Cut or Fill	7,492,944	(1,056,688)	6,436,256	6,436,256	0	0	6,436,256	0	0
10.09	Track: Direct Fixation	79,347,205	3,515,585	82,862,790	75,055,594	10,048,614	0	82,862,790	0	20,527,100
10.11	Track: Ballasted	3,293,724	(595,849)	2,697,875	2,697,875	0	0	2,697,875	0	0
10.12	Track:Special (Switches, turnouts)	1,700,603	1,530,876	3,231,479	1,530,876	30,876	0	3,231,479	0	0
20	**Stations,Stops,Terminals,Intermo**	**421,804,740**	**(21,400,000)**	**400,404,740**	**0**		**0**	**400,404,740**	**0**	**0**
20.01	At-grade station, stop, shelter,..	6,111,332	0	6,111,332	0	0	0	6,111,332	0	0
20.02	Aerial Station, stop, shelter,mall	294,563,457	(21,400,000)	273,163,457	0	0	0	273,163,457	0	0
20.06	Automobile parking multi-story str	66,408,765	0	66,408,765	0	0	0	66,408,765	0	0
20.07	Elevators, Escalators	54,721,186	0	54,721,186	0	0	0	54,721,186	0	0
30	**Support Facilities;Yards,Shops, A**	**92,535,015**	**10,387,675**	**102,922,690**	**102,922,690**		**(91,000)**	**102,922,690**	**0**	**5,440,378**
30.02	Light Maintenance Facility	7,591,888	(5,095)	7,586,793	7,586,793	0	0	7,586,793	0	125,000
30.03	Heavy Maintenance Facility	38,099,138	(242,108)	37,857,030	37,857,030	0	0	37,857,030	0	2,657,874
30.04	Storage or Maintenance of Way Buil	7,797,460	(61,550)	7,735,910	7,735,910	0	0	7,735,910	0	123,606
30.05	Yard and Yard Track	39,046,529	10,696,428	49,742,957	49,742,957	6,579,026	(91,000)	49,742,957	0	2,533,898
40	**Sitework & Special Conditions**	**983,178,121**	**(42,249,251)**	**940,928,870**	**527,956,871**		**3,811,970**	**940,928,870**	**0**	**227,138,014**
40.01	Demolition, Clearing, Earthwork	29,980,158	(2,308,147)	27,672,011	8,022,358	1,025,233	0	27,672,011	0	6,614
40.02	Site Utilities, Utility Relocation	299,449,756	4,444,187	303,893,943	98,639,719	5,966,502	(11,527,435)	303,893,943	0	9,854,711
40.03	Haz. matl, contam'd soil removal	9,199,237	(5,421,634)	3,777,603	3,016,085	916,104	(391,304)	3,777,603	0	366,307
40.04	Environmental Mitigation	26,979,122	4,976,801	31,955,923	16,543,497	902,708	0	31,955,923	0	3,430,633
40.05	Site structures, retaining walls,	7,998,960	1,062,414	9,061,374	8,902,848	900,019	0	9,061,374	0	575,338
40.06	Pedestrian/bike access/landscaping	41,073,897	799,143	41,873,040	5,049,834	953,419	0	41,873,040	0	0
40.07	Auto, bus, van accessways	181,979,367	(11,508,007)	170,471,360	35,558,916	1,690,419	0	170,471,360	0	507,888
40.08	Temporary Facilities/Indirect Cost	386,517,624	(34,294,008)	352,223,616	352,223,616	59,038,840	15,730,709	352,223,616	0	212,396,523
50	**Systems**	**221,284,301**	**(682,848)**	**220,601,453**	**205,441,240**		**0**	**220,601,453**	**0**	**0**
50.01	Train control and signals	81,982,556	420,090	82,402,646	82,402,646	0	0	82,402,646	0	0
50.02	Traffic signals and crossing prot.	10,458,226	(206,890)	10,251,336	0	0	0	10,251,336	0	0
50.03	Traction power supply: substation	29,500,926	1,526,385	31,027,311	31,027,311	59,020	0	31,027,311	0	0
50.04	Traction power distribution: cate	32,878,150	(2,881,277)	29,996,873	25,087,996	0	0	29,996,873	0	0
50.05	Communications	53,691,339	560,058	54,251,397	54,251,397	0	0	54,251,397	0	0

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HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report SCC Level 2

		A	B	C=A+B	D	E	F	G	H=C-G	I
		BUDGET			COMMITTED	AFE	ESTIMATE AT COMPLETION			INCURRED
SCC	Title	Baseline	Transfers	Current	Current *	AFE**	Changes ID'd***	Est. At Completion****	Variance	Incurred To Date
1. Subtotal 10 - 80 SCC Costs										
50	**Systems**	221,284,301	(682,848)	220,601,453	205,441,240		0	220,601,453	0	0
50.06	Fare collection system and equipme	9,159,277	58,822	9,218,099	9,218,099	0	0	9,218,099	0	0
50.07	Central Control	3,613,827	(160,036)	3,453,791	3,453,791	0	0	3,453,791	0	0
60	**ROW, Land, Existing Improvemen**	197,397,947	277,800	197,675,747	52,297,336		0	197,675,747	0	45,812,007
60.01	Purchase or lease of real estate	179,360,664	0	179,360,664	46,401,859	716,842	0	179,360,664	0	42,623,748
60.02	Relocation of existing households	18,037,283	277,800	18,315,083	5,895,477	994,642	0	18,315,083	0	3,188,259
70	**Vehicles**	186,829,020	4,713,997	191,543,017	191,543,017		0	191,543,017	0	212,900
70.01	Light Rail	166,721,386	5,915,687	172,637,073	172,637,073	1,514,720	0	172,637,073	0	0
70.06	Non-revenue vehicles	14,346,923	(1,320,375)	13,026,548	13,026,548	0	0	13,026,548	0	212,900
70.07	Spare parts	5,760,711	118,685	5,879,396	5,879,396	0	0	5,879,396	0	0
80	**Professional Services**	1,087,830,119	(18,670,432)	1,069,159,687	674,419,331		(20,100,017)	1,069,159,687	0	412,055,087
80.01	Preliminary Engineering	94,055,262	24,203,496	118,258,758	109,126,439	23,999,869	0	118,258,758	0	93,262,102
80.02	Final Design	228,321,632	(38,190,939)	190,130,693	152,608,291	5,295,258	193,193	190,130,693	0	58,690,529
80.03	Project Management Design & Cons	363,849,768	(3,542,981)	360,306,787	274,924,712	65,763,029	(17,323,901)	360,306,787	0	210,934,036
80.04	Constr. Admin. & Management	199,656,728	(1,576,800)	198,079,928	35,665,055	3,986,954	0	198,079,928	0	32,260,152
80.05	Professional Liability & other Ins	46,549,724	(5,665,408)	40,884,316	1,740,370	3,897,754	(2,193,500)	40,884,316	0	1,214,500
80.06	Legal; Permits,Review Fees ect.	67,641,005	32,777	67,673,782	32,323,951	3,980,174	0	67,673,782	0	6,921,534
80.07	Surveys, Testing, Investigation, I	21,759,336	7,262,016	29,021,352	20,123,446	3,511,556	0	29,021,352	0	5,871,525
80.08	Start up	65,996,664	(1,192,593)	64,804,071	47,907,069	3,463,754	(775,809)	64,804,071	0	2,900,709
NT	**Authorized For Expenditure**	0	0	0	0		0	0	0	0
NTP	Notice To Proceed	0	0	0	0	1,324,728,255	0	0	0	0
Subtotal:		4,305,074,410	(47,045,910)	4,258,028,500	2,275,577,364	1,499,877,162	(16,379,047)	4,258,028,500	0	719,050,533
2. Contingency										
CNTR	**Contingency**	541,689,343	47,045,910	588,735,253	5,307,241		208,235,822	588,735,253	0	0
90.02	Allocated Contract Contingency	540,101,329	1,733,910	541,835,239	0	0	174,863,385	541,835,239	0	0
90.03	Allowances	1,588,014	3,719,227	5,307,241	5,307,241	(699,147)	5,293,450	5,307,241	0	0
90.07	Known Change Contingency	0	41,592,773	41,592,773	0	0	28,078,987	41,592,773	0	0
PRJ	**Contingency**	101,871,170	0	101,871,170	0		0	101,871,170	0	0
90.01	Unallocated Project Contingency	101,871,170	0	101,871,170	0	0	0	101,871,170	0	0
Subtotal:		643,560,513	47,045,910	690,606,423	5,307,241	(699,147)	208,235,822	690,606,423	0	0

* Current Committed = Original Contract + CCO/Amendment

** AFE = Authorized For Expenditure (Latest NTP Amounts or equal to current commitment Plus Executed Change Orders/Amendments)

*** Changes Identified= Pending + Probable + Potential Changes

**** Est. At Completion = Original Contract + CCO/Amendments + Changes Identified

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HONOLULU AUTHORITY for RAPID TRANSPORTATION

Costs Reported as of Month Ending: July 2013

Project Monthly Cost Report SCC Level 2

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SCC	Title	A Baseline	B Transfers	C=A+B Current	D Current *	E AFE**	F Changes ID'd***	G Est. At Completion****	H=C-G Variance	I Incurred To Date
		BUDGET			COMMITTED	AFE	ESTIMATE AT COMPLETION			INCURRED
3. Finance Charges - Eligible										
OTH	Finance Charges	173,058,243	0	173,058,243	0		0	173,058,243	0	0
100.1	Finance Charges:Project-Eligible	173,058,243	0	173,058,243	0	0	0	173,058,243	0	0
Subtotal:		173,058,243	0	173,058,243	0	0	0	173,058,243	0	0
FTA TOTAL PROJECT COSTS		5,121,693,166	0	5,121,693,166	2,280,884,606	1,499,178,015	191,856,775	5,121,693,166	0	719,050,533
4. Finance Charges -Ineligible Costs										
FINC	Finance Charges	42,000,000	0	42,000,000	0		0	42,000,000	0	0
100.2	FTA Non-Eligible Costs	42,000,000	0	42,000,000	0	0	0	42,000,000	0	0
Subtotal:		42,000,000	0	42,000,000	0	0	0	42,000,000	0	0
INELIGIBLE COSTS		42,000,000	0	42,000,000	0	0	0	42,000,000	0	0
Total Project:		5,163,693,166	0	5,163,693,166	2,280,884,606	1,499,178,015	191,856,775	5,163,693,166	0	719,050,533

* Current Committed = Original Contract + CCO/Amendment

** AFE = Authorized For Expenditure (Latest NTP Amounts or equal to current commitment Plus Executed Change Orders/Amendments)

*** Changes Identified= Pending + Probable + Potential Changes

**** Est. At Completion = Original Contract + CCO/Amendments + Changes Identified

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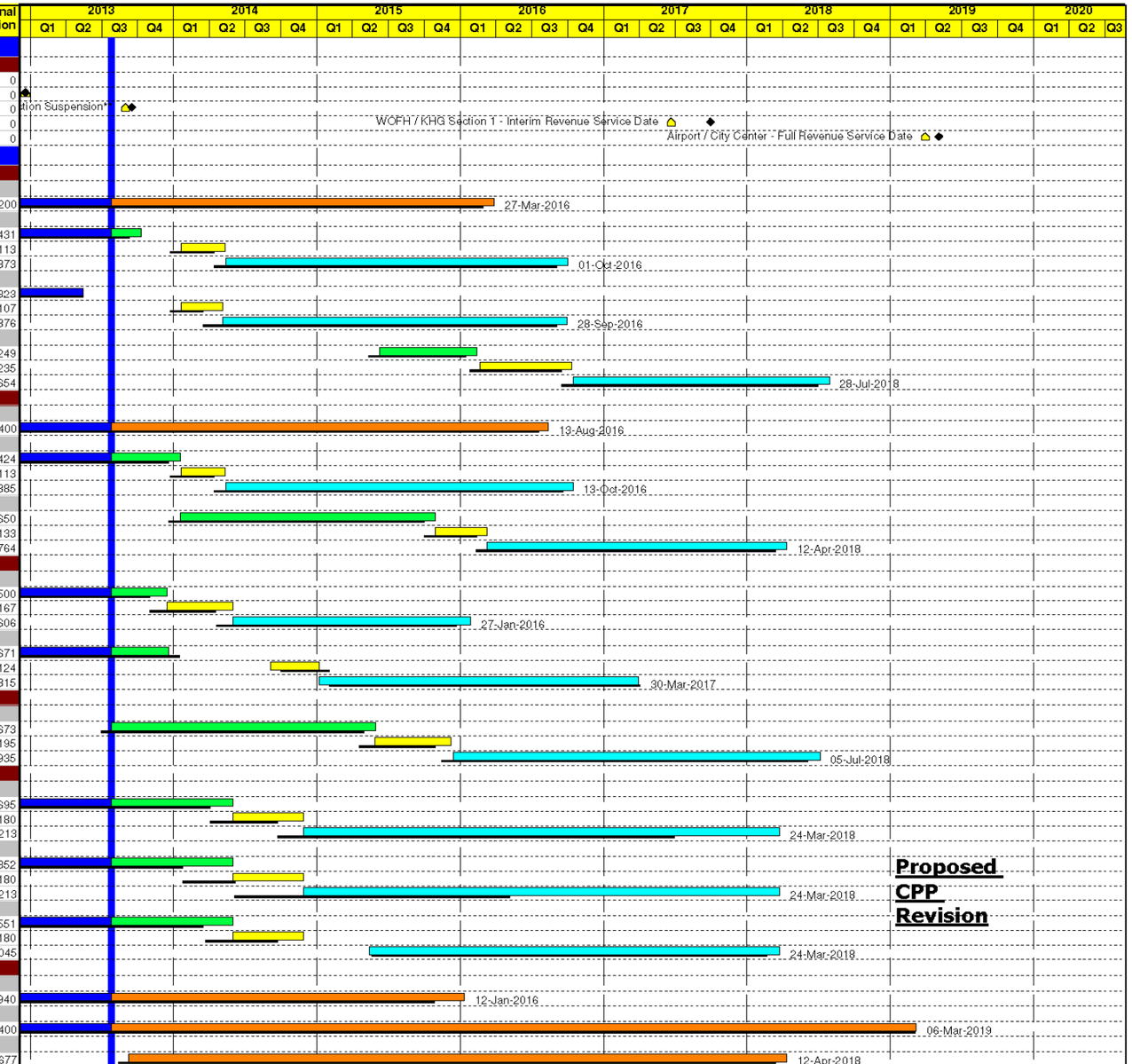
2.3 Project Schedule

The HRTP Master Project Schedule (MPS) has been updated as of July 26, 2013 as shown in the Master Project Schedule Summary (MPSS) in Figure 14 on page 21. This was statused against the FFGA Baseline MPS. The baseline and actual/planned durations of each contract are displayed for comparison.

Figure 14. HRTP Master Project Schedule (MPS) Summary

Activity Name	Current Start	Current Finish	Original Duration
KEY DATA			
MILESTONES			
Letter of No Prejudice #2 - LONP 2	06-Feb-2012 A		0
Full Funding Grant Agreement - (FFGA)		19-Dec-2012 A	0
AIS Complete **Lift Construction Suspension**		16-Sep-2013	0
WOFH / KHG Section 1 - Interim Revenue Service Date		29-Sep-2017	0
Airport / City Center - Full Revenue Service Date		04-May-2019	0
CONTRACTS - DESIGN & CONSTRUCTION			
WEST OAHU / FARRINGTON HIGHWAY (WOFH) - SECTION 1			
WOFH Guideway & Utilities			
SUMM: DB-120 - WOFH Guideway - Design & Construction (Design-Build)	01-Dec-2009 A	27-Mar-2016	1200
West Oahu Station Group (WOSG)			
SUMM: FD-140 - West Oahu Station Group - Design	15-Jun-2012 A	09-Oct-2013	431
SUMM: West Oahu Station Group - Bid & Award	20-Jan-2014	12-May-2014	113
SUMM: DBB-185 - West Oahu Station Group - Construction	13-May-2014	01-Oct-2016	873
Farrington Hwy Station Group (FHSG)			
SUMM: FD-240 - Farrington Highway Station Group - Design	12-Jan-2011 A	16-May-2013 A	323
SUMM: Farrington Hwy Stations Group - Bid & Award	20-Jan-2014	06-May-2014	107
SUMM: DBB-185 - Farrington Highway Station Group - Construction	07-May-2014	28-Sep-2016	876
UH West Oahu Park n Ride & Ho`opili Station Finishes			
SUMM: FD-600 UH West Oahu Park and Ride and Ho`opili Station Finishes - Design	09-Jun-2015	12-Feb-2016	249
SUMM: UH West Oahu Park n Ride & Ho`opili Station Finishes - Bid & Award	21-Feb-2016	12-Oct-2016	235
SUMM: DBB-600 UH West Oahu Park and Ride / Ho`opili Station Finishes - Construction	13-Oct-2016	28-Jul-2018	654
KAMEHAMEHA HIGHWAY (KH) - SECTION 2			
Kamehameha Highway Guideway & Utilities			
SUMM: DB-320 - KHG Guideway - Design & Construction (Design-Build)	12-Jul-2011 A	13-Aug-2016	1400
Kamehameha Highway Stations			
SUMM: FD-340 - Kamehameha Highway Station Group - Design	26-Nov-2012 A	17-Jan-2014	424
SUMM: KHSG - Bid & Award	20-Jan-2014	12-May-2014	113
SUMM: DBB-185 - KHSG Station Group - Construction	13-May-2014	13-Oct-2016	885
Pearl Highlands Parking Structure & Ramps			
SUMM: FD-245 - Pearl Highlands Parking Structure & H2 Ramps - Design	18-Jan-2014	29-Oct-2015	650
SUMM: KHSG - Bid & Award	30-Oct-2015	10-Mar-2016	133
SUMM: DBB-275 - Pearl Highlands Parking Structure & H2 Ramps - Construction	10-Mar-2016	12-Apr-2018	764
AIRPORT - SECTION 3			
Airport Utility Relocation			
SUMM: FD-430 - Airport Utilities - Design	05-Jan-2012 A	15-Dec-2013	500
SUMM: Airport Utilities - Bid & Award	16-Dec-2013	31-May-2014	167
SUMM: DBB-505 - Airport Utilities - Construction	01-Jun-2014	27-Jan-2016	606
Airport Stations			
SUMM: FD-440 - Airport Station Group - Design	14-Nov-2012 A	20-Dec-2013	671
SUMM: Airport Station Group - Bid & Award	05-Sep-2014	06-Jan-2015	124
SUMM: DBB-470 - Airport Station Group - Construction	06-Jan-2015	30-Mar-2017	815
CITY CENTER (CC) - SECTION 4			
City Center Stations			
SUMM: FD-550 - Dillingham & Kaka'ako Station Group - Design	26-Jul-2013	29-May-2015	673
SUMM: Dillingham & Kaka'ako Station Group - Bid & Award	28-May-2015	08-Dec-2015	195
SUMM: DBB-580 - Dillingham & Kaka'ako Station Group - Construction	14-Dec-2015	05-Jul-2018	935
Airport & City Center Guideway Combined Package			
Airport Guideway			
SUMM: FD-430 - Airport Guideway - Design	05-Jan-2012 A	31-May-2014	695
SUMM: Airport Guideway - Bid & Award	01-Jun-2014	27-Nov-2014	180
SUMM: DBB-520 - Airport Guideway - Construction	28-Nov-2014	24-Mar-2018	1213
City Center Utility Relocation			
SUMM: FD-530 - City Center Utilities - Design	31-Jul-2012 A	31-May-2014	352
SUMM: City Center Utilities - Bid & Award	01-Jun-2014	27-Nov-2014	180
SUMM: DBB-510 - City Center Utilities - Construction	28-Nov-2014	24-Mar-2018	1213
City Center Guideway			
SUMM: FD-530 - City Center Guideway - Design	30-Jul-2012 A	31-May-2014	551
SUMM: City Center Guideway - Bid & Award	01-Jun-2014	27-Nov-2014	180
SUMM: DBB-520 - City Center Guideway - Construction	15-May-2015	24-Mar-2018	1045
PROJECT WIDE - ALL SECTIONS			
Maintenance & Storage Facility (MSF)			
SUMM: DB-200 - MSF - Design & Construction (Design-Build)	25-Jul-2011 A	12-Jan-2016	940
Core Systems			
SUMM: DBOM-920 - Core Systems - Design & Construction	13-Jan-2012 A	06-Mar-2019	2400
Elevators & Escalators			
SUMM: MI-930 - Elevators and Escalators - Des, Manufacture, Install & Test	09-Sep-2013	12-Apr-2018	1677



HONOLULU AUTHORITY for RAPID TRANSPORTATION

Design Build
Construction
Design
Bid/Award
Baseline Milestone
Milestone
FFGA Ba...
Actual Work

- Design Duration = NTP to Bid Ready
- Construction Durations (DBB) = NTP to Substantial Completion

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Honolulu Rail Transit Project
As of: 26-Jul-2013

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MPS Summary
Design & Construction Contracts

2.4 Contingency Management

The FFGA Baseline Budget for Project Contingency is approximately $643.6M and consists of the following elements:

1) Unallocated Contingency – Reserve contingency to address unknown changes to the Project and not currently allocated to a particular work package.
2) Project Allocated Contingency – Contingency allocated to each work package to address potential uncertain changes within each respective work package.
3) Allowance – A reserve designated for Final Design contracts and committed under the contracts.

The $643.6M Baseline Budget for Total Project Contingency does not include amounts for Known Changes yet to be finalized at the time the Bottom-Up Estimate (BUE) was prepared. Further explanation of Known Changes and how it is managed will be detailed later in this section.

As discussed in Section 1.6, the Current Project Contingency Budget is $649M, up from the FFGA Baseline budget of $643.6M. As the project has progressed, budget savings have been realized due to a combination of favorable contract awards and through contract savings methods, such as contract re-packaging, which has resulted in those savings being transferred into contingency. The following list details ways in which contingency can either increase or decrease:

1) The budgeted amount for a contract package is either lower or higher than the actual executed contract amount. Contingency will increase if the budgeted amount is higher than the actual contract amounts which results in a budget surplus, and vice versa if the budgeted amount is lower.
2) Increase of a contract amount through the execution of a change order or contract amendment. Contingency is decreased and transferred to the appropriate SCC.
3) Transfer of work scope, e.g. utility relocation, between contract packages through a change order. The scope value from one contract is decreased and transferred to Contingency. Contingency is then decreased by the same scope value and transferred to the other contract. Contingency is used as a “holding account” in this instance.
4) Revisions to contract packaging. It is anticipated that the consolidation of future contract packages into a single contract package would result in a budget savings due to the resulting efficiencies from reducing redundant overhead costs. Budget savings would be transferred to Contingency.
5) Utilization of allowance in design contracts. The allowance amount to be utilized will decrease this contingency category and will be transferred to the appropriate SCC.

During the July 2013 cost reporting period, HART executed change order Nos. 07-11 on the Maintenance & Storage Facility DB contract (DB-200) for a cumulative balance of $4.8M. Further, contract amendment No. 04 was executed on the Airport Section Guideway/Utility FD contract (FD-430) for $0.5M. As a result, there was a $5.3M drawdown against the FFGA Project Contingency and a resulting balance $649M for Current Project Contingency Budget. The table on the next page summarizes the Project Contingency budget and SCC designation as of July 2013:

Figure 15. Project Contingency Budget

Contingency	SCC Code*	Budget ($M)
Unallocated Contingency	90.01	$101.9
Allocated Contingency	90.02	$540.1
Allowances	90.03	$1.6
Baseline FFGA Project Contingency Budget	***90.01 - 90.03***	***$643.6***
Contingency Transfers to date	90.02 & 90.03	$5.5
Current FFGA Project Contingency	***90.01 - 90.03***	***$649.0***

**The listed SCC Codes are utilized for internal HART tracking purposes.*

Changes Identified and Project Performance

HART and the PMOC continue to hold a monthly breakout session to review changes being considered for each contract. Changes are tracked by four categories which are determined by how well defined a change is and are summarized as Changes Identified in Project Cost reports. HART continually manages the strategy to avoid or mitigate as well as plan the timing of any potential changes. Breakout session discussions focus on opportunities to reduce costs and accelerate contract-scheduled activities to attain key milestones earlier than targeted. The session concludes with an overview of the cost and schedule drawdown curves, if and when changes might occur, in order to assess project performance against total project contingencies and buffer float.

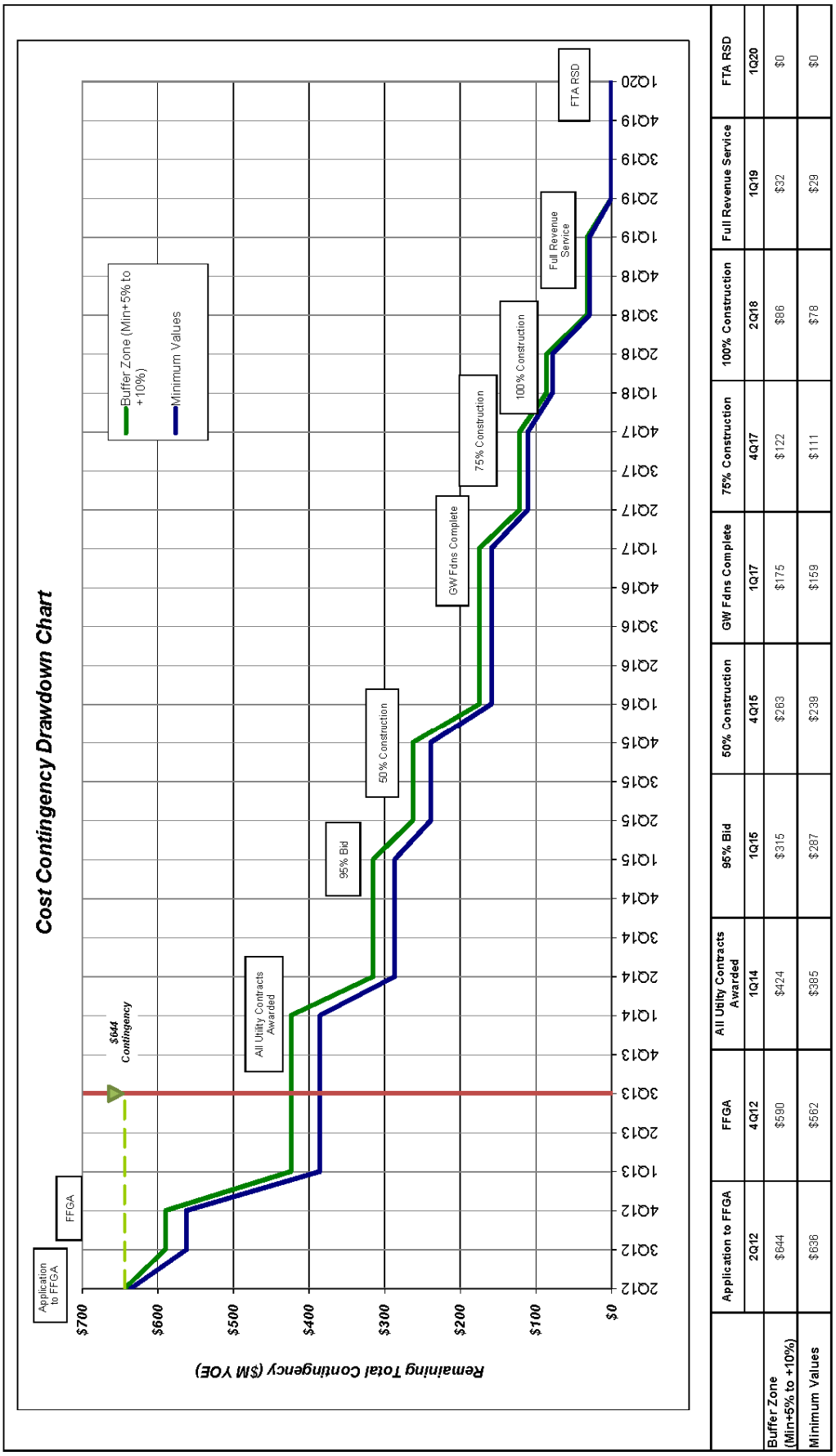
The Risk and Contingency Management Plan (RCMP) has been revised for the FFGA and is in final states of review and completion. It is consistent with the FFGA submittals, including the CPP, MPS, Project Budget and Financial Plan. As part of the final review, the cost and schedule contingency drawdown curves were updated. These curves establish minimum and buffer zone levels of cost and schedule contingency in accordance with FTA recommendations. Over the course of the project, if the cost or schedule contingency trend into the buffer zone (the area above the minimum contingency), Project Management will immediately implement actions to maintain the level of contingency appropriate for the project stage. The Cost Contingency Drawdown Curve, subject to FTA/PMOC review as part of the RCMP revision process, is presented in Figure 16 on page 25. As of this reporting period, none of the executed change orders reduced the Baseline Budget Contingency amount below the buffer zone.

Known Changes Contingency

Known Changes, though tracked separately from the Project Contingency established under the FFGA, functions like contingency and is designated as SCC 90.07 on project cost reports. In re-baselining the Project Budget for FFGA, a bottoms-up estimate (BUE) was developed for each work package identified in the CPP based on the level of design and current pricing of material, equipment, construction labor, professional services, real estate and all other costs. These revised estimates took into account the reduction of contingency to reflect the advancement of Final Design since the Preliminary Engineering phase. Contingency was then allocated in accordance with FTA guidelines and current risk modeling methodologies. The net effect was a reduction of approximately $170M of contingency between the previous Final Design Project Budget and the FFGA Project Budget. Included in the base costs of the BUE were elements that were considered “Known” or pending changes that were still subject to final negotiations with contractors and execution of change orders. The estimated costs for Known Changes were applied to work packages established under the FFGA. Based on the level of risk, the estimated costs for Known Changes were either classified as base cost or as separate contingency for specific work packages (contingencies eventually convert to base costs via change order). Of the total $170M estimated for Known Changes, $97M was classified as base cost and allocated to multiple contracts. The

remaining $74M was classified as "contingency" in order to process all changes using a consistent methodology of transferring budget from contingency to the appropriate base cost code when a change order is executed. As it was intended for this reserve, the majority of the change orders executed since the BUE draws against this contingency since these were partially defined already. To date, the Current Known Changes balance stands at $41.6M, down from the original amount of $73.9M as shown in Figure 13.

Figure 16. Draft Cost Contingency Drawdown Chart



	Application to FFGA	FFGA	All Utility Contracts Awarded	95% Bid	50% Construction	GW Fdns Complete	75% Construction	100% Construction	Full Revenue Service	FTA RSD
	2Q12	4Q12	1Q14	1Q15	4Q15	1Q17	4Q17	2Q18	1Q19	1Q20
Buffer Zone (Min+5% to +10%)	$644	$590	$424	$315	$263	$175	$122	$86	$32	$0
Minimum Values	$636	$562	$385	$287	$239	$159	$111	$78	$29	$0

3 CONTRACT STATUS

3.1 Procurement Status

Figure 17. Procurement: Design-Build (DB), Design-Build-Operate-Maintain (DBOM) and Manufacture-Install-Maintain (MIM) Contracts

Procurement Tracking Report

Design-Build (DB), Design-Build-Operate-Maintain (DBOM) and Manufacture-Install-Test-Maintain Contracts

Contract #	Contract Name	Sched Ref*	Part 1 Issue RFQ	Part 1 SOQs Due	Part 1 Select BQO	Part 2 Issue RFP	Part 2 Submit Proposals	Part 2 Execute Contract	Issue NTP 1	Issue NTP 1A	Issue NTP 1B	Issue NTP 1C	Issue NTP 2	Issue NTP 3	Issue NTP 4	Contract Completion	Comments
Design-Build Contracts																	
DB-120	West Oahu/Farrington Highway Guideway (WOFH) *[Kiewit Infrastructure West Company (KIWC)]*	CF	*Feb 04 '09*	*Mar 13 '09*	*Mar 21 '09*	*Apr 03 '09*	*Aug 28 '09*	*Nov 11 '09*	*Dec 01 '09*	*Mar 11 '10*	*Mar 23 '10*	*Jun 04 '10*	*Mar 03 '11*	*May 24 '11*	*Feb 06 '12*	*Feb 29 '16*	***NTP1*** : Pre-PE; ***NTP1A*** : Geotech (03/11/10); ***NTP1B*** : Interim Design/Prelim Engrg (03/23/10); ***NTP1C*** : Test Shafts (06/04/10); ***NTP2*** : Utilities; ***NTP3*** : Final Design; ***NTP4A*** : Construction w/o Casting Yd (02/06/12) ***Substan'l Compl'n = February 2016***
		Act	**Feb 04 '09**	**Mar 13 '09**	**Mar 21 '09**	**Apr 03 '09**	**Aug 28 '09**	**Nov 17 '09**	**Dec 01 '09**	**Mar 11 '10**	**Mar 23 '10**	**Jun 04 '10**	**Mar 03 '11**	**May 24 '11**	**Feb 06 '12**		
		B/L	Feb 04 '09	Mar 13 '09	Mar 21 '09	Apr 03 '09	Aug 28 '09	Nov 01 '09	Dec 01 '09	Mar 11 '10	Mar 23 '10	Jun 04 '10	Dec 08 '10	Mar 15 '11	Feb 06 '12	Jan 31 '15	
		Var	-0-	-0-	-0-	-0-	-0-	(16)	-0-	-0-	-0-	-0-	(85)	(70)	-0-	(394)	
DB-200	Maintenance and Storage Facility (MSF) *[Kiewit/Kobayashi Joint Venture (KKJV)]*	CF	*May 29 '09*	*Jul 02 '09*	*Jul 17 '09*	*Jul 24 '09*	*Feb 17 '10*	*Jun 30 '11*	*Jul 25 '11*	-----	-----	-----	*Jan 10 '12*	*Feb 07 '12*	-----	*Nov 30 '15*	***NTP1*** : Prelim Engrg; ***NTP2*** : Final Design; ***NTP3*** : Construction ***Substan'l Compl'n = November 2015***
		Act	**May 29 '09**	**Jul 02 '09**	**Jul 17 '09**	**Jul 24 '09**	**Feb 17 '10**	**Jun 30 '11**	**Jul 25 '11**	-----	-----	-----	**Jan 10 '12**	**Feb 07 '12**	-----		
		B/L	May 29 '09	Jul 02 '09	Jul 17 '09	Jul 24 '09	Feb 17 '10	Jun 30 '11	Mar 05 '11	-----	-----	-----	Sep 03 '11	Feb 07 '12	-----	Jan 05 '15	
		Var	-0-	-0-	-0-	-0-	-0-	-0-	(142)	-----	-----	-----	(129)	-0-	-----	(329)	
DB-320	Kamehameha Guideway (KHG) *[Kiewit Infrastructure West Company (KIWC)]*	CF	*Nov 18 '09*	*Jan 05 '10*	*Feb 15 '10*	*Mar 19 '10*	*Oct 07 '10*	*Jun 30 '11*	*Jul 12 '11*	-----	-----	-----	*Jan 16 '12*	*Feb 07 '12*	-----	*Jul 29 '16*	***NTP1*** : Prelim Engrg; ***NTP2*** : Final Design; ***NTP3A*** : Construction (02/07/12) ***Substan'l Compl'n = July 2016***
		Act	**Nov 18 '09**	**Jan 05 '10**	**Feb 15 '10**	**Mar 19 '10**	**Oct 07 '10**	**Jun 30 '11**	**Jul 12 '11**	-----	-----	-----	**Jan 10 '12**	**Feb 07 '12**	-----		
		B/L	Nov 18 '09	Jan 05 '10	Feb 15 '10	Mar 19 '10	Oct 07 '10	Apr 19 '11	Apr 23 '11	-----	-----	-----	Sep 03 '11	Feb 07 '12	-----	Jul 01 '15	
		Var	-0-	-0-	-0-	-0-	-0-	(72)	(80)	-----	-----	-----	(129)	-0-	-----	(394)	
Design-Bid-Operate-Maintain Contract																	
DBOM-920	Core Systems Contract *[Ansaldo Honolulu JV]*	CF	*Apr 09 '09*	*Jun 05 '09*	*Jul 15 '09*	*Aug 17 '09*	*Jun 07 '10*	*Nov 28 '11*	*Jan 13 '12*	-----			*Jul 15 '12*	*TBD*	-----	*Mar 31 '19*	***NTP1*** : Interface Mgmt & Coord & Adv Design (1/13/12) ***NTP1A*** : Interface Mgmt & Coordination (7/12/12) ***NTP2:*** Procure, Fab & Furnish (7/5/12) ***NTP2B*** : Procure, Fab & Furnish (4/15/13) ***NTP3*** : ***Substan'l Compl'n = March 2019***
		Act	**Apr 09 '09**	**Jun 05 '09**	**Jul 15 '09**	**Aug 17 '09**	**Jun 07 '10**	***Nov 28 '11***	**Jan 13 '12**	**Jul 05 '12**			**Jul 05 '12**		-----		
		B/L	Apr 09 '09	Jun 05 '09	Jul 15 '09	Aug 17 '09	Jun 07 '10	Feb 26 '11	Mar 03 '11	-----			Jun 01 '12	Apr 15 '13	-----	Mar 31 '19	
		Var	-0-	-0-	-0-	-0-	-0-	(275)	(316)	-----	-0-	-0-	(34)	-0-	-----	-0-	
Manufacture-Install-Test-Maintain																	
MI-930	Elevators and Escalators *[Schindler Elevator Corporation]*	CF	*Aug 17 '12*	*Oct 25 '12*	*Nov 08 '12*	*Dec 17 '12*	*Feb 22 '13*	*Jul 26 '13*	*Jul 26 '13*				*Jan 15 '15*	*Mar 15 '16*	-----	*Mar 15 '18*	*NTP1* : Design/Interface Coordination; *NTP2* : Manufacturing; *NTP3* Installation/Testing
		Act	**Aug 20 '12**	**Oct 25 '12**	**Nov 09 '12**	**Dec 18 '12**	**Feb 22 '13**	**Jul 31 '13**	**Aug 02 '13**						-----		
		B/L	Sep 15 '12	Oct 30 '12	Dec 15 '12	Jan 15 '13	Mar 15 '13	Jun 15 '13	Jul 15 '13				Jan 15 '15	Mar 15 '16	-----	Nov 09 '17	
		Var	+26	+5	+36	+28	+21	(41)	(11)	-0-	-0-	-0-	-0-	-0-	-----	(126)	

[Successful Contractor]

* **Schedule Reference:**

CF = *Current Forecast* ***AIS Delay Impacts incorporated into the Current Forecast.***

ACT = **ACTUAL** **Completed** **Achieved this Month**

B/L = Baseline Master Project Schedule

[Note: B/L reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Var = Variance of (Baseline Master Project Schedule) Less *(Current Forecast)*

+Ahead/(Behind)/-0- versus the B/L Master Project Schedule

Notes:

WOFH: NTP4A: Construction w/o Casting Yard 02/06/2012

KHG: NTP3A: Construction 02/07/2012

Baselined (as *reflected in the Master Project Schedule, Revision 4, March 30, 2012)*

Figure 18. Procurement: Final Design (FD) Contracts

Procurement Tracking Report

Final Design Contracts

Contract #	Contract Name	Sched Ref*	Issue RFQ	SOQs Submitted	Select BQO/ Advise BFS	Receive SOW	Receive Price Proposal	Finalize Contract	Issue NTP	Bid Ready	Contract Completion	Comments
Final Design Agreements												
FD-240	Farrington Highway Station Final Design *[HDR Engineering, Inc.]*	*CF* **Act** B/L Var	*Oct 02 '09* **Oct 02 '09** Oct 02 '09 -0-	*Nov 19 '09* **Nov 19 '09** Nov 19 '09 -0-	 -0-	 -0-	*Feb 15 '10* **Feb 15 '10** Feb 15 '10 -0-	*Apr 15 '10* **Apr 15 '10** Apr 15 '10 -0-	*Jan 14 '11* **Jan 14 '11** Jan 14 '11 -0-	*TBD* Feb 15 '13	*Dec 31 '15* May 30 '15 (215)	**NTP 1b: 7/13/2012 - PE Design (A)** **NTP 2: (initial 07/29/2011)(limited work 12/15/2011) - Interim Design (A)** **NTP 2: (final 02/13/2012) - Interim Design (A)** **NTP 3: 01/28/2013 - Final Design (A)**
FD-140	West Oahu Station Group Final Design *[URS Corp.]*	*CF* **Act** B/L Var	*Jan 14 '10* **Jan 14 '10** Jan 14 '10 -0-	 -0-	 -0-	 -0-	*Feb 08 '12* **Feb 08 '12** Feb 11 '11 (362)	*May 29 '12* **Jun 14 '12** May 29 '12 (16)	*Jun 08 '12* **Jun 15 '12** Jun 08 '12 (7)	*Sep 11 '13* Aug 11 '13 (31)	*Jun 30 '16* Oct 30 '15 (244)	**NTP 1a: 06/15/2012 - SoM, Workshop, Design Sch (A)** **NTP 1b: 09/06/2012 - PE Design (A)** **NTP 2: 01/04/2013 - Interim Design (A)** *NTP 3: 06/08/2013 - Final Design (CF)*
FD-340	Kamehameha Highway Station Group Final Design (includes H2/R2 Ramp) *[Anil Verma Assoc, Inc.]*	*CF* **Act** B/L Var	*Jun 28 '11* **Jun 28 '11** Jun 28 '11 -0-	*Aug 04 '11* **Aug 04 '11** Aug 04 '11 -0-	*Sep 28 '11* **Sep 28 '11** Sep 28 '11 -0-	*Oct 19 '11* **Aug 20 '12** Oct 19 '11 (306)	*Mar 02 '12* **Aug 31 '12** Feb 28 '12 (185)	*Nov 12 '12* **Nov 16 '12** Jun 08 '12 (161)	*Nov 26 '12* **Nov 26 '12** Jun 22 '12 (157)	*Dec 20 '13* Nov 15 '13 (35)	*Oct 31 '16* Aug 29 '15 (429)	**NTP 1a: 11/26/2012 - SoM, Workshop, Design Schedule (A)** *NTP 1b: 02/07/2013 - PE Design (CF)* *NTP 2: 04/29/2013 - Interim Design (CF)* *NTP 3: 09/06/2013 - Final Design (CF)*
FD-430	*Utilities* Airport Section Guideway and Utilities Final Design *[AECOM Tech Svcs, Inc.]* *Guideway*	*CF* **Act** B/L Var	*Jan 26 '11* **Jan 26 '11** Jan 26 '11 -0-	*Mar 14 '11* **Mar 14 '11** Mar 14 '11 -0-	*Apr 09 '11* ***Apr 09 '11*** *Apr 09 '11* -0-	*Jun 09 '11* ***Jun 09 '11*** *Jun 09 '11* -0-	*Sep 20 '11* **Sep 20 '11** *Sep 20 '11* +41,327	*Dec 22 '11* **Dec 22 '11** Jul 31 '11 (144)	*Jan 05 '12* **Jan 05 '12** Aug 01 '11 (157)	*Utilities* *Oct 15 '13* Mar 01 '13 (228) *Apr 14 '14* Apr 01 '14 (13) *Guideway*	 *Jun 30 '17* May 01 '18 (305)	 **NTP 1a: 01/05/2012- SoM, Workshop, Design Schedule (A)** **NTP 1b: 02/22/2012 - Updating the PE (A)** **NTP 2: 07/23/2012 - Interim Design (A)** *NTP 3: (Util) 08/07/2013 - Final Design (CF)* *NTP 3: (GW) 08/07/2013 - Final Design (CF)*
FD-530	*Utilities* City Center Section Guideway and Utilities Final Design *[AECOM Tech Svcs, Inc.]* *Guideway*	*CF* **Act** B/L Var	*Dec 16 '11* **Dec 16 '11** Dec 16 '11 -0-	*Feb 09 '12* **Feb 09 '12** Feb 09 '12 -0-	*Apr 04 '12* **Apr 04 '12** Apr 04 '12 -0-	*May 11 '12* **May 14 '12** May 11 '12 -0-	*Jun 05 '12* **Jun 05 '12** Jun 05 '12 -0-	*Aug 01 '12* ***Jul 30 '12*** Jul 18 '12 (12)	*Aug 01 '12* ***Jul 31 '12*** Aug 01 '12 +1	*Utilities* *Feb 01 '14* Aug 15 '13 (170) *Apr 14 '14* Apr 01 '14 (13) *Guideway*	 *Apr 30 '18* May 01 '18 (1)	**NTP 1a: 07/31/2012- SoM, Workshop, Design Schedule (A)** **NTP 1b: 10/26/2012 - Updating the PE (A)** *NTP 2: (Util) 04/14/2013 - Interim Design (CF)* *NTP 2: (GW) 04/14/2013 - Interim Design (CF)* *NTP 3: (Util) 09/21/2013 - Final Design (CF)* *NTP 3: (GW) 12/20/2013 - Final Design (CF)*
FD-440	Airport Station Group Final Design *[AECOM Tech Svcs, Inc.]*	*CF* **Act** B/L Var	*Mar 30 '12* **Mar 30 '12** Mar 30 '12 -0-	*May 10 '12* **May 10 '12** May 10 '12 -0-	*Jun 21 '12* **Jun 14 '12** Jun 21 '12 +7	*Jul 10 '12* **Jul 10 '12** Jul 21 '12 +11	*Aug 14 '12* **Aug 14 '12** Aug 23 '12 +9	*Nov 01 '12* **Nov 07 '12** Oct 12 '12 (26)	*Nov 02 '12* **Nov 14 '12** Oct 26 '12 (19)	*Jan 15 '14* Apr 01 '14 +76	*Jul 15 '17* Jul 29 '17 -0-	**NTP 1a: 11/14/2012 - SoM, Workshop, Design Schedule (A)** **NTP 1b: 01/04/2013 - PE Design (A)** *NTP 2: 05/03/2013 - Interim Design (CF)* *NTP 3: 09/30/2013 - Final Design (CF)*
Re-Pkg FD-550	Dillingham and Kaka'ako Station Groups ("East Side Stations") Final Design ***[Airport Station Group not included]***	*CF* **Act** B/L Var	*Nov 15 '12* **Nov 16 '12** Dec 15 '12 +29	*Dec 18 '12* **Dec 18 '12** Feb 18 '13 +62	*Feb 18 '13* **Feb 18 '13** Apr 24 '13 +65	*Mar 06 '13* **Mar 06 '13** May 31 '13 +86	*Jun 17 '13* **Jun 10 '13** Jun 30 '13 +13	*Aug 15 '13* Aug 29 '13 +14	*Aug 15 '13* Sep 12 '13 +28	*May 01 '15* Jun 15 '15 +45	*Aug 03 '18* Sep 14 '18 +42	Combines two (2) station design contracts: FD-540 and FD-545. Includes the eight (8) stations from Kalihi to Ala Moana Center.
FD-245	Pearl Highlands Parking Structure/ Bus Transit Center Final Design (includes H2/R1 Ramp)	*CF* **Act** B/L Var	*Jul 15 '13* **TBD** Jun 30 '13 (15)	*Aug 29 '13* Aug 14 '13 (15)	*Oct 13 '13* Sep 28 '13 (15)	*Nov 19 '13* Nov 04 '13 (15)	*Dec 19 '13* Dec 04 '13 (15)	*Feb 17 '14* Feb 02 '14 (15)	*Dec 21 '13* Feb 16 '14 +57	*Oct 01 '15* Oct 01 '15 -0-	*Apr 29 '18* Apr 29 '18 -0-	
FD-600	UH West Oahu Park-and-Ride and Ho`opili Station Finishes Final Design	*CF* **Act** B/L Var	*Sep 10 '14* Sep 10 '14 -0-	*Dec 08 '14* Dec 08 '14 -0-	*Jan 14 '15* Jan 14 '15 -0-	*Feb 13 '15* Feb 13 '15 -0-	*Apr 14 '15* Apr 14 '15 -0-	*Apr 27 '15* Apr 27 '15 -0-	*May 12 '15* May 12 '15 -0-	*Jan 15 '16* Jan 15 '16 -0-	*Sep 28 '18* Sep 14 '18 (14)	

[Successful Contractor]

*** Schedule Reference:**

CF = *Current Forecast* ***AIS Delay Impacts incorporated into the Current Forecast.***

ACT = **ACTUAL** **Completed** **Achieved this Month**

B/L = Baseline Master Project Schedule

[Note: B/L reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Variance = Variance of (Baseline Master Project Schedule) Less *(Current Forecast)*

+Ahead/(Behind)/-0- versus the B/L Master Project Schedule

Notes:

All Final Design Consultants are responsible for providing Design Support Services during Bidding and during Construction in accordance with their contracts. Schedule Basis: Contract Completion date reflects final as-built drawing submittals.

Baselined (as *reflected in the Master Project Schedule, Revision 4, March 30, 2012)*

Figure 19. Procurement: Design-Bid-Build (DBB) Contracts

Procurement Tracking Report

Design-Bid-Build (DBB) Contracts

Contract #	Contract Name	Sched Ref*	Bid Ready Dates (Ref.)	Advertise for Bids	Bid Opening	Execute Contract	Issue NTP	Contract Completion	Comments
Design-Bid-Build Contracts									
DBB-505	**Airport Section Utilities Construction**	*CF* **Act** B/L Var	*Oct 15 '13* Mar 01 '13 (228)	*Nov 01 '13* Mar 29 '13 (217)	*Jan 05 '14* May 31 '13 (219)	*Feb 28 '14* Jul 15 '13 (228)	*Mar 05 '14* Aug 01 '13 (216)	*Dec 22 '15* Dec 15 '14 (372)	Airport Utilities Relocation Substantial Completion = *Nov 07 '15*
DBB-510	**City Center Section Utilities Construction**	*CF* **Act** B/L Var	*Feb 01 '14* Aug 15 '13 (170)	*Mar 15 '14* Sep 16 '13 (180)	*May 15 '14* Nov 15 '13 (181)	*Jun 08 '14* Jan 04 '14 (155)	*Jun 15 '14* Jan 18 '14 (148)	*Jun 13 '16* Sep 15 '15 (272)	City Center Utilities Relocation Substantial Completion = *Apr 29 '16*
Re-Pkg DBB-185	**West Oahu/Farrington Hwy/Kamehameha Hwy Station Groups ("West Side Stations") Construction** ***[Airport Station not included]***	*CF* **Act** B/L Var	*Dec 20 '13* Nov 15 '13 (35)	*Jan 15 '14* Dec 16 '13 (30)	*Feb 13 '14* Jan 30 '14 (14)	*Apr 08 '14* Mar 17 '14 (22)	*Apr 15 '14* Mar 31 '14 (15)	*Nov 14 '16* Oct 30 '15 (381)	Substantial Completion = *Sep 30 '16* Combines three (3) station construction contracts: DBB-170, DBB-270 and DBB-370. Includes the nine (9) stations from East Kapolei to Aloha Stadium plus the H2/R2 Ramp.
DBB-470	**Airport Station Group Construction**	*CF* **Act** B/L Var	*Jan 15 '14* Mar 30 '12 (656)	*Oct 01 '14* Dec 16 '13 (289)	*Dec 01 '14* Jan 30 '14 (305)	*Jan 25 '15* Mar 17 '14 (314)	*Feb 01 '15* Mar 31 '14 (307)	*Jun 15 '17* Aug 29 '15 (656)	Substantial Completion = *May 01 '17* Includes the four (4) stations: Pearl Harbor, Airport, Lagoon Drive and Middle Street.
Re-Pkg DBB-580	**Dillingham/Kaka'ako Station Groups ("East Side Stations") Construction**	*CF* **Act** B/L Var	*May 01 '15* Jun 15 '15 +45	*Jul 15 '15* Jan 05 '15 (191)	*Sep 14 '15* Feb 19 '15 (207)	*Nov 08 '15* Apr 05 '15 (217)	*Nov 15 '15* Apr 19 '15 (210)	*Aug 14 '18* Jun 29 '17 (411)	Substantial Completion = *Jun 30 '18* Combines two (2) station construction contracts: DBB-570 and DBB-575. Includes the eight (8) stations from Kalihi to Ala Moana Center.
DBB-520	**Airport and City Center Sections Guideway Construction**	*CF* **Act** B/L Var	*Apr 14 '14* Jan 15 '16 +641	*May 01 '14* May 01 '14 -0-	*Aug 15 '14* Jun 16 '14 (60)	*Oct 09 '14* Jul 31 '14 (70)	*Oct 15 '14* Aug 14 '14 (62)	*Apr 29 '18* Jul 01 '18 +63	Airport GW Subst'l Compl'n = *Jun 30 '17* City Center GW Subst'l Compl'n = *Mar 15 '18*
DBB-275	**Pearl Highlands Parking Structure/ Bus Transit Center Construction** (Includes H2/R1 Ramp)	*CF* **Act** B/L Var	*Oct 01 '15* Oct 01 '15 -0-	*Nov 15 '15* Oct 30 '15 (16)	*Dec 14 '15* Dec 14 '15 -0-	*Jan 28 '16* Jan 28 '16 -0-	*Feb 11 '16* Feb 11 '16 -0-	*Apr 29 '18* Apr 29 '18 -0-	Substantial Completion: *Mar 15 '18*
DBB-600	**UH West Oahu Park-and-Ride and Ho`opili Station Finishes Construction**	*CF* **Act** B/L Var	*Jan 15 '16* Jan 15 '16 -0-	*Mar 15 '16* Feb 15 '16 (29)	*Jun 08 '16* Apr 15 '16 (54)	*Sep 01 '16* May 30 '16 (94)	*Sep 15 '16* Jun 15 '16 (92)	*Aug 14 '18* Aug 15 '18 +1	Substantial Completion: *Jun 30 '18*

[Successful Contractor]

Note: Bid Ready Dates from FD Tracking sheet for Reference.

Note: Contract Completion based on 45 days after Substantial Completion (or, with station groups, the last station in the group).

*** Schedule Reference:**

CF = *Current Forecast* ***AIS Delay Impacts incorporated into the Current Forecast.***

ACT = **ACTUAL** **Completed** **Achieved this Month**

B/L = Baseline Master Project Schedule

[Note: B/L reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Variance = Variance of (Baseline Master Project Schedule) Less *(Current Forecast)*

+Ahead/(Behind)/-0- versus the B/L Master Project Schedule

Baselined (as *reflected in the Master Project Schedule, Revision 4, March 30, 2012)*

Figure 20. Procurement: Construction Engineering and Inspection Services (CE&I) Contracts

Procurement Tracking Report

Construction Engineering and Inspection (CE&I) Services Contracts

Contract #	Contract Name	Sched Ref*	Advertise RFQ	SOQs Submitted	Select BQO/ Advise BFS	Receive SOW	Receive Price Proposal	Finalize Contract	Issue NTP	Constr Advertise for Bids (Ref.)	Contract Completion	Comments
Construction Engineering & Inspection Agreements												
MM-500	**Airport & City Center Section Utilities CE&I Services**	*CF*	*Dec 13 '12*	*Jan 30 '13*	*Mar 28 '13*	*Jun 04 '13*	*Jul 26 '13*	*Sep 24 '13*	*Oct 01 '13*	*Nov 01 '13*	*Jun 13 '16*	**Canceled as of May 28 '13**
		Act	**Dec 21 '12**	**Jan 30 '13**	**Mar 20 '13**							
		B/L	Jul 20 '12	Aug 20 '12	Sep 10 '12	Oct 09 '12	Nov 08 '12	Dec 13 '12	Dec 28 '12	Sep 16 '13	Oct 30 '15	
		Var	(154)	(163)	(199)	(238)	(260)	(285)	(277)	(46)	(227)	
Re-Pkg MM-280	**West Oahu, Farrington Highway and Kamehameha Highway Station Groups ("West Side Stations") CE&I Services** (includes H2/R2 Ramp)	*CF*	*Jan 22 '13*	*Mar 14 '13*	*May 14 '13*	*Jul 23 '13*	*Sep 17 '13*	*Nov 21 '13*	*Dec 02 '13*	*Jan 15 '14*	*Jun 15 '17*	**Canceled as of May 28 '13**
		Act	**Jan 23 '13**	**Mar 14 '13**								
		B/L	Feb 13 '13	Mar 15 '13	Apr 16 '13	May 16 '13	Feb 22 '13	Aug 16 '13	Sep 16 '13	Dec 16 '13	Aug 29 '15	
		Var	+21	+1	(28)	(68)	(207)	(97)	(77)	(30)	(656)	
MM-525	**Airport and City Center Sections Guideway CE&I Services**	*CF*	*Jul 05 '13*	*Aug 19 '13*	*Oct 02 '13*	*Nov 01 '13*	*Dec 02 '13*	*Jan 31 '14*	*Apr 01 '14*	*May 01 '14*	*Jun 13 '18*	
		Act										
		B/L	Jul 19 '13	Sep 02 '13	Oct 16 '13	Nov 15 '13	Dec 16 '13	Feb 14 '14	Mar 17 '14	May 01 '14	Aug 15 '18	
		Var	+14	+14	+14	+14	+14	+14	(15)	-0-	+63	
Re-Pkg MM-590	**Airport, Dillingham and Kaka`ako Station Groups ("East Side Stations") CE&I Services**	*CF*	*Feb 05 '14*	*Mar 08 '14*	*Apr 05 '14*	*May 04 '14*	*Jun 03 '14*	*Aug 02 '14*	*Sep 01 '14*	*Oct 01 '14*	*Aug 14 '18*	NTP is based on the schedule for the Airport Station Group Construction contract (DBB-470).
		Act										
		B/L	May 23 '14	Jun 23 '14	Jul 21 '14	Aug 19 '14	Sep 18 '14	Nov 17 '14	Dec 17 '14	Jan 05 '15	Jul 30 '18	
		Var	+107	+107	+107	+107	+107	+107	+107	+96	(15)	
MM-385	**Pearl Highlands Parking Structure/ Bus Transit Center CE&I Services** (includes H2/R1 Ramp)	*CF*	*Mar 20 '15*	*Apr 17 '15*	*May 18 '15*	*Jun 16 '15*	*Jul 17 '15*	*Sep 15 '15*	*Oct 16 '15*	*Nov 15 '15*	*Apr 29 '18*	
		Act										
		B/L	Jan 05 '15	Feb 02 '15	Mar 05 '15	Apr 03 '15	May 04 '15	Jul 03 '15	Aug 03 '15	Oct 30 '15	Apr 29 '18	
		Var	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(16)	-0-	
MM-600	**UH West Oahu Park-and-Ride and Ho`opili Station Finishes CE&I Services**	*CF*	*Aug 01 '15*	*Aug 31 '15*	*Oct 01 '15*	*Oct 31 '15*	*Nov 30 '15*	*Jan 15 '16*	*Feb 14 '16*	*Mar 15 '16*	*Sep 29 '18*	
		Act										
		B/L	Oct 21 '15	Nov 20 '15	Dec 21 '15	Jan 20 '16	Feb 19 '16	Apr 05 '16	May 05 '16	Feb 15 '16	Aug 15 '18	
		Var	+81	+81	+81	+81	+81	+81	+81	(29)	(45)	

[Successful Contractor]

Note: Constr Adv for Bids for Reference.

Schedule Basis: NTP to CE&I Contracts one (1) month prior to Advertise for Construction Bids; Contract completion is three (3) months after Substantial Completion for contract closeout.

*** Schedule Reference:**

CF = *Current Forecast* ***AIS Delay Impacts incorporated into the Current Forecast.***

ACT = **ACTUAL** **Completed** **Achieved this Month**

B/L = Baseline Master Project Schedule

[Note: B/L reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Variance = Variance of (Baseline Master Project Schedule) Less *(Current Forecast)*

+Ahead/(Behind)/-0- versus the B/L Master Project Schedule

Baselined (as *reflected in the Master Project Schedule, Revision 4, March 30, 2012)*

Figure 21. Procurement: Project Management and Specialty Consultant Services Contracts

Procurement Tracking Report

Project Management and Specialty Consultant Services Contracts

CPP Contract #	Contract Name	Sched Ref*	Issue RFQ	SOQs Submitted	Select BQO/ Advise BFS	Receive SOW	Receive Price Proposal	Finalize Contract	Issue NTP	Contract Completion	Comments
MM-900	Program Management Support Consultant - 1 *(PMSC-1)* *[InfraConsult LLC]*	*CF*	*Jul 15 '09*	*Sep 01 '09*					*Nov 19 '09*	*Feb 28 '13*	
		Act	**Jul 15 '09**	**Sep 01 '09**					**Nov 19 '09**	**Feb 28 '12**	
		B/L	Jul 15 '09	Sep 01 '09					Nov 19 '09	Feb 28 '12	
		Var	-0-	-0-		-0-	-0-	-0-	-0-	(366)	
MM-901	*Program Management Support Consultant - 2* *(PMSC-2)* *[InfraConsult LLC]*	*CF*	*Aug 03 '11*	*Sep 02 '09*				*Feb 28 '12*	*Mar 08 '12*	*Feb 28 '15*	
		Act	**Aug 03 '11**	**Sep 02 '09**				**Feb 28 '12**	**Mar 08 '12**		
		B/L	Aug 03 '11	Sep 02 '09				Feb 23 '12	Feb 23 '12	Feb 28 '15	
		Var	-0-	-0-	-0-	-0-	-0-	(5)	(14)	-0-	
MM-905	General Engineering Consultant I (GEC-1) (EIS/Preliminary Engrg) *[Parsons Brinckerhoff]*	*CF*	*Jun 01 '07*	*Aug 24 '07*					*Oct 25 '09*	*Feb 28 '13*	
		Act	**Jun 01 '07**	**Aug 24 '07**					**Oct 25 '09**	**Feb 28 '12**	
		B/L	Jun 01 '07	Aug 24 '07					Oct 25 '09	Mar 25 '12	
		Var	-0-	-0-	-0-	-0-	-0-	-0-	-0-	(340)	
MM-910	General Engineering Consultant II (GEC-2) (Final Design and Construction) *[Parsons Brinckerhoff, Inc.]*	*CF*	*Sep 03 '09*	*Nov 15 '09*				*Jun 30 '11*	*Aug 02 '11*	*Aug 01 '14*	
		Act	**Sep 03 '09**	**Nov 15 '09**				**Jun 30 '11**	**Aug 02 '11**		
		B/L	Sep 03 '09	Nov 15 '09				Jun 30 '11	Aug 02 '11	Aug 01 '14	
		Var	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	
MM-913	General Engineering Consultant Re-compete	*CF*	*Jul 26 '13*					*Oct 04 '13*	*Oct 31 '13*	*Mar 30 '19*	
		Act	**Jul 26 '13**								
		B/L	Jul 26 '13					Oct 04 '13	Oct 31 '13	Mar 30 '19	
		Var	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-	
MM-935	Real Estate Consultant *[Paragon Partners, Ltd.]*	*CF*	*Apr 01 '11*				*Sep 08 '11*	*Mar 14 '12*	*Mar 14 '12*	*Mar 13 '17*	
		Act	**Apr 01 '11**				**Sep 08 '11**	**Mar 14 '12**	**Mar 14 '12**		
		B/L	Apr 01 '11				Sep 08 '11	Mar 15 '12	Mar 15 '12	Mar 13 '17	
		Var	-0-				-0-	+1	+1	-0-	
MM-940	Kako'o Consultant *[Pacific Legacy, Inc.]*	*CF*	*May 20 '11*	*Jun 20 '11*			*Sep 09 '11*	*Mar 29 '12*	*Mar 29 '12*	*Feb 14 '17*	
		Act	**May 20 '11**	**Jun 20 '11**			**Sep 09 '11**	**Mar 29 '12**	**Mar 30 '12**		
		B/L	May 20 '11				Sep 09 '11	Mar 15 '12	Mar 15 '12	Feb 14 '17	
		Var	-0-	-0-	-0-	-0-	-0-	(14)	(14)	-0-	
MM-950	Owner Controlled Insurance Program (OCIP) Consultant *[Marsh USA, Inc.]*	*CF*	*Jan 31 '12*				*Mar 01 '12*	*May 10 '12*	*May 10 '12*	*May 09 '17*	5-year Consultant Services contract to assist in procurement of insurance coverage and administer insurance and risk management services for the HRTP.
		Act	**Jan 31 '12**				**Mar 01 '12**	**May 10 '12**	**Jun 05 '12**		
		B/L	Jan 31 '12				Mar 01 '12	May 18 '12	Apr 28 '12	Dec 01 '19	
		Var	-0-	-0-	-0-	-0-	-0-	+8	(38)	----	
MM-951	Owner Controlled Insurance Program (OCIP) Brokerage Services	*CF*	*Jun 04 '13*				*Jul 05 '13*	*Aug 30 '13*	*Aug 30 '13*	*Jul 31 '14*	
		Act	**Jun 04 '13**				**Jul 05 '13**				
		B/L	Jun 04 '13				Jul 01 '13	Aug 10 '13	Sep 01 '13	Jul 31 '14	
		Var	-0-	-0-	-0-	-0-	(4)	(20)	-0-	----	
MM-960	Archeological & Cultural Monitoring	*CF*	*Aug 20 '13*				*Sep 19 '13*	*Sep 26 '13*	*Oct 13 '13*	*May 30 '18*	
		Act									
		B/L	Aug 20 '13				Sep 19 '13	Sep 26 '13	Oct 13 '13	May 30 '18	
		Var						-0-	-0-	-0-	
MM-975	LEED Commissioning Services for the Maintenance and Storage Facility (MSF) *[Enovity, Inc.]*	*CF*						*Oct 06 '10*	*Oct 07 '10*	*Jan 14 '16*	
		Act						**Oct 06 '10**	**Oct 07 '10**		
		B/L						Oct 07 '10	Oct 07 '10	Jan 14 '16	
		Var						+1	-0-	-0-	

B/L = Baseline Master Project Schedule
[Note: B/L reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Variance = Variance of (Baseline Master Project Schedule) Less *(Current Forecast)*
+Ahead/(Behind)/-0- versus the B/L Master Project Schedule

Baselined (as *reflected in the Master Project Schedule, Revision 4, March 30, 2012)*

Figure 22. Procurement: HDOT Consultant Services and Other Contracts

Procurement Tracking Report

Hawaii Department of Transportation (HDOT) Consultant Services Contracts and Other Contracts

CPP Contract #	Contract Name	Sched Ref*	Issue RFQ	SOQs Submitted	Select BQO/ Advise BFS	Receive SOW	Receive Price Proposal	Finalize Contract	Issue NTP	Contract Completion	Comments
HDOT Agreements											
MM-915	**HDOT Traffic Management Coordination Consultant** ***[ICX Transportation Group]***	*CF*	*Aug 15 '11*					*Jun 01 '12*	*Jul 01 '12*	*Jul 01 '17*	Scope of services is for the entire alignment. Contract length = 60 months.
		Act	**Aug 15 '11**					**Jun 05 '12**	**Jun 12 '12**		
		B/L	Mar 04 '11					Jun 01 '12	Jul 01 '12	Feb 15 '19	
		Var	(164)	-0-	-0-	-0-	-0-	(4)	+19	+594	
MM-920	**HDOT Design Coordination Consultant - West Oahu/Farrington Highway Guideway Section** ***[AECOM Tech Svcs, Inc.]***	*CF*						*Jun 07 '11*	*Jun 08 '11*	*Jun 15 '18*	
		Act						**Jun 07 '11**	**Jun 08 '11**		
		B/L						Jun 07 '11	Jun 08 '11	Jun 15 '18	
		Var						-0-	-0-	-0-	
MM-921	**HDOT Design Coordination Consultant - Kamehameha Highway Guideway Section** ***[AECOM Tech Svcs, Inc.]***	*CF*						*Jun 01 '12*	*Jul 01 '12*	*Jul 15 '15*	
		Act						**Jun 05 '12**	**Jun 29 '12**		
		B/L						Apr 01 '12	*Jul 01 '12*	Jul 15 '15	
		Var						(61)	(2)	-0-	
MM-922	**HDOT Design Coordination Consultant - Airport and City Center Guideway Sections** ***[SSFM International]***	*CF*						*Jan 16 '14*	*Jan 30 '14*	*Jun 15 '18*	The scope of services for City Center, previously packaged as a separate contract (MM-923), is now included as part of this contract, the option executed on Nov 01 '12. MM-923 has been deleted.
		Act						**Jun 08 '12**	**Jun 12 '12**		
		B/L						Jan 16 '14	Jan 30 '14	Jun 15 '18	
		Var						+587	+597	-0-	
Other Agreements											
MM-945	**On-Call Construction Contractor(s)**	*CF*	*TBD*	*TBD*	*TBD*	*TBD*	*TBD*	*TBD*	*TBD*	*TBD*	
		Act									
		B/L	Mar 15 '13	Apr 14 '13	Apr 29 '13	May 29 '13	Jun 28 '13	Jul 28 '13	Aug 27 '13	Mar 03 '19	
		Var									
MM-946	**On-Call HazMat Contractor** ***[CH2M Hill + HazMat Contractor]***	*CF*						*Jun 15 '12*	*Sep 07 '12*	*Feb 15 '17*	
		Act						**Aug 23 '12**	**Sep 07 '12**		
		B/L						Jun 15 '12	Jun 30 '12	Feb 15 '17	
		Var						-0-	(69)	-0-	

[Successful Contractor]

*** Schedule Reference:**

CF = *Current Forecast*

ACT = **ACTUAL** **Completed** **Achieved this Month**

B/L = Baseline Master Project Schedule

[Note: B/L reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Variance = Variance of (Baseline Master Project Schedule) Less *(Current Forecast)*

+Ahead/(Behind)/-0- versus the B/L Master Project Schedule

Baselined (as *reflected in the Master Project Schedule, Revision 4, March 30, 2012)*

3.2 Design-Build (DB) Contract Status

Contract DB-120: West O'ahu/Farrington Highway Guideway (WOFH)

DB Contractor: Kiewit Infrastructure West Company (KIWC)

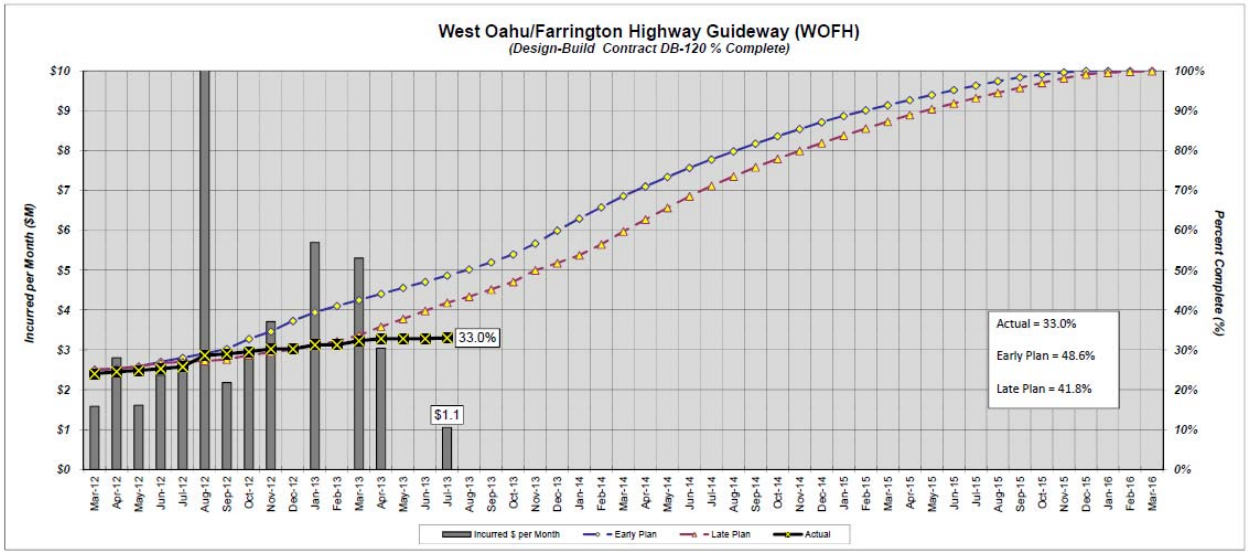
Committed:[1]	$538,917,377		Incurred to date:	$177,563,494
Authorized:[2]	$317,151,443	(58.8%)	Substantial Completion:	February 2016

[1] Commitment as of July 26 = Contract value (not including contingency) + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 is 33.0%, versus the early plan of 48.6% and the late plan of 41.8%, as shown in Figure 23 below. $1.1M was incurred for the period of July. Design is 96% complete, based on Schedule of Milestones completion, and continues through the partial suspension of construction. KIWC has been requested to submit a revised schedule based on an anticipated restart of construction in September 2013.

Figure 23. West O'ahu/Farrington Highway Guideway (WOFH) Construction



- **Activities this month**
  - KIWC continues to maintain and secure the project site including laydown yards during the construction suspension. In addition, KIWC continued maintenance activities along Farrington Highway as part of the Joint Use and Occupancy agreement with HDOT.
  - Work is proceeding on Geotechnical Borings and Potholing for utilities in Farrington Highway.
  - Column formwork was transported from Pasha Storage site to the project site and reassembly commenced for planned construction restart in September.
  - Stage 1 Intelligent Transportation Systems (ITS) work started.
  - Access to the Lee property was provided on July 1, 2013 and the site survey was completed for the four foundation shaft locations for Pier 255. KIWC is developing site access plans for the geotechnical investigation work.
  - A total of 417 contract submittals have been received (2 currently under review).
  - KIWC has completed 66 of 129 or 51% of the anticipated final design submittals.
  - HART has received 229 Requests for Information (RFIs) from the contractor (3 voided and none are open).
  - HART and KIWC attending weekly readiness meetings to discuss the remobilization of staff and equipment in preparation of the restart of construction in September.
  - HART issued a letter to KIWC providing notice of the anticipated restart of construction in September 2013.

- HART working with KIWC on permit re-applications to allow restart of construction in September 2013.
- HART working with KIWC in the development of issues list and the determination of critical claims that require immediate resolution.

- **Look Ahead**
  - Restart of construction.
  - Geotechnical testing at the Lee Property.
  - Site assessment and completion of demolition plan at the 'Banana Patch' properties.
  - Continue interface and final design activities.
  - KIWC to form and pour concrete bearing plinths on existing columns in Work Area 1 (WA1) when Partial Suspension is lifted.
  - Stage 1 Intelligent Transportation System (ITS) work to be completed.
  - Resolution of delay claims.

Contract DB-200: Maintenance and Storage Facility (MSF)

DB Contractor: Kiewit/Kobayashi Joint Venture (KKJV)

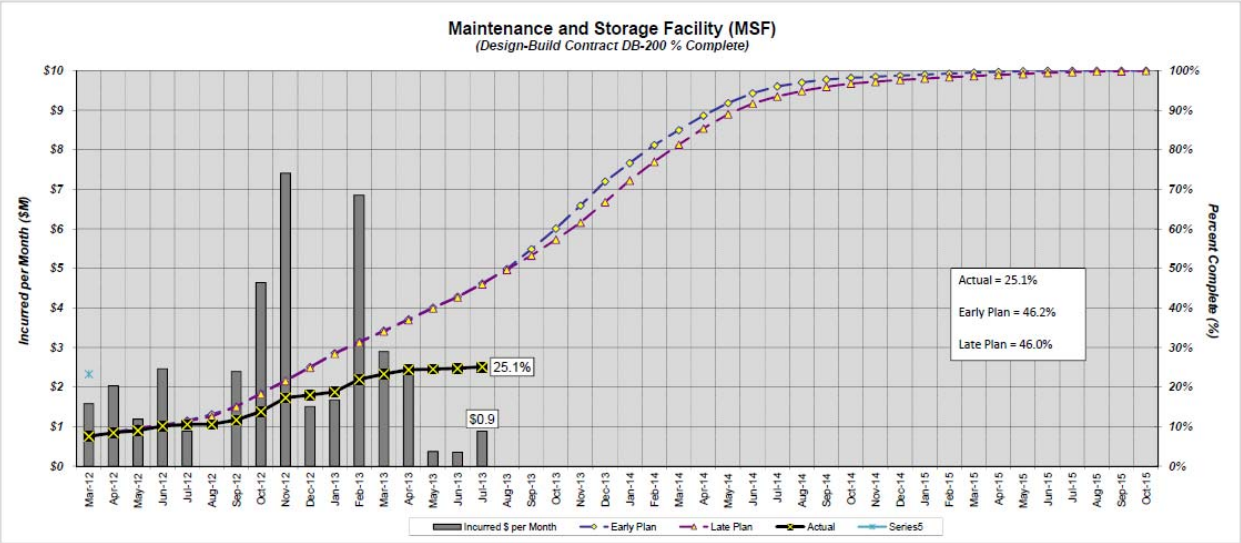
Committed:[1]	$220,165,743		Incurred to date:	$54,08,554
Authorized:[2]	$153,196,477	(69.6%)	Substantial Completion:	November 2015

[1] Commitment as of July 26 = Contract value (not including contingency) + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- Contract Progress

Actual progress as of July 26 is 25.1%, versus the early plan of 46.2% and the late plan of 46.0%, as shown in Figure 24 below. In July, $0.9M was incurred. Design is 98% complete, based on Schedule of Milestones completion, and is continuing through the partial suspension of construction. KKJV has been requested to submit a revised schedule based on an anticipated restart of construction in September 2013.

Figure 24. Maintenance and Storage Facility (MSF) Construction



- **Activities this month**
  - KKJV continued to maintain and secure the project site during the construction suspension, including monitoring Best Management Practice (BMP) measures for permit compliance.
  - KKJV continued working with the Core Systems Contractor to resolve design interface issues.
  - HART issued a letter to KKJV providing notice of the official restart of construction in September 2013.
  - HART working with KKJV on the permit re-applications to allow restart of construction in September 2013.
  - HART and KKJV attending weekly readiness meetings to discuss the remobilization of staff and equipment in preparation for the restart of construction on September 16, 2013.
  - No additional shipments of materials have occurred this period.
  - HART working with KKJV in the development of issues list and the determination of critical claims that require immediate resolution.
  - HART working with KKJV and HNTB on the commencement of the design for the yard reconfiguration work.
  - A total of 125 total contract submittals have been received (9 under review).
  - KKJV has completed 5 of 9 or 56% of the anticipated final design submittals.
  - HART has received 143 Requests for Information (RFIs) from the contractor (2 open).

- **Look Ahead**
  - Restart of construction in September 2013.
  - Continue interface and final design activities.

Contract DB-320: Kamehameha Highway Guideway (KHG)

DB Contractor: Kiewit Infrastructure West Company (KIWC)

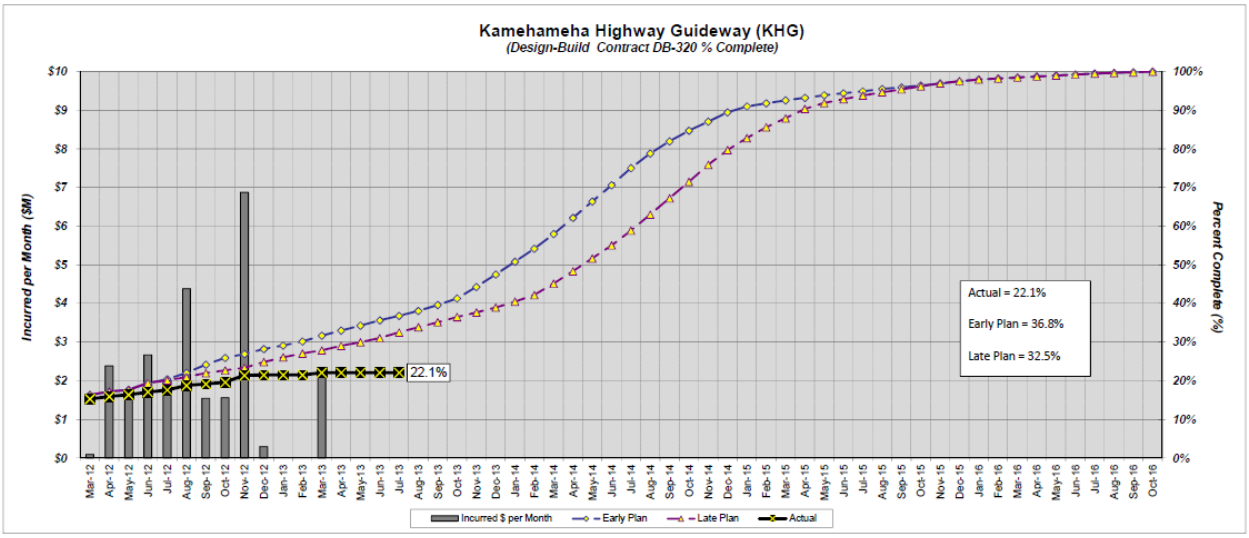
Committed:[1]	$376,365,981		Incurred to date:	$82,711,937
Authorized:[2]	$166,382,062	(44.2%)	Substantial Completion:	June 2016

[1] Commitment as of July 26 = Contract value (not including contingency) + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 is 22.1%, versus an early plan of 36.8% and a late plan of 32.5%, as shown in Figure 25 below. Design is 94% complete, based on Schedule of Milestones completion, and is continuing through the partial suspension of construction. KIWC has been requested to submit a revised schedule based on an anticipated restart of construction in September 2013.

Figure 25. Kamehameha Highway Guideway (KHG) Construction



- **Activities this month**
  - KIWC continues to maintain and secure the project site including laydown yards during the construction suspension.
  - HART issued a letter to KKJV providing notice of the official restart of construction in September 2013.
  - HART working with KIWC on the permit re-applications to allow restart of construction on September 16, 2013
  - HART and KIWC attending weekly readiness meetings to discuss the remobilization of staff and equipment in preparation for the restart of construction on September 16, 2013.
  - HART working with KIWC in the development of issues list and determination of critical claims that require immediate resolution
  - A total of 168 contract submittals have been received (3 under review).
  - KIWC has completed 8 (21%) of 39 final design submittals.
  - HART has received 81 Requests for Information (RFIs) from the contractor (0 open).
  - KIWC continued potholing for utilities and staked points of interest on the Cutter Dodge property to support HART's discussions with the property owner.

- **Look Ahead**
  - Continue working with KIWC to mitigate impacts of the partial suspension of construction activities.
  - Restart of construction in September 2013.
  - Continue interface and design activities.

3.3 Design-Build-Operate-Maintain (DBOM) Contract Status

Contract DBOM-920: Core Systems Contract (CSC)

DBOM Contractor: Ansaldo Honolulu Joint Venture (AHJV)

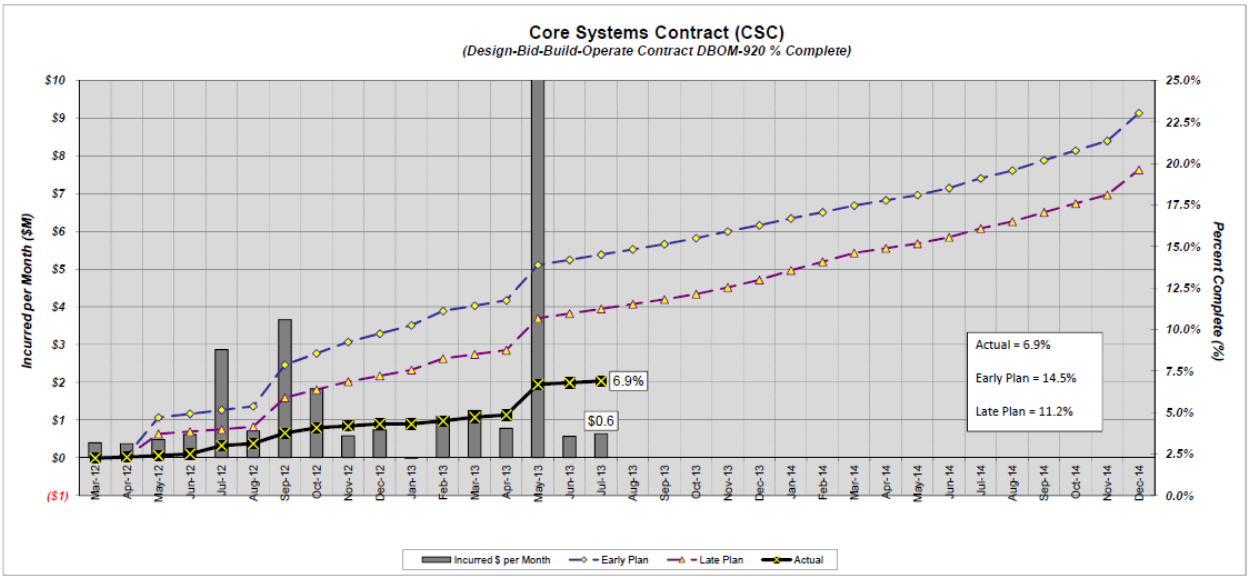
Committed:[1]	$575,590,289	Incurred to date:	$39,602,956
Authorized:[2]	$487,070,938 (84.6%)	Start-up Completion:	March 2019

[1] Commitment as of July 26 = Contract value (excluding contingency and $823.6 M O&M budget) + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 is 6.9%, versus the early plan of 14.5% and the late plan of 11.2%, as shown in Figure 26 below. In July, $0.6M was incurred. Design is 22% complete. Financial progress is lagging actual design progress because milestones associated with design package documentation is incomplete and payment is not allowed. AHJV has been requested to submit a revised schedule with interface milestones based on an anticipated restart of construction for fixed facility contractors in September 2013.

Figure 26. Core Systems Contract (CSC)



- **Activities this month**
  - AHJV continues to participate in Interface meetings, to issue/respond to Requests for Interface Data (RFIDs) and to coordinate fixed facility contractor interfaces. HART has initiated detailed interface partnering meetings jointly with AHJV and Kiewit to help expedite closure of interface issues.
  - HART reviewed AHJV design submittals for all systems and is conducting follow up meetings to resolve comments.
  - Interim Design submittals have commenced particularly for Traction Electrification System, Train Control, Communications, and MOW Vehicles.
  - HART is coordinating with AHJV to finalize selection and cost for adding station platform screen gates.
  - Further reviewed four-car trains cost proposals.
  - Conducted workshop to close out system performance open items.

- **Look Ahead**
  - Resolve interface issues with fixed facility contractors, particularly MSF and WOFH/KHG as the restart of construction approaches through the interface partnering meetings.
  - Conclude submitted design review activities.

- HART to finalize negotiations for AHJV to provide Platform Screen Gates.
- Finalize documentation to recommend implementation of four-car trains.

3.4 Final Design (FD) Contract Status

3.4.1 Station DBB Contracts Status (Executed and In Negotiation)

Contract FD-140: West O'ahu Station Group Construction (WOSG) Final Design

Contractor: URS, Final Design Consultant (Engineer of Record)

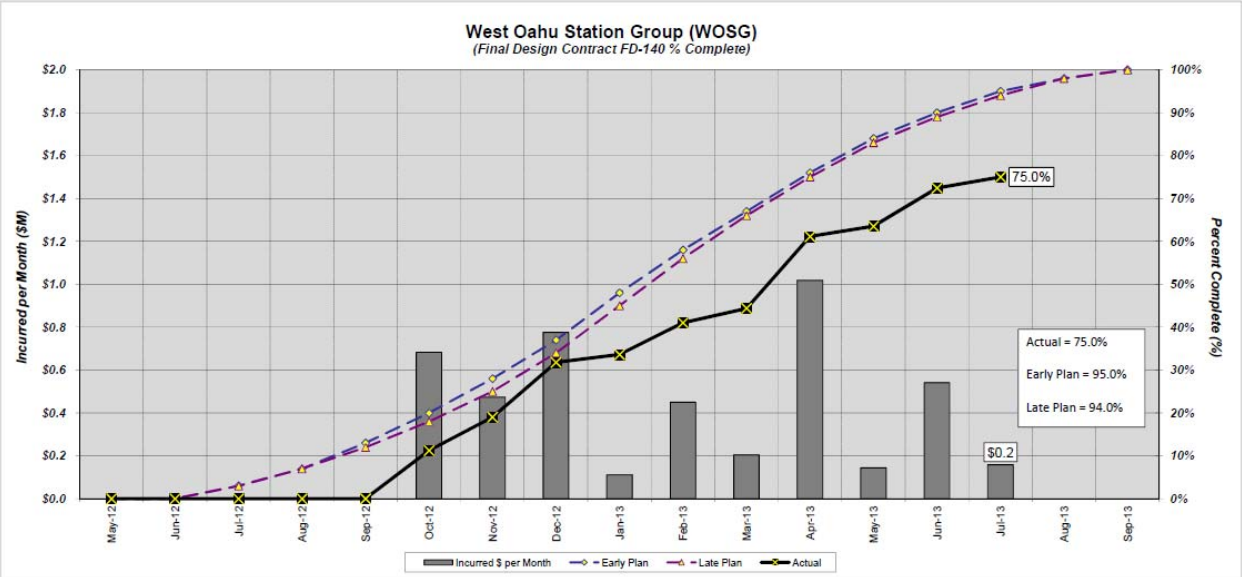
Committed:[1]	$7,789,000		Incurred to date:	$4,557,103
Authorized:[2]	$5,575,579	(71.6%)	Construction Docs Bid-Ready:	December 2013

[1] Total Commitment as of July 26 = Contract value (not including contingency) with Design Allowance + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 is 75.0%, versus the early plan of 95% and late plan of 94%, as shown in Figure 27 below. In June, $0.2M was incurred. Design is 70% complete.

Figure 27. West O'ahu Station Group (WOSG) Final Design



- **Activities this month**
  - Continued final design development.
  - Coordination with Ho'opili Station development.
  - Continued to hold weekly progress and interface meetings.
- **Look Ahead**
  - Finalize request for change on interim park-n-ride design, and Ho'opili Station design.
  - Start development of standard platform canopy design.

Contract FD-240: Farrington Highway Station Group (FHSG) Final Design

Contractor: HDR Engineering, Inc., Final Design Consultant (Engineer of Record)

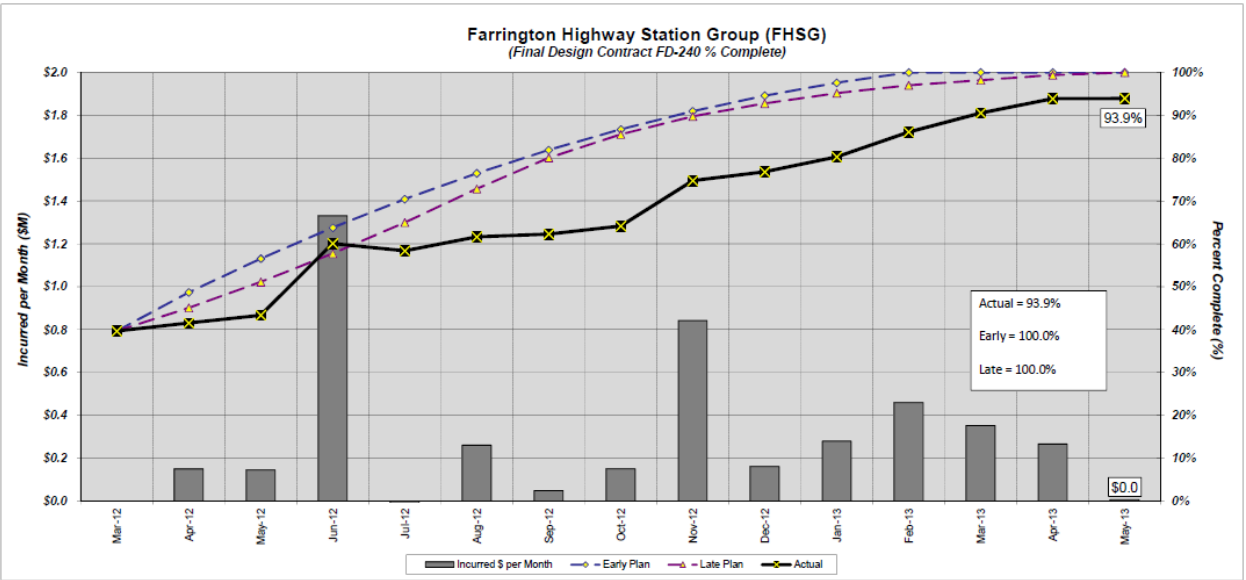
Committed:[1]	$8,008,045		Incurred to date:	$7,939,102
Authorized:[2]	$7,711,060	(96.3%)	Construction Documents Bid-Ready:	December 2013

[1] Commitment as of July 26 = Contract value (not including contingency) with Design Allowance + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 is 93.9%, versus the early and late plan of 100%, as shown in Figure 28 below. Design is 99% complete.

Figure 28. Farrington Highway Station Group (FHSG) Final Design



- **Activities this month**
  - Wrap up contract compliance issues with the Final Designer.
  - Finalize amendment for all outstanding changes.

- **Look Ahead**
  - Close out design contract work.

Contract FD-340: Kamehameha Highway Station Group (KHSG) Final Design

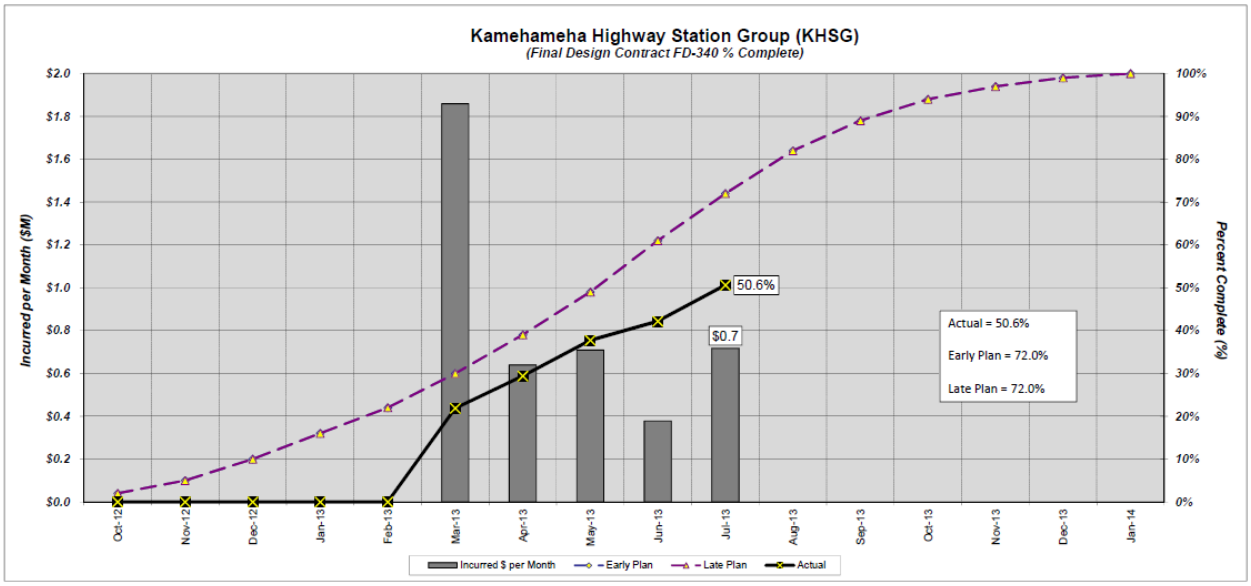
Contractor: Anil Verma Associates, Inc., Final Design Consultant (Engineer of Record)

Committed:[1]	$8,702,592		Incurred to date:	$4,300,972
Authorized:[2]	$5,884,751	(67.6%)	Construction Documents Bid-Ready:	December 2013

[1] Commitment as of July 26 = Contract value (not including contingency) with Design Allowance + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

Actual progress as of July 26 is 50.6%, versus the early and late plan of 72%, as shown in Figure 29 below. In July, $0.7M was incurred. Design is 50% complete.

Figure 29. Kamehameha Highway Station Group (KHSG) Final Design



- **Activities this month**
  - Continued interim design development.
  - Continued to hold weekly progress and interface meetings.
- **Look Ahead**
  - Finalize interim design.
  - Issue NTP 3 – final design

Contract FD-430 Airport Section Guideway and Utilities Final Design

Contractor: AECOM Technical Services, Inc., Final Design Consultant (Engineer of Record)

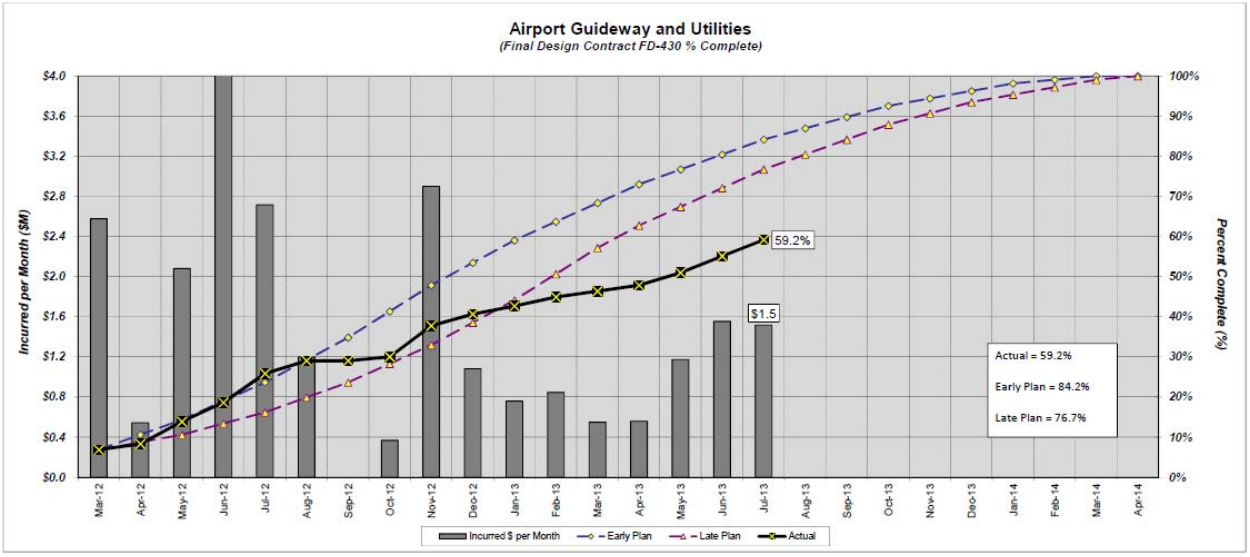
Committed:[1]	$39,580,074		Incurred to date:	$22,208,626
Authorized:[2]	$31,805,905	(80.4%)	Construction Documents Bid-Ready:	
			Utilities	October 2013
			Guideway	April 2014

[1] Commitment as of July 26 = Contract value (not including contingency) with Design Allowance + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 was 59.2%, versus the early plan of 84.2% and the late plan of 76.7%, as shown in Figure 30 below. In July, $1.5M was incurred. Design is 65% complete.

Figure 30. Airport Guideway and Utilities Final Design



- **Activities this month**
  - HART and AECOM continued coordination with HDOT (Highway and Airport Divisions), utility companies and other stakeholders.
  - Continued interim design development for utility package and guideway packages.
  - Continued weekly progress/design and interface meetings.
  - AECOM continued geotechnical testing.

- **Look Ahead**
  - Finalize interim design utility package.
  - Continue interim design on the guideway package
  - Continue geotechnical testing and pot holing.

Contract FD-440: Airport Station Group (ASG) Final Design

Contractor: AECOM Technical Services, Inc., Final Design Consultant (Engineer of Record)

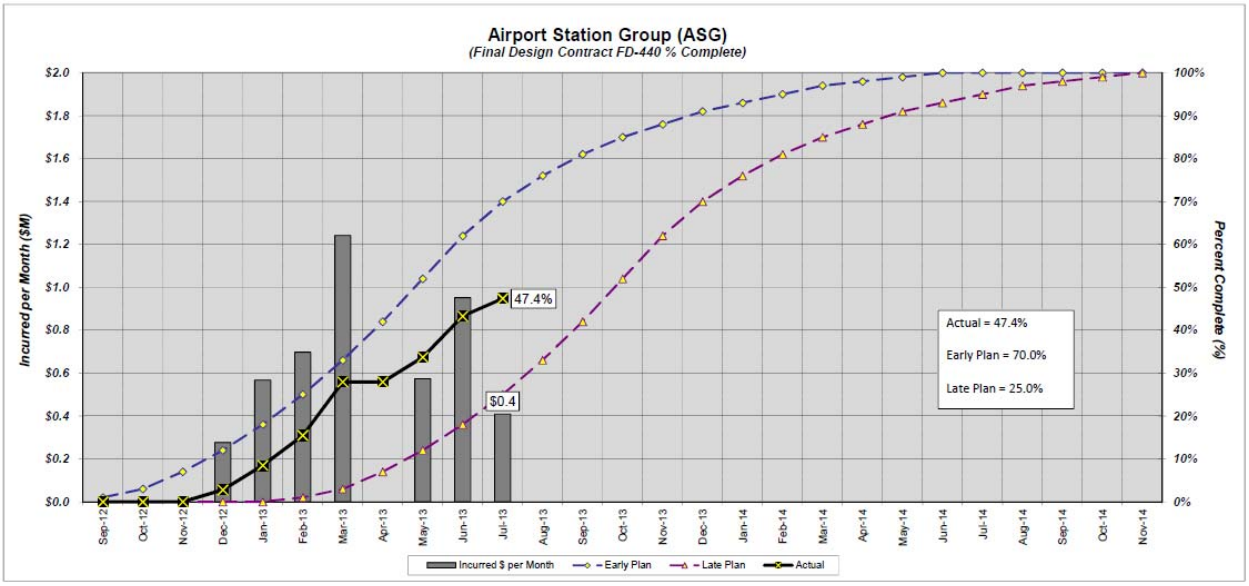
Committed:[1]	$10,177,365		Incurred to date:	$4,714,577
Authorized:[2]	$6,504,666	(63.9%)	Construction Documents Bid-Ready:	January 2014

[1] Commitment as of July 26 = Contract value (not including contingency) with Design Allowance + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Progress**

Actual progress as of July 26 is 47.4%, versus the early plan of 70% and the late plan of 25%, as shown in Figure 31 below. In July, $0.4M was incurred. Design is 50% complete.

Figure 31. Airport Station Group (ASG) Final Design



- **Activities this month**
  - Continued to hold weekly progress and interface meetings.
  - Continue interim design development.
- **Look Ahead**
  - Continue interim design development.
  - Resolve Navy comments on station.

Contract FD-530: City Center Section Guideway and Utilities Final Design

Contractor: AECOM Technical Services, Inc., Final Design Consultant (Engineer of Record)

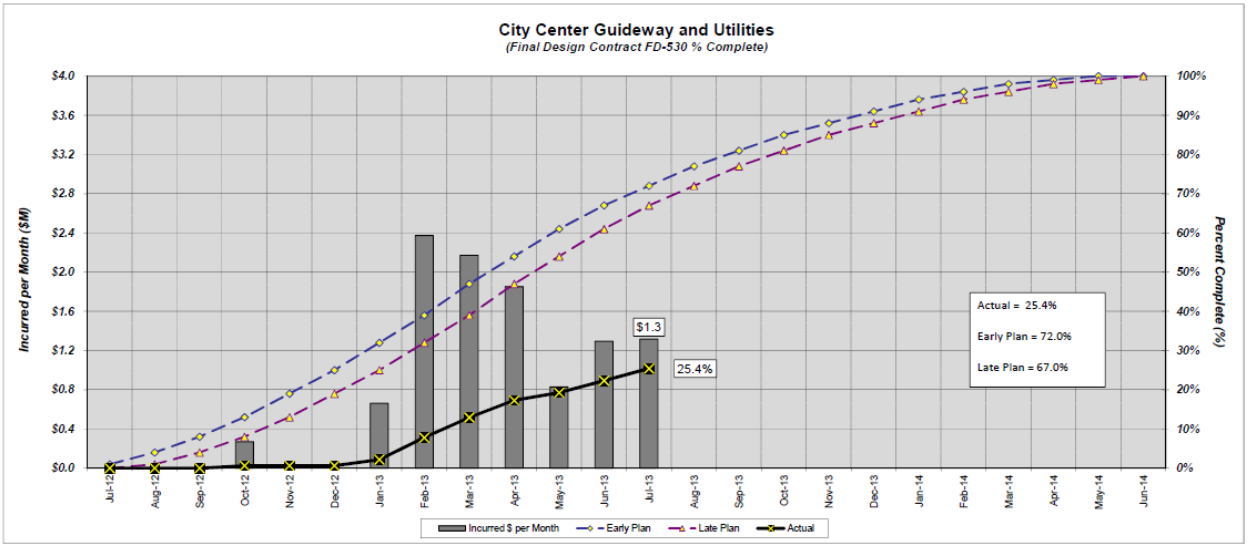
Committed:[1]	$43,948,220			Incurred:	$10,766,535
Authorized:[2]	$34,629,648	(78.8%)	Construction Documents Bid-Ready:		
				Utilities	August 2013
				Guideway	April 2014

[1] Commitment as of July 26 = Contract value (not including contingency) with Design Allowance + executed Change Orders.
[2] Total Authorized for Expenditure (AFE) as of July 26 = NTP dollar values + executed Change Orders.

- **Contract Status**

Actual progress as of July 26 is 25.4%, versus the early plan of 72% and the late plan of 67%, as shown in Figure 32 below. In July, $1.3M was incurred. Design is 35% complete.

Figure 32. City Center Guideway and Utilities Final Design



- **Activities**
  - Continued weekly progress/design and interface meetings.
  - Continue interim design development.
  - HART and AECOM continued to meet with various private and public stakeholders to coordinate station and guideway interface with their planned developments.
  - Ground disturbance activities still on-hold.

- **Look Ahead**
  - Continue interim design development.

3.5 Utility Agreements

- **Activities this month**
  - Buy America:
    - Oceanic Time Warner Cable (OTWC) - All materials in the utility agreement with OTWC will be Buy America Compliant.
    - AT&T has been asked to provide a list of materials they will use in their work, so that HART can assess them and determine which items are considered components. AT&T

will then be able to minimize their efforts and concentrate on verifying that the components are made in the USA.
    - Hawaiian Telcom continues to assess the origin of the material on hand that Wavecom had purchased for the Project prior to Wavecom's acquisition by Hawaiian Telcom.
    - HECO has executed an amendment to add Buy America compliance requirements into the WOFH and KHG Utility Construction Agreements (UCAs)
  - WOFH Section:
    - Draft Amendments with Buy America Requirements are under Procurement review for the Oceanic Time Warner Cable (OTWC).
    - The Hawaiian Telcom (HT) UCA has not yet been executed. HART is reviewing HTI comments to the draft UCA.
    - Sandwich Isle Communications (SIC) UCA has not been executed. Currently, a UCA is not needed as there are no conflicts, however SIC has requested an agreement in the event a conflict arises. A draft construction agreement was submitted to SIC.
  - KHG Section:
    - There are no outstanding Engineering Service Agreements (ESAs) for the KHG section.
    - Draft UCAs have been sent to OTWC, SIC, and HT for review and comment.
    - Comments for the Tesoro UCA were received from Tesoro, reviewed and a final draft is being prepared for execution.
    - Amendment No. 2 for the HECO UFRCRA (Combined Engineering and Construction Utility Agreement), which includes Buy America Language has been executed.
    - Comments were received by HawaiiGas and are being reviewed.
    - No UCA's for Chevron and AT&T Corporate will be needed.
  - Airport and City Center Sections:
    - tw telecom ESA, and OTWC for the Airport and City Center Section have been executed. The remaining ESAs that need to be executed are AT&T Corporate, AT&T Government Solutions, Hawaiian Telcom, HawaiiGas, SIC, and Tesoro.
    - AT&T Corporate has provided a red-line version of the ESA draft, comments were reviewed by HART and revisions were sent back to AT&T Corporate for review. These revisions will be discussed during a future phone conference.
    - Comments for the HT ESA were received and are being reviewed.
    - Tesoro ESA has been executed.
    - Comments for the HawaiiGas ESA were received and are being reviewed.
    - The Airport Bridging Agreement Amendment No. 3 with HECO has been executed; this will increase the fee an additional $300,000 to cover field investigation work and ongoing coordination.
    - Discussion with HECO on Airport and City Center UFRCRA has been elevated to HART and HECO management to determine HECO's ability to meet HART's design schedule.
    - No UCA's for Chevron and Tesoro will be needed for the Airport and City Center sections.

- **Look Ahead**
  - HART to negotiate and execute remaining UCA for WOFH and KHG so that utility relocation work can resume when allowed.
  - HART to negotiate and execute remaining ESA for Airport and City Center sections.

See Figure 33 on the next page for the latest Utility Agreements Status Matrix.

Figure 33. Utility Agreements Status Matrix (by section)

Utility Agreements Status Matrix									
Utility Owner	***Status***	**WOFH**		**KHG**		**Airport**			**City Center**
		ESA	**UCA**	**ESA**	**UCA**	**UCA**	**COMBINED ESA**		**UCA**
AT&T	*Executed*	May 11, 2011	Dec 20, 2011	May 18, 2012	Submitted draft to AT&T		Revised comments sent to AT&T Corp		
	NTP	May 12, 2011	Dec 21, 2011						
Chevron	*Executed*	Dec 4, 2009		Nov 4, 2011					
	NTP	Dec 22, 2009		Nov 15, 2011					
Hawaiian Telcom	*Executed*	May 20, 2010	Back to HT to self-performing scope; HT reviewing new draft	May 10, 2012	Submitted draft to Hawaiian Tel		Comments received by HT		
	NTP	June 14, 2010							
HECO	*Executed*	By Agreement with PB	Apr 20, 2012	July 12, 2012		Draft transmitted to utility	Airport Bridging Agreement Executed 2/19/13 (amendment executed extending agreement to 10/31/13) City Center Bridging Agreement Executed 3/4/13 (amendment executed extending agreement to 10/31/13)		
	NTP								
Oceanic Time Warner	*Executed*	Dec 8, 2009	Dec 21, 2011	Jan 9, 2012	Submitted draft to Oceanic		Executed 4/4/2013		
	NTP	Dec 22, 2009							
Pacific Lightnet/ Wavecom	*Executed*	Apr 28, 2010	Mar 12, 2012	Feb 15, 2012					
	NTP	Apr 29, 2010	Mar 13, 2012	Feb 16, 2012					
Sandwich Isle Communications	*Executed*	May 20, 2010	Submitted draft to SIC	Apr 20, 2012	Submitted draft to SIC		Submitted draft to SIC		
	NTP	Jun 8, 2010							
HawaiiGas	*Executed*	Dec 18, 2009	Jun 30, 2011	Jun 1, 2012	Comments received from HawaiiGas		Comments received by HawaiiGas		
	NTP	Dec 22, 2009	Jul 12, 2011						
tw telecom	*Executed*	Dec 2, 2009		Feb 14, 2012	No Scope – Oceanic to relocate for tw telecom for KHG		Executed 10/11/12		
	NTP	Dec 22, 2009		Feb 16, 2012					
Tesoro	*Executed*			Feb 15, 2012	Comments received by Tesoro		Comments received by Tesoro		
	NTP			Feb 16, 2012					

Legend: = Action this month; = Not applicable

COR = Corporation Counsel
ESA = Engineering Services Agreement
UCA = Utility Construction Agreement
UFRCRA = Combined Engineering and Construction Utility Agreement

3.6 Permits

- **Activities this month**
  - HART submitted the complete Community Noise Variance Noise hearing package to HDOH on August 12, 2013.
  - The Stream Channel Alternation Permit (SCAP) modification application for work at Waiawa Stream Tributary and Waiawa Stream was submitted to DLNR - Commission on Water Resource Management Division (CWRM) on August 20, 2013.
  - FTA has made a "no effect" section 7 determination for projectwide in-water geotechnical borings. HART is waiting on the official transmittal. Further coordination will be done for projectwide permanent in-water activities at a later date.
  - The Airport Utility Relocation Individual NPDES public comment notice was published in the Star Advertiser on August 22, 2013.
- **Look Ahead**
  - Upcoming significant permit activity:
    - The Coastal Zone Management (CZM) Consistency application for work at Waiawa Stream Tributary and Waiawa Stream will be submitted to Department of Business, Economic Development and Tourism (DBEDT) once completeness notifications have been received for the Section 401 WQC and the SCAP applications from HDOH and CWRM, respectively.
    - The City Center Section 10/404 Army Corps of Engineers application submission for in-water geotechnical work can be submitted once the official FTA "effects" determination transmittal for projectwide in-water geotechnical activities is received.
    - Airport Utility Relocation Community Noise Permit and Community Noise Variance application submissions to HDOH.

3.7 Hawaii Department of Transportation (HDOT) Agreements

- **Activities this month**
  - Alignment-wide, the HDOT Traffic Management Consultant (contract MM-915) continues to review traffic signals, ITS and construction Maintenance of Traffic (MOT) for HDOT.
  - The HDOT Design Coordination Consultant for the WOFH section (contract MM-920), AECOM Technical Services, Inc. (AECOM), continues to review design submittals for HDOT.
  - AECOM, the HDOT Design Consultant for the KHG section (contract MM-921), continues to review design submittals for HDOT.
  - SSFM, the HDOT Design Coordination Consultant for the Airport and City Center Guideway sections (contract MM-922), is reviewing guideway design submittals for HDOT.
  - HART has drafted a master agreement covering the remaining sections (KHG, Airport, and City Center) in review by HDOT, comments expected this month.
- **Look Ahead**
  - HART expects to introduce the Master Agreement before City Council to approve the Master Agreement.

3.8 Other Design Activities

- **Activities this month**
  - Develop new architectural directive and standard drawings.
  - Waiawa Stream bank protection design.
  - Kaloʻi channel bank stabilization alternative study.

- Generate interface station loads.

- **Look Ahead**
  - Prepare design deviation and baseline change procedure.
  - Baseline new architectural directive and standard drawings.

3.9 Interface

- **Activities this month**
  - Held 2-facilitated Interface Partnering meetings with WOFH, KHG, MSF and CSC contractors. Meetings discussed the outstanding interface issues between contractors and the process for resolution.
  - Organizing Interface Partnering meeting with WOFH, KHG, CSC, WOSG and KHSG contractors. Meeting will discuss the outstanding interface issues between contractors and the process for resolution.
  - Continued interfacing with adjoining contractors as surrogate designer on Dillingham-Kakaʻako Station Group (D-KSG) and Elevators and Escalators (EE) in their absence.
  - Continued to request of interfacing contractors to provide need/delivery dates for Interface.
  - A total of 926 Requests for Interface Data (RFIDs) have been submitted (589 closed).
  - A total of 36 Interface Issues have been elevated (7 new, 1 open, 2 closed, 2 on hold and 24 OSR). Issue 00039, "City Center & CSC Elevated RFIDs for Guideway Submittal" was created at the request of the City Center Contractor via email to the Project Interface Manager (PIM).
  - Facilitated 36 interface definition meetings with various contractors.

- **Look Ahead**
  - Continue Interface Partnering meeting with WOFH, KHG, MSF and CSC contractors
  - Continue assisting PMs and DPMs for other FFCs (fixed facility contractors) in their effort to enable early decisions prior to construction start.
  - Continue Interface Partnering meeting with WOFH, KHG, WOSG, KHSG and CSC contractors
  - Continue bi-weekly "All Contract HART-GEC Interface Meetings," as needed.
  - Attend Elevator/Escalator Contract Introductory meeting.
  - Attend Dillingham-Kakaʻako Station Group (D-KSG) Contract Introductory meeting.
  - Continue interfacing with adjoining contractors on D-KSG.
  - Continue monitoring contractor RFIDs and ICDs pertaining to the Final Design Baseline (Revision 0).
  - Continue with assessment process of elevated issues for path forward to construction.

4 GROUP REPORTS

4.1 Safety and Security

- **Activities this month**
  - The Project had one security incident and one occupational injury in August. See Figure 34 below for a summary of issues to date.
  - HART Safety continues to hold a weekly Core Systems Safety Meeting with Core Systems Contractor Ansaldo Honolulu Joint Venture (AHJV).
  - HART reviewed AHJV submittals for compliance and technical specifications.
  - HART staff continues to meet with HDOT bi-weekly to address FTA and HDOT issues.
  - Working with Information Technology to address ergonomic desk issues for employees.
  - Finalize HART review of the updated Navy and courthouse Threat and Vulnerability Analysis (TVA's).
  - Continued to hold Sensitive Security Information (SSI) Implementation working group.
  - Participated in the monthly Joint Traffic Management System (JTMS) steering committee meeting.
  - Participated in the weekly HART Core Systems staff meeting.
  - Continued work in evaluating submittals.
  - Participated in bi-weekly Project Interface meeting.
  - Participated in bi-weekly SSCWG meeting.

- **Look Ahead**
  - Continue to hold safety meetings with contractors, particularly AHJV, committees and staff.
  - On-going discussion of security concerns with the Transportation Security Administration (TSA), Honolulu Police Department (HPD) and Honolulu Fire Department (HFD), Department of Public Safety (DPS), and of Emergency Plans with Emergency Responders and Emergency Management.
  - Continue to meet and review design issues with contractors.
  - Continue to process CIL/CEL's from all contracts.
  - Revise "Draft, Familiarization of HART System," and reissue for review.
  - Continued development of the Safety and Security Management Plan, Safety and Security Information Procedures, and Safety and Security Certification Plan.

Figure 34. Construction Safety Monitoring - Safety and Security Issues

Period/Date	Contract	No. & Type of Event	Comments	Type of Injury
2011	----	**1 in 2011**		
2012	----	**22 in 2012**		
2013 Q1	----	0 in 2013 Q1		
2013 Q2		10 in 2013 Q2	April (1), May (2), June (7)	
July	West O'ahu/ Farrington	1 Security Incident	Attempted theft of steel plate. No arrest made in case.	
July	Airport Contract	1 Environmental Incident	Encountered potentially contaminated soil. Soil properly removed and bore hole closed.	
August	Kamehameha Contract	1 Security Incident	Intoxicated man entered work zone. Man was escorted to a safe area and addressed by Police.	
August	West Oahu/ Farrington Contract	3 Occupational Injuries	(a) Employee stung by a bee on left bicep. No reaction, no first aid, and no pain. (b) Employee rolled left ankle at an unknown location (c) Employee strained right knee from pushing a pallet of testing equipment	No treatment in 3 listed injuries
2013		**16 to date in 2013**		

4.2 Quality Management

- **Activities this month**
  - HART-GEC Quality Assurance (QA) staff holds weekly meeting to discuss overall Project QA/Quality Control (QC) issues with consultants, contractors, subs and internal staff.
  - Continued training and mentoring HART employees to ensure project participants are familiar with the latest approved plans and procedures, and have acquired the required certifications.
  - Continued training and mentoring 4-Management Systems Lead Auditors (2- Safety and Security staff and 2-Planning and Environmental staff).
  - Continued updating and implementing the Combined QA and Safety & Security (SS) Audit Schedule for 2013. To date, there are 13 audits in Honolulu, 13 audits on the mainland, and one (1) audit in Italy. Local and remote audits were planned, as appropriate.
  - Continued updating 23 Project Baseline Plans and 42 Procedures due to new policies, re-organization, process improvement and lessons learned from the internal audits. Updates to the 23 Baseline Plans have been prioritized for completion.
  - Conducted bi-weekly Quality Task Force (QTF) meetings with 11-contractors and consultants' QA teams to discuss the status of: design activities; procurement activities; packaging, shipping, storage and preservation; Non Conformance Report (NCRs) and quality compliance, and various process improvements.
  - Conducted weekly Quality meetings with the HART and GEC QA staff.
  - Reviewed Request for Qualifications (RFQ) for East and West Segments Construction Engineering & Inspection (CE&I) Consultants on July 19, 2013.
  - Conducted HART 2nd Quality Meeting with all Contractors and Consultants QA/QC management and staff involved in the HRTP. The theme for this year's event is "Are we Ready?"
  - GEC II - Parsons Brinckerhoff, Inc. (PB):
    - Performed three (3) QA training of PB staff.
    - Completed and submitted GEC Quality Assurance Plan (QAP) (Revision 2) to HART.
  - West O'ahu/Farrington Highway Guideway (WOFH) – Kiewit Infrastructure West Co. (KIWC):
    - Reviewed Corrective Actions on the two (2) NCRs issued by KIWC.
    - Reviewing latest update on the Inspection and Test Plans (ITP).
  - Maintenance and Storage Facility (MSF) – Kiewit Kobayashi Joint Venture (KKJV):
    - HART developed a Source Inspection (SI) and First Article Inspection (FAI) Plan for the MSF Contract, which is being reviewed internally.
    - The shipment of contact rails were shipped to Honolulu without proper documentation. The contact rails were segregated from the conforming materials and taped/tagged, which were verified and inspected by HART at the storage site. Partial documentation was submitted including the required test reports required. HART is currently reviewing the documentation.
    - Visited Nortrak/LB Foster at Cheyenne, WY to inspect the No. 6 R/L Turnouts geometry and functional testing (manually).
    - HART performed Processes Audit of KKJV's Procurement Control; Receipt Inspection; Shipping, Packaging, Storage and Preservation; Control of Purchased Materials, Parts and Equipment. No NCRs found during the audit.
  - Kamehameha Highway Guideway (KHG) – KIWC:
    - QA/QC activities are the same as the WOFH contract.
  - Core Systems Contract (CSC) – Ansaldo Honolulu Joint Venture (AHJV):
    - Attended and participated in the coordination meetings of HART and AHJV
    - Closed AHJV Audit No. 13-003 CSC AHJV
    - Closed one (1) NCR regarding performance of SS related activities without HART-approved System Safety Program Plan (SSPP) and System Security Program Plan (SSecPP)
    - Reviewing AHJV Verification, Test and Acceptance (VTA) Plan

- Monitoring Buy America compliance of the CSC
- Farrington Highway Stations Group (FHSG) – HDR Engineering, Inc. (HDR):
  - Performing QA and SS Audit of the Final Design (99%) submitted by HDR to verify compliance to the contract requirements and specifications.
- Airport Guideway and Utilities (Airport) – AECOM Technical Services, Inc. (AECOM):
  - Monitoring AECOM QA activities.
- City Center Guideway and Utilities (City Center) – AECOM:
  - Monitoring AECOM QA activities.
- West O'ahu Stations Group (WOSG) – URS Corp. (URS):
  - Monitoring URS QA activities.
- Airport Station Group – AECOM:
  - Monitoring AECOM QA activities.
- Kamehameha Highway Stations Group (KHSG) – Anil Verma Associates, Inc. (AVA):
  - Planning for Combined QA and Safety and Security Audit of AVA in Honolulu and California. Combined Audit is scheduled on September 26 and 27 at AVA's Honolulu Office.

Figure 35. Open Nonconformance (NCR) Log Summary

NCR No.	Issued by	Reference/Activity	Corrective Action	Status
Maintenance and Storage Facility (MSF) DB Contract				
002	KKJV	85# Contact Rails with incomplete documentation	Acquire required documentation including Test reports (Documentation submitted and currently being reviewed by HART)	**Open**
West O'ahu / Farrington Highway Guideway (WOFH) DB Contract				
058	KIWC	Column 62 Bearing Pad Placement	Follow work plan; green tag for repair	**Open***
059	KIWC	Column 63 Bearing Pad Placement	Follow work plan; green tag for repair	**Open***
057	KIWC	Column 69 Drain Piping	Follow work plan	**Open***
051	KIWC	Pier 75 Bearing Plinths Rebar Place	Add QC inspection point to confirm elevation	**Open***
050	KIWC	Pier 76 Bearing Plinths Rebar Place	Add QC inspection point to confirm elevation	**Open***
049	KIWC	Concrete Column Finish Pier 76	Stand-down to discuss importance of quality	**Open***
042	KIWC	HECO 1-508-E1 Backfill Compaction	Compaction HP requires QA Inspector's release	**Open***
GEC-009	HART	Column Backfill requirements are not provided in the design plans and specifications	(KIWC Root Cause Analysis and Corrective Action in Progress)	**Open**
Core System DBOM Contract				
13-003-SS01	HART	Performing Safety and Security related activities without HART approved System Safety Program Plan (SSPP) and System Security Program Plan (SSecPP)	Expedite development of AHJV SSPP, SSecPP and submit them to HART and HDOT (SOA) for review and approval (SSPP, SSecPP and CIL submitted by AHJV)	**Closed**

*** Open Items to be closed when construction commences**

- **Look Ahead**
  - Continue mentoring and training personnel on approved Project Plans and Procedures.
  - Continue qualification and certification of Management Systems Lead Auditors.
  - Continue QA/QC, Environmental and Buy America Compliance monitoring and oversight of Contracts executed to date.

- Update and implement the 2013 Combined Management Systems (QA and Safety & Security) Audit Schedule.
- Follow up on and close corrective and preventative actions on all NCRs and Observations issued.
- Review and approve Contractor/Consultant QAPs and implementing procedures (new and updates).
- Prepare for Dillingham-Kaka'ako Station Group (DKSG) Final Design Consultant Workshop and review of QAP and implementing procedures.

4.3 Right-of-Way

- **Activities this month**
  - Acquisitions**:**
    - Continue to work through issues associated with the proposed adjustments to alignment and station location within the Airport section.
    - Appraisals for TMKs 1-1-16-013, 1-1-16-012, 1-1-16-016, and 1-1-16-017 located on Waiwai Loop were initiated.
    - Received order of possession for a partial acquisition of TMK 9-7-23-003, which is required for roadway widening along Kamehameha Highway.
    - Entered into a stipulation agreement with the property owner of TMK 9-6-04-006 giving HART right of entry for the construction of the guideway and station, and to seek a mediated settlement for the acquisition of the property.

  - Relocations
    - The General Information Notice (GIN) was sent to one tenant being displaced as result of a partial take of TMK 1-1-16-007 for the guideway in the Airport Section.

  - Budget:
    - $42.3M was spent to acquire 23 properties to date. The budgeted amount for the 23 parcels was $45.4M, resulting in a budget underrun of $2.9M.
    - $2.6M has been expended to date for relocations.

- **Look Ahead**
  - WOFH Section
    - Prepare notice of eligibility for the last WOFH relocation, which is required for the Pearl Highland Intermodal Facility.
  - Kamehameha Section
    - Complete negotiations for partial acquisitions associated with TMK 9-7-022-008 and TMK 9-7-022-021.
  - Airport Section
    - Complete the appraisal process for TMK 1-1-016-007, a partial acquisition along Waiwai Loop for the guideway.
    - Complete negotiations for TMK 1-1-16-014, a full acquisition for the Lagoon Station; and TMK 1-1-16-006 and TMK 1-1-16-005, full acquisitions needed for the guideway.
    - Prepare notice of eligibility for relocations associated with the three remaining full acquisitions located at Waiwai Loop.
    - Finalize right-of-way needs for the Middle Street Transit Center and guideway, and provide letter of intent to TMK 1-2-13-21 property owners.
    - Secure consents to do geotechnical testing and environmental assessments on properties along the proposed guideway and stations.

- Initiate surveying and mapping for TMK 1-1-2-001, which is U.S. Post Office property at the Airport.

- City Center Section
  - Acquisitions and relocations are on hold until conditions of the federal court order are met.
  - For design support, secure consents to do geotechnical testing and environmental assessments on properties along the proposed guideway and stations.

Figure 36. Right-of-Way Status excluding HDOT Properties

Section	Original # Parcels in FEIS	Current # Parcels Needed	Agreements In Process	Appraisals in Process	Offers	Acceptance	Ready for Construction
FULL ACQUISITION							
Total	**40**	**34**	**0**	**1**	**5**	**5**	**18**
WOFH	*14*	*14*	*0*	*0*	*1*	*0*	*13*
KHG	*5*	*3*	*0*	*0*	*0*	*0*	*3*
Airport	*5*	*4*	*0*	*0*	*3*	*1*	*0*
City Center	*16*	*13*	*0*	*1*	*1*	*4*	*2*
PARTIAL ACQUISITION							
Total	**134**	**79**	**3**	**5**	**3**	**1**	**5**
WOFH	15	6	*2*	1	0	0	3
KHG	20	3	*0*	0	2	0	1
Airport	8	*8*	1	4	0	0	1
City Center	91	62	0	0	1	1	0
EASEMENTS							
Total	**12**	**57**	**25**	**2**	**0**	**0**	**3**
WOFH	6	*8*	5	0	0	0	*3*
KHG	0	5	5	0	0	0	0
Airport	1	*21*	*15*	2	0	0	0
City Center	5	23	0	0	0	0	0
GRAND TOTAL	**186**	**170**	**28**	**8**	**8**	**6**	**26**

FEIS = Final Environmental Impact Statement, June 2010

**HDOT properties have been removed from the count for the total number of parcels needed in the FEIS.*

Figure 37. Relocation Status

	Total Relocations	Initiated	90-day Notice	30-day Notice	Relocations Complete
Residential	**27**	**0**	**0**	**0**	**26**
WOFH	*25*	*0*	*0*	*0*	*25*
City Center	*2*	*0*	*0*	*0*	*1*
Business	**66**	**10**	**0**	**0**	**13**
WOFH	*5*	*1*	*0*	*0*	*4*
KHG	*4*	*0*	*0*	*0*	*4*
Airport	*7*	*6*	*0*	*0*	*0*
City Center	*50*	*3*	*0*	*0*	*5*
Not-For-Profit	**1**	**0**	**0**	**0**	**1**
WOFH	*1*	*0*	*0*	*0*	*1*
TOTAL	**94**	**10**	**0**	**0**	**40**

Figure 38. Third-Party Agreement Status

Agreement	Completion	Target	Section	Status
University of Hawaii (UH) Master Agreement	Pending	September 2013	WOFH, KHG, City Center	Final negotiations are underway.
Leeward Community College (LCC) Sub-agreement	Pending	September 2013	WOFH	In negotiations
UH West O‘ahu (UHWO) Sub-agreement	Pending	September 2013	WOFH	In negotiations
Department of Land and Natural Resources (DLNR)	Pending	September 2013	WOFH	Will go before the Land Board September 13, 2013.
Department of Education Master Agreement and Consent to Construct	Feb 8, 2011		WOFH	Executed
DR Horton Agreement for Construction	Mar 7, 2012		WOFH	Executed
DHHL Master Agreement	Mar 10, 2010		WOFH, MSF	Executed
DHHL Consent to Construct	Dec 1, 2011		WOFH, MSF	Consent to construct in place.
DHHL License	Pending	September 2013	WOFH, MSF	License agreement approved by City Council approval. Awaiting final execution.
HDOT Master Agreement	Oct 31, 2011		WOFH	Executed
HDOT Joint Use & Occupancy (JU&O) Sub-agreement	Apr 5, 2012		WOFH	Executed
UH Urban Garden Sub-agreement	Pending	September 2013	KHG	In negotiations
HDOT Master Agreement for KHG, Airport and City Center	Pending	September 2013	KHG, Airport, City Center	Decision made to combine KGH, Airport and City Center into one Master Agreement. Draft of the agreement submitted to HDOT for their review. Once completed, City Council approval will be required.
HDOT JU&O Sub-agreement	Pending	September 2013	KHG	Will complete after HDOT Master Agreement is completed.
Aloha Stadium / Department of Accounting & General Services (DAGS)	Pending	September 2013	KHG	Revised MOU approved by Stadium Board and goes to DLNR Land Board September 13, 2013.
U.S. Navy / General Services Administration (GSA)	Pending	N/A	Airport	15 Easements were forwarded to regional command for approval.
U.S. Post Office Honolulu Processing Center	Pending	Feb 2014	Airport	Design agreed to by Post Office. Will begin the guideway easement process once all property requirements identified.
Federal Aviation Administration (FAA) Master Agreement	Pending	Feb 2014	Airport	As design progresses a determination will be made if an agreement is required.
HDOT JU&O Sub-agreement	Pending	March 2014	Airport	Will complete after Master Agreement is completed.
HDOT JU&O Sub-agreement	Pending	July 2014	City Center	Will complete after Master Agreement is completed.
Honolulu Community College (HCC) Sub-agreement	Pending	July 2014	City Center	Please see UH Master Agreement. On hold due to federal order.
Federal Court House/GSA	Pending	Oct 2014	City Center	On hold due to federal order.
HI Community Development Agreement (HCDA)	Pending	Oct 2014	City Center	Awaiting final design requirements for the guideway. On hold due to federal order.
DAGS	Pending	Oct 2014	City Center	Awaiting final design requirements for the guideway. On hold due to federal order.

4.4 Planning and Environment

- **Activities this month**
  - Programmatic Agreement (PA) [by PA Stipulation number]
    - II. Traditional Cultural Properties (TCPs):
      - Determination of Eligibility and Finding of Effect documentation for Section 4 Traditional Cultural Properties was submitted to the FTA for review on July 14. FTA submitted this document to the State Historic Preservation Division (SHPD) on August 29 for review and concurrence.
    - III. Identification and Protection of Archaeological Sites and Burials - Archaeological Inventory Surveys (AIS). Note that all documentation is posted on the honolulutransit.org website under the Planning Tab, Stipulation III:
      - Section 3 (Airport) AIS Report: SHPD approved the Airport AIS Report on August 26.
      - Section 4 (City Center) AIS Report: SHPD approved the City Center AIS Report on August 26.
      - Project-Wide AIS Report: SHPD provided a Project-Wide AIS Report approval to HART on August 27.
      - Waipahu Transit Center Station: SHPD acknowledged the completion of archaeological data recovery fieldwork associated with the Waipahu Transit Center Station on August 27.
      - Pearlridge Station Supplemental AIS Report: SHPD approved the Pearlridge Station Supplemental AIS Report on August 27.
      - Interim Protection Plan (IPP): SHPD accepted the IPP on August 29. The IPP protects sites in the Airport and City Center Sections from construction in the relevant section until completion and approval by SHPD of Archaeological Monitoring Plans for both sections, Data Recovery Plan and completion of Data Recovery for City Center, and Burial Treatment Plan and implementation of that plan for City Center.
      - Verification of compliance with IPP and determination letter: SHPD issued on August 29.
      - HART made an informational presentation at the August 14 Oʻahu Island Burial Council meeting on proposed mitigation commitments for human skeletal remains found during AIS work for Section 4.
    - IV. Design Standards:
      - No Station Group Community Meetings were held in August. Kamehameha Highway Station Group meetings will be scheduled in late September or early October.
    - V. Recordation and Documentation:
      - Historic American Buildings Survey/ Historic American Engineering Record/ Historic American Landscape Survey (HABS/HAER/HALS) [including required photo recordation of adversely affected historic properties activities and submission to the National Park Service (NPS)] is in progress for additional properties. No submissions occurred in August. Internal report preparation is in progress.
    - VI. National Register of Historic Places/Historic Landmark Nominations:
      - Preparation of National Register (NR) nomination forms for adversely affected historic properties is in progress. No submissions occurred in August. Internal report preparation is in progress.
    - IX. B. Historic Preservation Program:
      - The Historic Preservation Committee met on August 2 to discuss the next steps for identifying the group of pre-applicants to be invited to submit full applications.

Fung Associates Inc (Historic Architects) was given a Notice to Proceed and attended the meeting. They will work with HART to provide support information for the potential restoration work to be funded.

- Mitigation Monitoring Program (MMP)
  - MMP Reporting:
    - Internal July monthly reports were completed in August.
- Planning Activities
  - HART's Special Management Area (SMA) Use Permit application was accepted by the City Department of Planning and Permitting (DPP) on July 8. A public hearing was held in connection with this application on August 2 and 5. (This was treated as one hearing with a recess between dates.)
  - The Memorandum of Agreement and Certificate of Inclusion (COI) for the *abutilon menzieseii* (Koʻoloaʻula) Incidental Take License has been signed by all three agencies (HART, DLNR and HDOT). The Koʻoloaʻula is an endangered flowering shrub in the ʻEwa portion of the project corridor. Based on annual surveys, none of these plants have been identified in the project construction footprint to date. The COI allows HART to relocate any plants found in the project construction area to an approved contingency reserve area.
  - HART, DPP and the City Department of Transportation Services (DTS) continue to conduct monthly coordination meetings to discuss Transit-Oriented Development (TOD) around the future transit stations.
  - Monthly HART Sustainability Committee Meetings continue as the team works to identify ways to improve the support of green features project-wide.
- Draft Supplemental Environmental Impact Statement/Section 4(f) Evaluation (SEIS)
  - Responses to public comments received by the July 22 due date and a Final SEIS are being prepared.

- **Look Ahead**
  - Cultural descendant outreach regarding iwi kūpuna finds in City Center Section 4 continues.
  - All projects requesting Historic Preservation Funds that have passed the first screening will be invited to submit full proposals in September.
  - A Kamehameha Highway Station Group community meeting will be scheduled in September or October.

4.5 Risk Management

Risk management is integral to all stages of the Project and the associated contract delivery, from planning and design, through construction and the execution of work, to system operations, and to project closeout. Risk management is the systematic process of identifying, analyzing, and responding to risk in a timely manner. Risk assessments are performed to identify, assess, prioritize, manage, and mitigate risk exposure and to provide contingency plans. Risk management entails identifying potential project risks including appropriate mitigation. The Project Risk Register (RR) is the depository for all risks identified on the Project. Every month, risks contained in the Project Risk Register are reviewed to confirm risks are appropriately identified, identify new risks, and close out risks that no longer pose an issue.

A major goal for HART and the FTA is to complete the FFGA project within budget and on schedule. The primary strategy is to maintain a reserved contingency balance throughout the life of the Project that is acceptable to HART and the FTA. Effective management of project risks is necessary to significantly increase the chances of delivering a successful project. The objective of risk assessment is to establish an overall rating for each risk by assigning the likelihood of the risk happening together with the cost

and/or time impacts to the Project if the risk does happen. The cost and/or time impact(s) to the Project are assessed based on a "most likely scenario."

The risk matrix in Figure 39 below is used to score and rank identified risks. The rating is the average cost and schedule impact score multiplied by the likelihood score.

Activities this month

- The top 10 risks in July are set out in Figure 40 on the next page. Top 10 risks for July remained the same as those identified in June.
- As shown in Figure 41 on the next page, one new risk was added.
- In July, five risks were deleted from the Risk Register, as shown in Figure 42 on page 59.
- The total number of risks decreased by four, from 324 in June to 320 risks in July, as five risks were deleted and one risk was added. See Figures 41 and 42 on page 58 and 59.
- HART continues to work with the Owner-Controlled Insurance Program (OCIP) Consultant, Marsh USA, Inc., to identify and evaluate the insurable risks for the project and the agency.

- **Look Ahead**
  - Monthly contract/discipline specific risk workshops.
  - Update Risk Mitigation Plans for top risks.
  - Monthly Risk Assessment Committee Meeting.

Figure 39. Risk Matrix

Legend	Low (1)	Med (2)	High (3)	Very High (4)	Significant (5)
Probability	< 10%	10%><50%	50%><75%	75% ><90%	>90%
Cost	< $250K	$250K><$1M	$1M><$3M	$3M><$10M	>$10M
Schedule	< 1 Mths	1 ><3 Mths	3><6 Mths	6><12 Mths	> 12 Mths
Rating	< =3	3.1-9.49		> =9.5	

Figure 40. Top 10 Project Risks in July

Risk ID	Contract Package	Risk Description	Prob	Prob Rating	Cost Impact	Time Impact	July Risk Rating	June Risk Rating
60e	City Center	Given limited geotechnical information available at the current PE level, additional costs may be incurred.	90%	5	5	3	20	20
11	Project Wide	There may be insufficient utility company resources available to meet the design, approvals and/or construction schedule. (May result in additional costs for rework during construction.)	75%	4	5	3	16	16
PMOC26	Project wide	Change in station designs may affect guideway and result in additional construction costs.	75%	5	5	2	17.5	17.5
28	Project Wide	Permits and approvals by other agencies may not be provided in a timely manner and delay the project.	75%	4	5	2	14	14
39	Project Wide	Contractors may not achieve contract required delivery dates of design information and construction interfaces to others.	75%	4	5	2	14	14
169	City Center	Environmental documentation required under the Federal court case takes longer than planned, resulting in delays to ROW purchase for City Center.	75%	4	4	3	14	14
56	Project Wide	HDOT may not grant waiver to leave in place existing utilities to be abandoned that are not impacted by new structures requiring partial or total removal.	75%	4	5	1	12	12
167	Project Wide	AIS construction delay is longer than originally anticipated. (After September 2013)	50%	3	5	3	12	12
63	Project Wide	Costs for utility relocations may increase if utility plans have deviations greater than contract stipulation.	75%	4	5	2	14	14
147	Project Wide	Late turnover of ROW to contractor may affect Project schedule.	75%	4	4	2	12	12

Figure 41. Risks Added in July

Risk ID	SCC Code	Contract Package	Risk Description	Cal Prob	Prob Rating	Cost Impact	Time Impact	Risk Rating
182	90.00	Project Wide	Additional costs may arise due to HDOT's request to submit an exception to the design speed and justification as to why it was not met.	90%	5	1	0	2.5

- **Risk # 182 –**HDOT wants design-build engineers to identify each column that does not meet the 4 foot offset and provide a reason as to why it was not met. This will result in additional staff that was not originally anticipated.

Figure 42. Risks Deleted in July

Current Risk ID	SCC Code	Contract Package	Risk Description	July 2013 Comments	Risk Rating	
					July '13	June '13
95	50.01	CSC	Changes initiated by other contractors may result in change orders with Core Systems.	Risk has been deleted because it is a duplicate to risk #58d.		7.5
179	40.02	Project wide	HECO self performing construction work may cause delays and inefficiencies.	Risk has been deleted because it is a duplicate of risk #11.		7
91	50.01	CSC	Delay to issue NTP results in additional costs and schedule delays.	Risk has been deleted because it is under dispute and is covered in the change log.		4
5	10.04	Project Wide	30" width of walkway may be increased to remove 9" gap between train car and walkway.	Risk is deleted because the change has been identified on the WOFH change log at a cost of about $1 million.		2
5a	10.04	WOFH	30" width of walkway may be increased to remove 9" gap between train car and walkway.	Risk is deleted because the change has been identified on the change log at a cost of about $1 million.		2

Figure 43. Risks by Contract Package

Contract Packages	June 2013 # of Risks		July 2013 Update				
			Total # of Risks		NewlySub-Divided Risks	New Risks	Deleted Risks
Project Wide	70	*20*	69	*20**	0	0	0
WOFH	45		43		0	0	2
MSF	20		20		0	1	0
KHG	37		37		0	0	3
Core Systems Contract	21		19		0	0	0
Right of Way	10		10		0	0	0
Airport Guideway	49		49		0	0	1
City Center Guideway	56		56		0	0	0
Project Wide Stations	3		3		0	0	0
Farrington Highway Stations	2		2		0	0	0
West Oahu Stations	4		5		0	0	0
Kamehameha Highway Stations	3		3		0	0	0
Airport Section Stations	1		1		0	0	0
City Center Section Stations	3		3		0	0	0
Total	**324**	***274***	**320**	***271****	**0**	**1**	**6**

*49 Project Wide risks were determined to be applicable to various contracts and have been sub-divided into those contracts and evaluated at the contract level. Total number of risks contained in the risk register is 320. There are a total of 271 risks when excluding the duplicated Project Wide risks.

Figure 44. Comparison of Risk Ratings

Contract Package/Section	July 2013 Update # of Risks				June 2013 # of Risks			
	Total	High	Medium	Low	Total	High	Medium	Low
Project Wide	69	18	39	12	70	18	40	12
West Oahu/Farrington Highway	43	8	24	11	45	8	25	12
Maintenance & Storage Facility	20	1	8	11	20	3	6	11
Kamehameha Highway Guideway	37	6	21	10	37	6	20	11
Core Systems Contract	19	5	7	7	21	5	7	9
Right of Way	10	4	3	3	10	4	4	2
Airport Guideway	49	3	35	11	49	3	35	11
City Center Guideway	56	7	38	11	56	7	38	11
Project Wide Stations	3	0	1	2	3	0	1	2
Farrington Highway Stations	2	0	1	1	2	0	1	1
West Oahu Stations	5	1	3	1	4	0	3	1
Kamehameha Highway Stations	3	0	2	1	3	0	2	1
Airport Stations	1	0	0	1	1	0	0	1
City Center Stations	3	0	1	2	3	0	1	2
Total	**320**	**53**	**183**	**84**	**324**	**54**	**183**	**87**

4.6 Community Outreach

- **Activities this month**
  - HART's public outreach and communications team participated in several events and community meetings this month, including meetings with Oahu's seniors and area business leaders. In addition, presentations and meetings continued with students and with other stakeholders, including the City and County of Honolulu's Transportation Commission.

  - With construction expected to resume in September, HART also continued reaching out to communities and businesses along the alignment, sharing information about the project and preparing for regular monthly meetings targeting construction work.

Figure 45. HART's Public Outreach Team
The Public Outreach Team connected with attendees at the annual "Aging in Place" workshop at the Ala Moana Hotel this month.

- **Community Input**
  - HART's public information team responded to more than 45 public inquiries and requests in August that came in via the agency's website, email and 24-hour hotline. Inquiries this month included public input on HART's four-car train configuration, questions about operations and general questions about HART.

  - To date, HART's outreach team has participated in:
    - 1,466 presentations and events
    - 786 Neighborhood Board meetings

- **Looking Ahead**
  Coming in September:
  - Outreach in areas along the rail alignment intensifies in preparation for construction resuming in September.
  - Monthly business and residential community construction meetings will resume in Waipahu in early September in partnership with HART's construction contractors.
  - Nearly two dozen community meetings, presentation and events are scheduled in September, including key events with the construction industry, community colleges, senior citizens, business organizations and students.

5 STAFFING

HART staffing activities in July are summarized in Figure 46 below. HART staffing projections are shown in Figure 47 below and Figure 48 on the next page. For organizational structure detail, see the latest HART Project Organization Chart in Appendix A on page 64.

Figure 46. Staffing Activities

Title	Group	New/Existing HART position (City or PMSC)	Position Status	Start Month
Engineering and Construction				
Deputy Director of Projects	Engineering and Construction	Existing (PMSC)	Selected	Aug
Budget and Finance				
Procurement and Specifications Clerk II	Procurement and Contracts	Existing (City)	Selected	Sep
Procurement and Specifications Specialist IV	Procurement and Contracts	Existing (City)	Selected	Sep
Transit Grants Planner	Grants/Financial	Existing (City)	Recruiting	
Contract Manager/ Administrators* (3)	Procurement and Contracts	Existing (City)	Selected (1) Interviewing	Sep
Planning, Utilities, Permits & Right of Way				
Planner VI (Permits/Hazmat)	Utilities, Permits	New (City)	Filled	Aug
Planner VI* (Sustainability)	Planning	Existing (City)	Recruiting	
Planner V* (Cultural Resources)	Planning	New (City)	Interviewing	
Project Controls				
Estimator	Project Controls	New (City)	Recruiting	
System Safety & Security				
Safety Certification Manager	System Safety and Security	New (City/PMSC)	Recruiting	

*Per qualifications.

Figure 47. HART Staffing Projection in the Current Staffing Plan

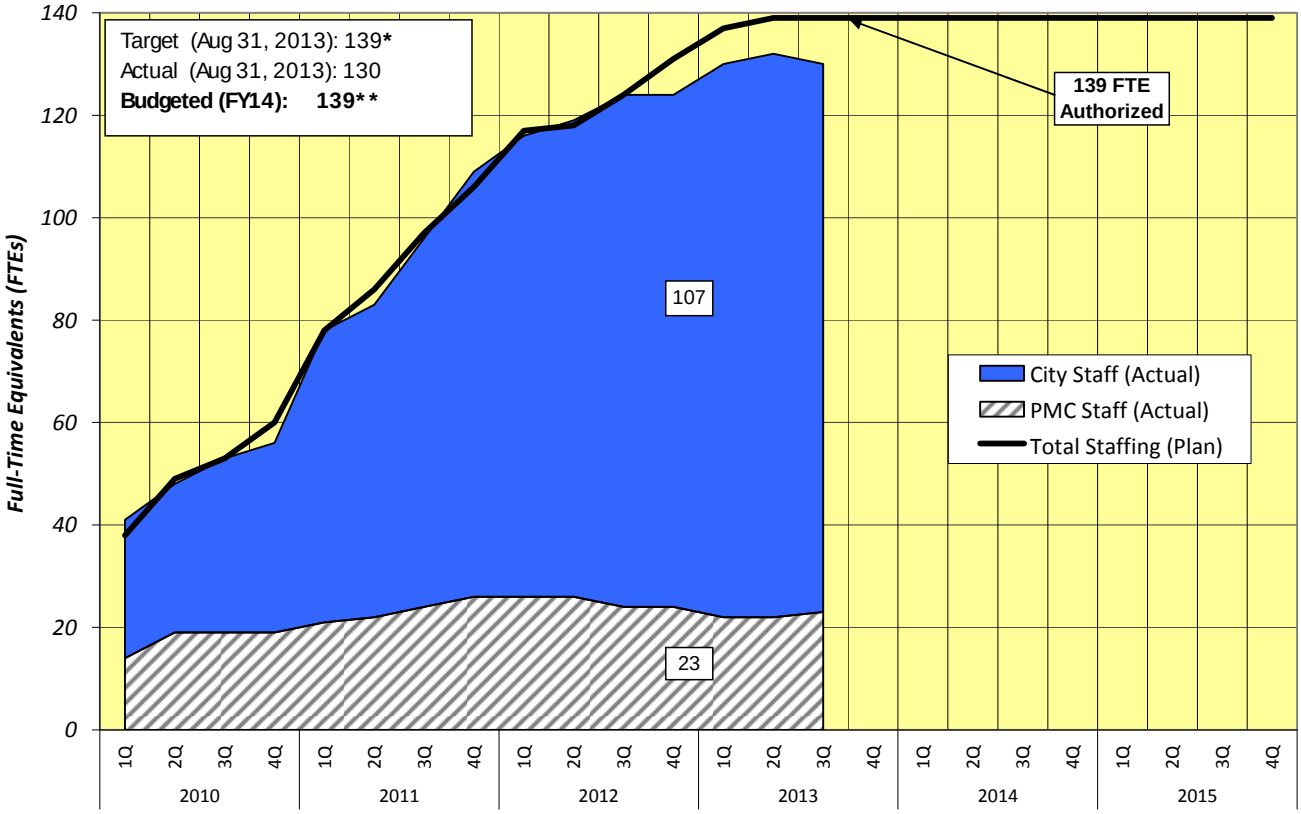
[Also see the Project Staffing (Actual vs. Planned) graph in Figure 47]	as of:	# Employees
Target*	Aug 31	139
Actual*	Aug 31	130
Full-Time Employees budgeted for FY14**	Jul 31	139

**Including PMSC staff **Excluding PMSC staff.*

The Actual number of employees reflects employees hired during this period as well as employees who left the project for both the City and the PMSC staffs.

HART currently receives direct project support in centralized functions from the following City departments: Honolulu Police Department (HPD), Department of Information Technology (DIT), Department of Budget and Fiscal Services (BFS), Department of Design and Construction (DDC), Corporation Counsel (COR) and Department of Human Resources (DHR); and from the State of Hawai‘i Department of Transportation (HDOT) on Consultant Services Contracts.

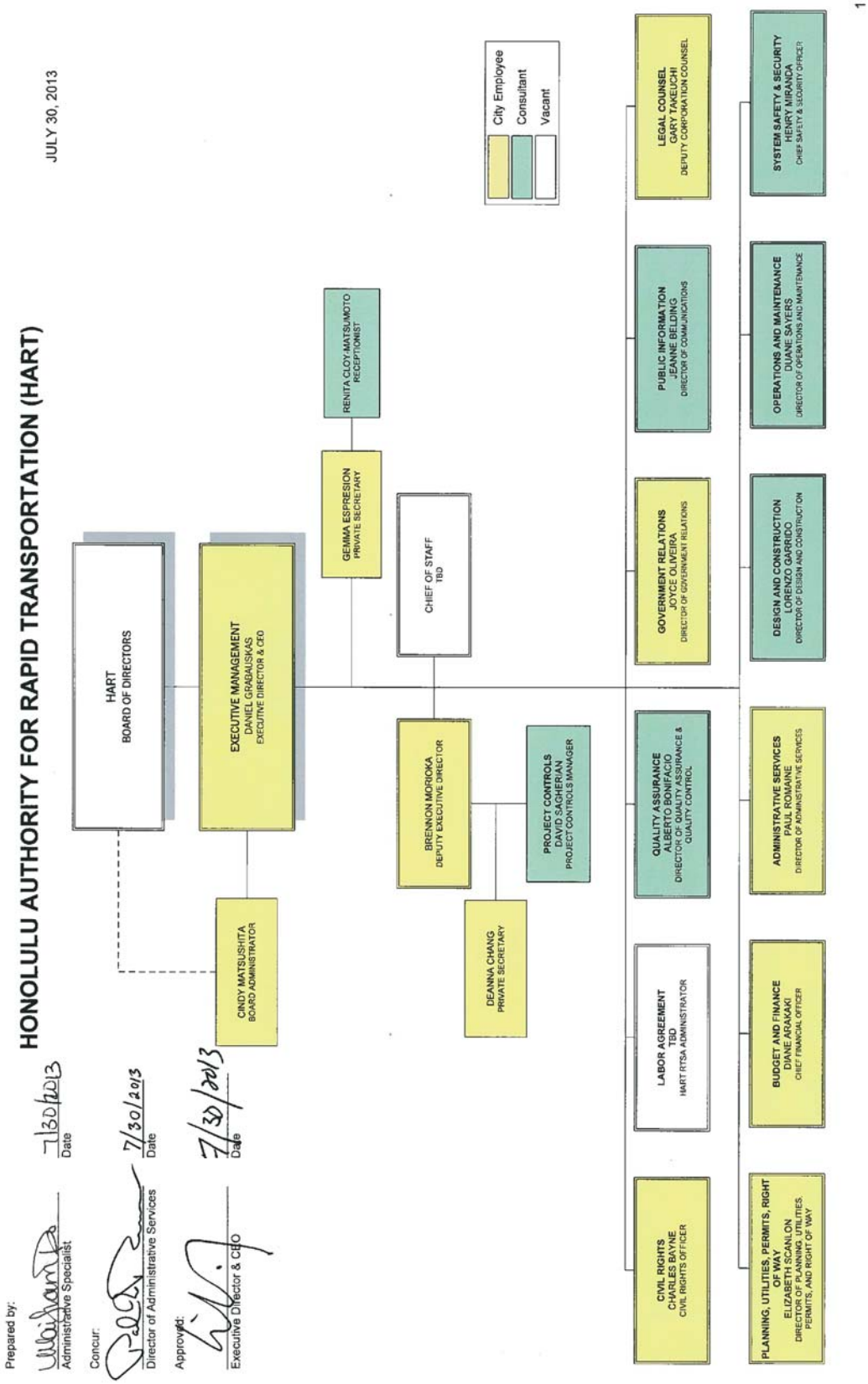
Figure 48. Project Staffing (Actual vs. Planned)



* In accordance with Staffing and Succession Plan Rev 5, dated 5-25-12
** 139 City positions authorized in FY 2014 HART Operating Budget

6 APPENDICES

Appendix A. Project Organization Chart



Appendix B. Project Alignment