



HONOLULU AUTHORITY for RAPID TRANSPORTATION

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Board of Directors Meeting
Ali'i Place, Suite 150
1099 Alakea Street, Honolulu, Hawaii
(meeting room entrance on Richards Street)
Thursday, May 15, 2014 9:30 am

Agenda

- I. Call to Order by Chair
- II. Public Testimony on All Agenda Items
- III. Approval of Minutes
 - A. March 20, 2014 Board of Directors Meeting
 - B. April 24, 2014 Board of Directors Meeting
- IV. FY2015 Business Plan Draft Review
- V. Discussion of the April Monthly Progress Report
- VI. Construction and Traffic Update
- VII. Executive Director and CEO's Report
- VIII. Executive Session

Pursuant to Hawaii Revised Statutes Section 92-4 and Section 92-5(a)(4), the Board may enter into Executive Session to consult with its attorneys on questions and issues on a matter pertaining to the Board's powers, duties, privileges, immunities and liabilities.
- IX. Adjournment

Note: Persons wishing to testify on items listed on the agenda are requested to register by completing a speaker registration form at the meeting or online on the HART section of the www.honolulultransit.org website. Each speaker is limited to a **two-minute** presentation.

Persons who have not registered to speak in advance should raise their hands at the time designated for public testimony and they will be given an opportunity to speak following oral testimonies of the registered speakers.

Any physically challenged person requiring special assistance should call (808) 768-6258 for details at least three days prior to the meeting date.

HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

DRAFT

BUSINESS PLAN

for

FY2015

April 2014

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HART FY2015 Business Plan

Introduction and FY2015 Executive Summary

This document provides the fourth annual Business Plan for the Honolulu Authority for Rapid Transportation (HART) covering fiscal year 2015 (July 1, 2014, through June 30, 2015). It is designed to describe HART's business activities and resource allocations during the agency's fourth year in existence with its responsibility for building and ultimately operating the Honolulu Rail Transit Project (HRTTP), from East Kapolei in West Oahu to Ala Moana Center.

The FY2015 HART Business Plan describes why HART exists as an organization; the goals and performance measures the agency has established; what it will seek to accomplish during its fourth year; and how it will go about performing its responsibilities. The HART Board of Directors (BOD) will review and approve the FY2015 Business Plan in conjunction with its final approval of an FY2015 Budget. In the future, it is envisioned that HART will prepare an annual Business Plan with a multi-year moving timeframe. The annual Business Plan will provide historical information and a projection of key operating and financial information for at least one year beyond the fiscal year which is the focal point of the Plan to provide a look-ahead for management planning and performance trend oversight purposes.

FY2015 Executive Summary

FY2015 will be a pivotal year for HART. The agency is coming off successful litigation results and the restart of construction in FY2014. During the one year lull in construction, the agency took steps to advance many activities critical to the schedule and to beef up its capacity to manage the project's construction. Federal support for the project is strong. There is a high level of interest in creating transit oriented development around rail stations with several projects in the works. Additionally, relations with the community have improved as a result of efforts to work with community representatives and increase the transparency of the agency's activities.

Despite these positives there are very big challenges for the project starting in FY2015 and over the next several years. Major construction contracts will be bid and awarded during the year totaling nearly \$1.5 billion in contract value. The agency will need the City and County of Honolulu to issue short term debt to help deal with cashflow needs for the increasing level of expenditure that will occur as a result of all the construction activity on the project. With the award of the construction contracts and the issuance of debt, the Financial Plan will need to be updated. Finally, and of critical importance, will be HART's efforts to manage the ongoing construction against the schedule and budget for the project while mitigating traffic impacts and maintaining communications with businesses and residents along the route under construction.

During FY2015, major policy decisions will need to be made on rail system operations and maintenance that will have long term implications for costs, service quality and customer service. Included are the adoption of a Fare Policy and a decision on the fare collection system to be used; plans for the integration of bus and rail services; the integration of

administrative functions between HART and Oahu Transit Services (OTS) to save money and provide good customer service; and a slew of critical issues such as how HART will execute its oversight of the operations contractor and carry out the functions it will be responsible for such as inspections and repairs of stations and the aerial guideway structure.

Complicating all of the agency's efforts will be a number of risk factors that could impact the schedule and budget for the project and the assumptions that have been made for both aspects. This includes the following:

- The high level of construction on Oahu, which will result in greater competition for resources in a confined, remote marketplace and result in higher costs for materials, labor and construction equipment
- Interest rate increases driven by marketplace dynamics, world events and federal policy actions
- Actual vs. planned General Excise Tax (GET) surcharge growth in the future
- Timely availability of construction sites for contractors to avoid costly delays

HART recognizes the existence of these risks and will endeavor to take steps to minimize or protect against potential impacts to the maximum extent possible while carrying out the implementation of the H RTP. To address these risk factors, specific actions include at least the following:

- Monitoring and controlling the pace of construction and change orders
- Taking steps to foster greater competition for the upcoming construction contracts
- Timely award of these construction contracts
- Completing permitting, utility relocations and property acquisitions in a timely manner to avoid construction delays
- Managing the project scope and budget carefully to maintain a cost cushion against exceptional cost increases and/or underperforming revenue receipts while still delivering a quality product for the public to use and one that is consistent with the commitments HART has made
- Making critical decisions in a timely fashion on operations and maintenance policy matters
- Maintaining the organization's technical capability and capacity to successfully carry out implementation of the project as well as preparations for the start of revenue service.

Agency Progress: FY2014 Highlights

FY2014 was HART's third year of existence. During the year, the HART BOD, staff, and consultant team made significant progress toward achieving the vision of bringing rapid transportation to O'ahu despite major challenges presented by litigation. Shown below is a brief summary of major events and accomplishments during HART's third year:

Litigation Matters:

- State Litigation - HART successfully completed all requirements set by the Hawaii Supreme Court in its ruling on the *Kaleikini v. Yoshioka, et al.* law suit. The agency completed an Archaeological Inventory Survey (AIS) on all four sections of the alignment two months ahead of schedule. During the AIS work, a first-of-its-kind cultural monitoring program was developed. This program will serve as a model for the remainder of construction on the HRTP. The results of the AIS for the entire alignment were submitted to the State Historic Preservation Division (SHPD) for review and approval was received on August 29, 2013.
- Federal Litigation - In the case of *Honolulutraffic.com et al. v. FTA, et al.*, on February 18, 2014 all federal court actions were successfully concluded in the project's favor. The Federal Court of Appeals for the Ninth Circuit in San Francisco and the U.S. District Court ruled in favor of HART and the Federal Transit Administration (FTA) and against the plaintiff's claims of deficiencies in the project's environmental impact statement. Later that day, the plaintiffs in the case conceded that they had reached the end of their legal quest to stop the HRTP. Defendants in the case had satisfied the requirements of the district court's prior ruling by filing a Notice of Compliance with the court on October 3, 2013 informing the court that the three additional studies required had been completed including:
 - ✓ City Center Traditional Cultural Properties Report
 - ✓ Beretania Street Tunnel option analysis
 - ✓ Mother Waldron Park impacts study

Successful resolution of both the State and Federal court cases ended all outstanding litigation that had delayed the project's implementation.

Project Delivery:

- After a one year delay, construction activities on the West Oahu/Farrington Highway guideway section were re-started on September 16, 2013 as a result of the successful completion of all requirements set for HART by the Hawaii Supreme Court in the *Kaleikini* law suit.
- The restart of construction was facilitated by significant efforts undertaken by HART's Planning and Permitting staff which included:
 - Getting approvals from SHPD of the AIS Reports; the Interim Protection Plan (IPP) for the project; and obtaining SHPD's determination that the requirements of Hawaii Revised Statutes Chapter 6E had been meant by the project.

- And finally, obtaining the needed Special Management Area (SMA) permit from the City and County of Honolulu.
- Planning staff also completed a series of steps to address issues raised in the federal lawsuit that ultimately led to the lawsuit's resolution. The steps involved an extensive amount of work and produced the following:
 - Completion of the required Determination of Eligibility and Finding of Effect documentation for Section 4 Traditional Cultural Properties.
 - Completion of a Final Supplemental Environmental Statement/Section 4(f) Evaluation which re-examined the Beretania Tunnel Alternative and the impacts on Mother Waldron Park and included by reference the evaluations of previously unidentified aboveground traditional cultural properties within the project corridor. This work led to an amended Record of Decision for the project being released on September 30, 2013.
 - The issuance of the Order Modifying the Partial Injunction on October 17, 2013 which allowed HART to resume negotiations for the acquisition of real property with various public agencies, relocations of tenants from properties already acquired and to acquire certain Dillingham Boulevard properties required for the project and for the Beretania Tunnel alternative.
- During the delay period HART was able to acquire permits, execute rights of entry, acquire land and complete various agreements needed that will help to limit exposure to future delays and delay claims.
 - Agreements were completed with the University of Hawaii; State of Hawaii Department of Transportation (HDOT); HDOT – Airport Division; the Department of Hawaiian Homelands (DHHL); the Department of Land and Natural Resources (DLNR); the US Navy; Hawaiian Electric and several other utilities; and the Aloha Stadium Authority.
 - Out of 197 property acquisitions identified as needed for the HRTP, to date HART has acquired 38 properties at a cost of \$12,725,000. Out of 94 identified relocations, HART has completed 36 relocations, and 20 are in progress. Of the anticipated 94 relocations, 21 are residential, 72 are business and one is non-profit.
 - During FY2014, HART worked to secure needed permits and other approvals required for pre-construction and construction activities. The most significant effort was on the Section 404 and Section 401, and associated activities, for Waiawa Stream. This includes permitting for the Guideway columns and the Pearl Highlands parking structure by the US Army Corps of Engineers and State Department of Health. HART also secured needed pre-construction permits for in-water geotechnical work in the Airport section; noise permits for the Airport and City Center Sections, and storm water discharge. HART also coordinated closely with FTA for continued consultation for the activities required by the Section 106 Programmatic Agreement.
- The following design work was completed during FY2014: final designs for eight of nine stations in first 10 miles; final design for the Airport segment utilities; and approximately 95% design for the Airport – Center City guideway.
- On guideway construction, columns built by end of FY2014 will total 140 out of the 422 columns to be built in the first 10 miles of the alignment. In addition, the first pre-cast sections of the guideway will be put in place in the Kapolei area by the end of FY2014.

- Construction of the Maintenance and Storage Facility (MSF) progressed with site grading and drainage completed and construction work started on building foundations and various retaining walls.
- Delivery of the power contact rail was completed. HART now has possession of all running rail and power contact rail (“third rail”) needed for the project.
- The procurement process for design-build of the Pearl Highlands Parking Garage and Transit Center was initiated. Award of a contract with the successful firm is expected to be made by the end of the second quarter of FY2015.
- During FY2014, two HART “Industry Day” events were held to educate local construction businesses and Disadvantaged Business Enterprise (DBE) firms on the opportunities for work on the project and to facilitate connections between prime contractors and subcontractors. These events are expected to increase competition for future construction contracts which will help keep construction costs as low as possible and should also increase participation by local firms and DBE’s in the project.
- During FY2014 Procurement was successful in supporting two key programmatic initiatives: (1) Establishing a new General Engineering Consultant (GEC) contract to further HART’s enhanced project delivery model where the focus is on HART’s taking the lead in project management/direction and (2) Adjusting and repackaging the Construction, Engineering and Inspection (CE&I) contracts from our previous plan in order to mitigate some of the cost and schedule impacts resulting from the one-year suspension. As a result the procurement schedule for certain key contracts accelerated and had to be achieved within a one year period. During this time the following contracts were awarded and/or are pending award: Owner-Controlled Insurance Program (OCIP) Brokerage Services, GEC III, CE&I West, CE&I East, Core Systems Support, Safety and Security Support, Right of Way mapping and surveying support, Archaeological & Cultural monitoring support and the Airport Section Utilities construction contract.
- In FY2014, the project passed the milestone of having created 1,000 direct jobs in every sphere from construction to design to administration. This level of job creation is on a pace consistent with the project’s status toward achieving 4,000 direct jobs created in the 2015-17 construction period.
- On the Public Art Program, a “Call for Artists” was launched via the Western States Arts Federation online CallForEntry.org system to solicit applications from professional artists and artist teams. Artists were asked to submit their qualifications for evaluation to be selected for inclusion into HART’s Pre-Qualified Artist Registry. The architectural team worked with the design consultants to establish the art opportunities (site and media) for the 21 stations and the MSF—Operations and Service Building. The Program launch included:
 - Advertisements placed in major city newspapers and listings on national and local visual art organization websites.
 - Over 600 postcard mailers sent to artists, media and visual art organizations.
 - A pre-submittal workshop was held with over 200 in attendance and on the phone. Over 400 applications were received.
 - Transit Art Committee (TAC) composed of art and design professionals and HART staff was formed to evaluate the applications and select the artists to be involved with the project.
- On Transit Oriented Development (TOD) in FY2014, HART devoted staff time to land use planning and coordination with partner agencies and surrounding landowners.

HART staff participated in the City and County of Honolulu Mayor's Subcabinet on TOD. This Subcabinet brings together the directors and deputy directors of every city agency to identify ways to work together to enhance TOD facilities and break down silos that could exist between different municipal agencies. HART has also assisted DTS in a series of "walk audits" around station areas. Management from various municipal agencies go on-site to each station to identify opportunities for multimodal enhancements such as bicycle lanes, pedestrian cross walks, and improved connectivity.

Finances:

- HART will receive \$167 million in FY2014 from the FTA bringing total federal funding received to date for the HRTP to \$243 million. In February 2014, Congress passed and the President signed an appropriations bill, which contains another \$250 million for the project, the largest single appropriation for any project in the United States. This brings federal funds allocated to the project to \$806 million, more than half of the \$1.55 billion committed to the project in the Full Funding Grant Agreement (FFGA). The President's 2015 budget includes another \$250 million for the project, again, the largest amount for any New Starts project in the Country.
- Made enhancements to the agency's financial reporting to the HART Board and to the community thru the HART website. The monthly reports format and the agency's quarterly Balanced Scorecard were revamped and are distributed regularly.
- Completed the agency's second annual financial audit cycle, which yielded overall favorable conclusions and only one finding which was addressed. Issued the second annual financial statement for HART since becoming a semi-autonomous unit.
- GET collections in FY2014 are expected to total \$219 million bringing the total collected to date to \$1.248 billion which is \$27 million less than forecast in the June 2012 Financial Plan.
- Took aggressive action to minimize the cost impact of the construction suspension. Negotiations with the contractors affected are ongoing. While the exact impact of the suspension is not yet know, outstanding contractor change requests for all contracts from the start of the project are currently estimated to be between \$64 and \$120 million.

Organizational Development:

- In FY2014, 25 new staff persons were recruited to fill vacancies and continue the transition of consultant provided embedded staff in several positions to positions held by HART employees. These efforts are mindful of the need for HART to continue to have the technical capacity needed to carry out the largest public works project in Hawaii's history and to meet FTA requirements in accordance with the FFGA.
- Progress was made in building staff capacity in the Design and Construction Management Department to handle change management and oversee construction management activities during the coming years.
- Major steps were also taken to ramp up construction management support in preparation for the significant amount of construction that will occur during FY2015 to FY2017. Two CE&I firms were hired to assist HART construction management staff in overseeing work on the western and eastern half's of the alignment. In addition, the GEC contract was re-competed and a new firm brought on board to provide various engineering

services and support for the project. All three firms will be involved to the final completion of the project.

- Training activities for HART staff continued in FY2104 covering a wide variety of areas from safety awareness, computer systems, civil rights, legal requirements to ethics.
- On Fare Policy, the HART Board approved Permitted Interaction Group (PIG) continued to work on developing a Fare Policy to recommend to the full Board in FY2015. The PIG is investigating fare policies of other transit agencies including bus and rail farebox recovery ratios, fare levels and media, possible alternative sources of revenue, and fare collection systems and technologies.
- On Bus – Rail Integration, the working group established with OTS continued its work on exploring how best to integrate bus and rail services, as well as opportunities for consolidating administrative and other functions between HART and OTS to improve cost efficiency and customer service. The DTS plans to retain consulting services in FY2015 to rework the OTS network of bus routes to feed the rail line and improve service in other areas of Honolulu.
- Made progress on establishing a Safety and Security awareness culture at HART during construction and for future operations:
 - Established committees to focus on safety including the Fire-Life-Safety Working Committee; the Life Safety Review Committee for design reviews; the System Safety Executive Committee made of senior HART staff; and participation in the agency’s Change Control Review Committee.
 - On Federal Rail Safety Oversight requirements: established a joint HART – HDOT Committee which meets monthly and gained FTA approval of HDOT’s Rail Safety Standard to guide HDOT’s ongoing role as the Rail Safety Oversight agency for HART and future rail operations.
 - Held monthly meetings with the Core Systems contractor Ansaldo Honolulu Joint Venture to work towards establishing various plans including the System Safety Plan; the System Security Plan; the Investigations Plan; the Emergency Preparedness Plan; the Operations Plan; and a Preliminary Hazard Analysis Plan.
 - Completed a Threat & Vulnerability Analysis of the Airport and Federal Courthouse areas to the satisfaction of the Transportation Security Administration (TSA) and the Federal Court Chief Judge.
- On Equal Employment Opportunity (EEO)/DBE matters, achieved the following:
 - DBE participation on the project to date totals 6.33% of FTA funding drawdowns against the approved project goal of 13%.
 - Got more specific DBE participation requirements incorporated in new contracts to be let by HART.
 - The previously mentioned HART Industry Day events had significant DBE firm participation which is expected to result in greater DBE involvement in the remaining contracts to be let.
 - The agency’s workforce utilization profile is very close to matching the service area’s population make-up with underutilization existing in only four areas which will be focused on in future recruitments.

HART Business Strategy

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

This section of the FY2015 Business Plan describes the basic elements of the HART business strategy. The elements include statements on why the agency exists and what it is trying to achieve, as well as a framework for how HART will go about accomplishing what the public has asked it to do. This framework includes Goals and a "Balanced Scorecard" (BSC) for measuring and tracking over time how well HART is doing its job. A later section of the FY2015 Business Plan describes the organizational development strategy HART is utilizing to achieve its Mission and Vision and accomplish the Goals the BOD has established.

Mission Statement (*why the agency exists*)

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

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

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

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

Note: This **Vision Statement** is based in part on the Environmental Impact Statement prepared for the HRTP.

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

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

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

Performance Metrics

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

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

As shown in Appendix A, the HART BSC is structured to provide performance measures and metrics encompassing the six Goals the BOD has approved. The BSC establishes the fiscal year objectives for each measure. Space is provided for HART management to provide information on actual results or status for each of the performance measures and metrics delineated in the BSC during quarterly reports to the HART BOD. These reports will include

a summary of any material changes in the status of performance measures to enhance the transparency of the progress being made on implementing the H RTP.

In FY2015 and for the next several years HART will be engaged in completing the design and construction of the H RTP. Actual operation of rail service will not occur until 2017. As such, the BSC shown in Appendix A is heavily oriented toward project implementation. The BSC does include some measures dealing with Service Delivery as it relates to the current project implementation stage of the project. Additional metrics will become meaningful when actual revenue service begins; illustrative examples of such metrics include:

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

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

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

FY2015 Work Program

Agency Business Operations

HART functions as a semi-autonomous agency of the City & County of Honolulu government. During FY2015, HART will continue to use various City business systems and administrative practices as appropriate when conducting the agency's business activities. For example: DTS procedures for Transportation Improvement Program (TIP) modifications and EEO reporting; the City's accounting and payroll systems; and the city's Enterprise Resource Planning (ERP) systems for both financial and Human Resources applications. In addition, HART will continue to receive services provided by other City Departments including Budget and Fiscal Services, Corporation Counsel, and Design and Construction. Individual agreements with City Departments set forth the scope and terms of the services to be provided. This support from the City enables the agency to continue concentrating its resources on the implementation of the HRTP. On an ongoing basis, HART will evaluate the extent to which it should develop its own business systems to improve efficiency and delivery of needed business services consistent with the agency's Mission as described in the previous section.

During FY2015, HART will continue to take steps to further develop the organizational capacity and capability to fulfill its Mission. Several of the actions that will be taken are designed to ensure that HART will maintain eligibility to receive Federal funding for the HRTP. A preliminary listing of the tasks that will be undertaken in FY2015 is as follows:

- Recruit and hire key management, technical, and support staff as vacancies occur or needs arise.
- As required, adopt or modify BOD and HART policies guiding the agency business activities (e.g. financial policy and procurement policy).
- Continue to add and modify administrative procedures and practices that are specific to a transit agency in areas such as procurement and contract administration, safety and security, employee relations, management reporting and those needed in preparation for HART to become an operating agency.
- Maintain a management reporting system on key performance metrics and financial information including:
 - Continue to develop internal processes that will enhance the control over fiscal processes while increasing processing efficiencies.
 - Achieve zero findings in the Authority's annual audit, specifically addressing any deficiencies identified in previous audit reports.
 - Continue to build finance, accounting and internal controls capability.
- Continue development of a brand identity for HART.
- Continue emphasis of safety and security as a top priority during construction and ultimately during future operations.

- Regularly update and communicate with stakeholders, including the Mayor and City Council, state and federal officials, the Oahu Metropolitan Planning Organization Policy Committee and the general public to ensure transparency by providing a flow of information regarding the progress of the H RTP thru electronic means, printed materials and the availability of HART staff.
- Continue efforts to increase local business and DBE participation in the project.
- Continue the creation of an organizational structure and agency culture that will enable the fulfillment of the agency's Mission and Vision.

H RTP Project Implementation

Project Description:

The H RTP is a proposed 20-mile light metro rail line in an exclusive right-of-way with fully automatic (driverless) train operation. All of the alignment, with the exception of the access and egress from the MSF and the Leeward Community College Station, is elevated above existing highways and arterial roadways. The rail line includes 21 stations from East Kapolei, in West Oahu, to Ala Moana Center. Initial service is scheduled to start in 2017 from the western end of the alignment at the East Kapolei Station to the Aloha Stadium Station with full service operations to Ala Moana Center starting in 2019. Full service is anticipated to operate 20 hours per day, with 5-minute headways during peak periods and 10-minute headways during peak times. End-to-end travel time is estimated to be 42 minutes. Service will be provided by 4-car trains. Average weekday rail boardings in 2030 are projected to be about 119,600 passengers. A peak hour directional maximum load of about 8,000 passengers per hour is anticipated in 2030.

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

FY2015 Project Implementation Work Activity:

- Overall, the H RTP is currently finishing up final design activities for the project and proceeding ahead with construction work at an accelerating pace to prepare for the start of operations in 2017.
- Consulting contracts will be continuing for a Program Management Support Consultant (PMC); for various design, engineering, construction management and inspection services; and for support in various areas including real estate, cultural resource monitoring, safety and security and oversight of the core systems and equipment contract.
- The HART Operating Budget provides funding for the equivalent of 139 full-time positions for the project including positions provided by the PMC. The staffing plan for the year as reflected in the organizational charts shown in **Appendix B** includes a beefing up of staff in the Design and Construction Department to provide the

additional capacity needed to tackle the increasing level of construction activity HART will experience in FY2015 and beyond to the start of full system operations in 2019.

- During FY2015, HART plans to complete remaining environmental and cultural resources work for the project including required additional efforts to identify the presence of *iwi kupuna*:
 - Data recovery trenches and analysis work to be all complete on requirements of Chapter 6E efforts by the end of FY2015.
 - Continued efforts on relationships with the Native Hawaiian community and other key stakeholders.
 - Refine the Cultural Monitoring Program for utilization during the period of construction.
 - By the end of FY2015, HART will have made significant progress on the items required by the Section 106 Programmatic Agreement.
- Property Acquisition - As a result of the delay caused by litigation, a recovery plan for property acquisitions will be implemented in FY2015. By the end of the fiscal year the bulk of acquisitions should be completed.
- Design Work - During FY2015, the following design work will be underway:
 - Pearl Highlands Parking Structure/Bus Transit Center
 - UH-West Oahu Park-n-Ride
 - Dillingham/Kakaako Station Group
- Construction – During FY2015, HART will have major construction work underway including continuing construction of the first 10 miles of guideway and on nine stations in the initial operating section:
 - Columns built will number 210 by the end of the second quarter and 350 by the end of the fiscal year. At that point, the guideway in the first 10 miles will be 50% complete.
 - The Maintenance and Storage Facility is expected to be 75% complete by the end of the fiscal year.
 - All utilities in the first 10 miles and in the Airport section are expected to be relocated by the end of the fiscal year.

Risks to advancing the planned construction work include any delays in utility relocations; delays in acquisition of needed parcels of property; contractor difficulty in obtaining needed materials, labor and other resources needed for their particular contract; and challenges in resolving interface issues between contractors.

- Safety and Security, other than the continuation of design reviews and construction related efforts, planned activities include:
 - Conduct of the first formal emergency preparedness drills using both table top exercises and field drills at the sections of the guideway in place on the western end of the alignment. These drills will be designed to establish protocols, command center responsibilities, communication requirements and other aspects of emergency preparedness including resolution of jurisdictional

issues. The drills will include Honolulu Police Department (HPD), Honolulu Fire Department (HFD), HDOT, TSA and the Federal Bureau of Investigations. The drills will begin the process of training representatives from these departments and other agencies on the characteristics of the rail line.

- Creation of memoranda of understanding (MOUs) with HPD, HFD and the Sheriff which will layout responsibilities for providing operational security of the rail line and its facilities. Creation of the MOUs in FY2015 will require making a final decision on how the rail system will be policed and what the role of private security firms might be.
- During FY2015, planning and decision-making for the start of rail operations in 2016 will ramp up. Specific activities planned for FY2015 include:
 - Assisting policy makers with final adoption in the second quarter of a Fare Policy for the rail system including fare levels, collection approach and media; fare revenue cost recovery policy; rail – bus transfer arrangements; and revenue collection functions.
 - Initiation in the third quarter of the procurement of fare collection equipment to be installed in the rail stations as determined in the adopted Fare Policy to include plans for any modifications necessary to facilitate rail – bus transfers.
 - Finalization of the bus – rail service plans in conjunction with DTS and OTS for coordinated bus services in anticipation of the start of rail operations.
 - Critical decisions on how various ongoing HART operating functions will be handled including: an integrated, all-inclusive customer service function for both bus and rail services; facilities maintenance including station maintenance and repairs; and guideway structural inspections and repairs.
 - Finalization of the Maintenance Management Information System (MMIS) for the rail operation and how it will interface with other rail-related systems.
 - Finalization of plans to combine or integrate administrative and other functions between HART and OTS to improve cost efficiency and effectiveness in delivering quality public transportation services.
- During FY2015, HART will implement an OCIP. The OCIP will cover Builders Risk, General and Excess Liability and Workers Compensation claims for all construction contracts let for the project including previously awarded contracts. Brokering for the OCIP will be provided by Aon Risk Hawaii, an international risk management, insurance and reinsurance firm.
- Activity planned on the Public Art Program in FY2015 includes:
 - Final selection of artists for the 23 art opportunities.
 - During the year, contracted artists will conduct cultural and historic research and work with community advisors to develop artwork concepts and themes that reflect the surrounding station community and develop designs and sketches for their artwork working with HART’s designers and staff.

Land Use Connection: Transit-Oriented Development

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

Federal, State, and City policy direction to concentrate growth around transit stations further enhances the value of real property adjacent to transit stations. By promoting high quality, more intensive development on or near properties adjacent to transit stations, the agency can increase ridership, support long-term system capacity and generate additional revenues for transit, such as increased fare collection from increased ridership and changes in the fare policy, and joint development (JD) opportunities, not anticipated during project planning. Also, such development creates attractive investment opportunities for the private sector and facilitates local economic development goals and redevelopment efforts.

The State and City along with the federal government control the planning and permitting authority for all of the land along the 20-mile corridor. Coordination of these activities between the respective agencies is necessary to successfully leverage public and private investment in the corridor. In coordination with HART, both the State and City are preparing neighborhood TOD plans for transit station areas and investigating revisions to the land use regulatory requirements, which will provide the policy framework for private development.

The Hawaii Community Development Authority (HCDA) is responsible for developing an Environmental Impact Statement that will include a TOD plan for their Kakaako neighborhood area, which include Civic Center and Kakaako Station. HCDA has developed a Draft TOD Overlay Plan which will be finalized in their EIS. The Draft EIS is expected to be available in Q32014.

The City and County of Honolulu Department of Planning and Permitting (DPP) is responsible for TOD plans for 19 of the 21 stations. DPP has produced draft TOD neighborhood plans for 16 stations and is currently working on draft plans for three stations. Of the 16 completed draft plans, five of the plans are nearing final approval. DPP has also drafted Bill 71 Land Use Ordinance Amendment Relating to Interim Plan Development Permits for TOD, which will allow for negotiations on TOD projects as per the Draft TOD plans before zoning is in place. The passage of this bill is pending. The neighborhood TOD plans will support the creation of vibrant mixed-use neighborhoods consisting of workforce and affordable housing, retail shopping locations, and other infrastructure improvements necessary to improve safety, promote healthy lifestyle habits such as walking and biking, and increase rail ridership.

In FY2015, HART TOD – land use planning staff will continue to provide technical support in areas such as system description, modal connectivity, station access, parking and safety and security to DPP in its planning efforts. These efforts include coordination with other City and State agencies, special interest groups (e.g. disabled, and elderly), private

developers and landowners, and the public at community meetings to develop TOD plans for the areas surrounding the transit stations.

During FY2015, HART staff will actively pursue, develop, and execute MOUs and Memorandum of Agreement with public and/or private owners of land within close proximity of each planned transit station to directly access the station from their proposed development. **Appendix C** hereto provides a listing of the TOD related master agreements that HART is or will be a party to along with the status of these agreements at the end of FY2014.

Finally, to assist in the collaboration efforts, the HART BOD has approved the creation of a Transit Oriented Development Stakeholders Advisory Group consisting of representatives from HART, the City, the State and private development interests and various other organizations and groups. The Group will work to develop a common vision for TOD along the entire rail corridor. HART will work to get the Group in place and functioning during FY2015.

Procurement Plans

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

For project implementation, during FY2015 the procurement function will face its biggest challenge in soliciting several high-risk, design-bid-build construction packages representing approximately \$1.5B worth of work. The challenge will be to maintain a high level of inter-disciplinary engagement between Procurement, Design and Construction and Project Control to ensure the quality and integrity of the bid packages while balancing the very real cost and schedule drivers facing the project. In addition, ensuring that the bids received are accurate, complete and devoid of unwarranted risk costs will be of paramount importance. The upcoming construction contracts represent high risks because of the high level of construction on Oahu during the current time period. These risks and others are discussed in a later section of the Business Plan. Design and construction contracts to be awarded in FY2015 include the following:

FY2015 Quarter	Contracting Action	Contract Name
First	Awarded	<ul style="list-style-type: none"> West Oahu/Farrington & Kamehameha Station Group Construction On Call Construction Contractor
	Advertised	<ul style="list-style-type: none"> UH-West Oahu Park-n-Ride & Hoopili Station Finishes Final Design Airport & Center City Guideway & Ctr. City Utilities Construction
Second	Awarded	<ul style="list-style-type: none"> Pearl Highlands Parking Garage/Bus Transit Center Construction Airport & Center City Guideway & Ctr. City Utilities Construction
	Advertised	<ul style="list-style-type: none"> Airport Stations Group Construction
Third	Awarded	<ul style="list-style-type: none"> Airport Station Group Construction UH-West Oahu Park-n-Ride & Hoopili Station Finishes Final Design
	None Planned	
Fourth	None Planned	

As the procurement activities scheduled for late FY2014 and in FY2015 are completed, the Procurement and Contracts department's role in post-award contract administration will increase substantially. As more of the awarded contracts push into full activity contract administration and change management will be critical to ensure the project stays on time and on budget. Currently the Procurement and Contracts department is seeking highly qualified contract managers with substantial post award administration experience to aid the project teams in ensuring contract requirements are enforced in compliance with State and Federal law and regulations.

EEO and DBE Programs:

In accordance with federal and state laws and requirements, HART maintains active programs to ensure equal employment opportunities and to foster the involvement of disadvantaged and small businesses in HART's business activities. The EEO Program is coordinated with the City's EEO Office and with DTS. OTS as the area's bus operator maintains its own FTA approved EEO Program. HART staff prepares combined reports for both the rail and DTS programs which DTS submits to the FTA for review and approval. The FTA had approved the combined EEO program for HART/DTS for a three year period which is ending. During FY2015, HART will update its portion of the EEO Program for submission with DTS to the FTA for approval.

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

HART Organizational Development Strategy

Background

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

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

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

The project passed the critical milestone of completing the FEIS and obtaining a Record of Decision (ROD) issued by the U.S. Department of Transportation in accordance with the National Environmental Policy Act (NEPA) and Hawaii State law. With the issuance of the ROD, FTA provided authority to begin property acquisition and undertake utility relocation work. DB contracts for initial phases of the project were awarded and construction work has started on the initial phases. HART has continued final design on other elements of the project.

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

FTA Requirements

Because the HRTTP is funded in part with Federal dollars through the FTA, HART must demonstrate that it meets FTA requirements for grantees pursuing a major investment project like the HRTTP. Principal among these requirements is that the grantee must exhibit the "technical capacity and capability to efficiently and effectively" carry out the project. The

FTA conducts an ongoing assessment of a grantee's technical capacity and capability by looking at a number of things including the following:

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

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

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

HART Organization

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

The organizational approach embodied in the PMP for the final design and construction phases requires a staff of 139 positions and continues the role of the PMC as providing embedded staff within HART. **Appendix B** contains a series of organizational charts that depict the Authority's functional structure and show the placement of the positions that make up the proposed FY2015 HART staff. Of these positions, 25 or roughly 18% of them are expected to be PMC provided staff.

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

estimates. Two contractors will provide CE&I services for roughly half of the alignment each.

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

Future Organizational Development

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

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

- Develop internal business processes and systems that fit the needs of the transit system. Move away from using City processes and systems wherever it makes the most sense for HART to achieve its Mission, Vision, and Goals.

- Develop a seamless multi-modal (bus and rail) transit system.
 - Engage in joint planning with DTS and “TheBus” management (Oahu Transit Services) for reconfiguration of the bus system to complement rail.
 - Establish a joint bus-rail fare collection system (hardware and software) and a revenue processing set-up to reduce interface problems and achieve economy of scale cost savings.
 - Work with DTS to update /improve the bus fare collection system prior to the start of rail operations.

- Future issues that will need to be addressed:
 - Programming of bus fare collection system improvements to interface with rail fare collection needs to be pursued and key decisions made in FY2015.
 - The process for setting fares between the HART BOD and City Council will need to be addressed.
 - Operating support from the City for the rapid transit operation will be required as delineated in the Financial Plan.
 - Development of operating policies and rules and the identification of any implications for project design and the operating and capital improvement budget.
 - To generate additional streams of operating income, identify opportunities for advertising, concessions, leases and rents, and possible joint use of transit facilities and assets.

HART Financial Strategy, Plans and Budgets

Financial Overview

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

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

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

FY2015 Operating and Capital Expense Budgets

HART staff prepared and submitted preliminary FY2015 Operating and Capital Budgets to the HART BOD Finance Committee in November 2013. On November 29, 2013, the HART Executive Director/Chief Executive Officer transmitted the proposed FY2015 Budgets to the Mayor and the City Council. This section of the FY2015 Business Plan describes in summary form the Operating and Capital Budgets. City Council requested further detailed information of the HART proposed budget during the spring of 2014, and will include it in the City's budget bills anticipated to be approved before June 30, 2014. The HART Board is scheduled to discuss and adopt the FY2015 Operating and Capital budgets by June 30, 2014. The final version of the FY2015 Business Plan will reflect the final FY2015 Operating and Capital Budgets adopted by the HART BOD. The total budget request for FY2015 was as follows:

Operating Budget	\$ 21,481,029
Capital Improvements	<u>1,560,404,400</u>
Total FY2015 Budget Request	\$1,581,885,429

Appendix E includes a summary table which provides actual operating and capital expense historical information for FY2013 and FY2014 budget and projected actuals as well as the FY2015 Budget described in the sections below.

FY2014 Operating Budget

The HART Operating Budget includes expenses for HART staff and administrative expenses (i.e. office and equipment rent and supplies, legal services, telecommunications and various administrative services). It also includes expenses related to the support HART receives from other City departments as well as a contribution to City overhead expenses. The Operating Budget has three major expense categories as shown in the table below. The table provides a breakdown of these three cost components for FY2015 and a comparison against the budget and projected actual amounts for FY2014. The FY2014 projected amounts shown in the table are preliminary; there will be adjustments made through August 2014 to record payable amounts.

Expense Category	FY2014 Budget	FY2014 Projected	FY2015 Budget
Personnel	\$13,030,366	\$10,375,523	\$13,843,425
Current Expenses	7,880,893	5,309,042	7,631,604
Equipment & Software	6,000	0	6,000
TOTALS	\$20,917,259	\$15,684,565	\$21,481,029

The Personnel category of the FY2015 Operating Budget includes funding for 139 full-time equivalent (FTE) positions, then same level as FY2014 and FY2013. This compares to 136 FTEs authorized in the FY2012 Budget and 110 FTEs in 2011. As described in the Organizational Development Strategy section, the staffing level proposed is designed to ensure that HART has the technical capacity and capability to manage the implementation of the HRTP and meet the requirements of the FTA. The following chart provides a summary breakdown of the number of positions included in the FY2015 staffing plan by major functional category and includes PMC provided positions funded by the Capital Budget at this time. See **Appendix B** for detailed organizational charts.

Function	FY2014 FTE Count	No. of PMC FTEs	FY2015 FTE Count	No. of PMC FTEs	Difference in FTE Count	Difference in No. of PMC FTEs
Executive	8	1	8	1	0	0
Project Control	15	3	13	2	-2	-1
Budget & Finance	22.5	3.5	21	2.5	-2	-1
Planning, Utilities, ROW & Permits	26	4	22.5	1	-3.5	-3
Engineering & Const. Mgmt.	37	8	45	8	8	0
Other Professional	22	4	19	5	-1	+1
Administrative Services	8.5	0	10.5	0	2	0

From the information provided in the preceding chart, the total staff count in FY2015 remains unchanged from FY2014 at 139 FTEs. This was also the same level of staffing in FY2013. The chart shows the re-distribution of positions amongst functional areas that helps facilitate adding staff in the engineering and construction management function in response to the growing level of construction activity that HART will have in FY2015 and for the next several years while still maintaining a level amount of staff. The chart also shows that the number of PMC provided staff will decline by four positions in FY2015. This is consistent with the previously discussed Organizational Development Strategy.

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

City Department/Purpose	Amount
Corporation Counsel – Staff Salaries	\$611,978
Corporation Counsel – Current Expenses	40,314
Design & Construction – Staff Salaries	50,000
Budget & Financial Services – Staff Salaries	10,000
Fringe Benefits Associated with Above Salary Items	309,110
Adjustments	0
CASE – Central Administrative Services Expenditure	1,022,906
TOTAL	\$ 2,044,308

FY2014 Capital Budget

The FY2015 Capital Budget is made up primarily of expenses related to the design and construction of the H RTP consistent with the work planned for the year as described in the Work Program section of this Business Plan. The table below provides a summary comparison of the FY2015 planned expenditures by project budget component against the FY2014 budget. The FY2014 projected amounts presented in the table are preliminary; there will be adjustments made through August 2014 to record payable amounts.

Capital Budget Elements	FY2014 Budget	FY2014 Projected	FY2015 Budget
Consultant Services	\$19,731,900	55,346,822	\$26,989,500
Design Services & QA Audits	39,867,500	22,864,192	20,438,600
Programmatic Agreement	1,950,000	224,517	1,100,000
Utility Relocation	134,500,000	2,041,581	95,000,000
Construction, OCIP, Const. Mgmt. & Inspections	304,466,100	138,343,894	1,017,676,300
Core Systems & Equipment	425,907,000	38,702,795	0
Land Acquisition & Relocation	86,570,000	16,100,000	138,200,000
Public Art	1,975,000	0	0
Contingency & Recertification	325,470,800	107,280,000	261,000,000
TOTALS	\$1,340,438,300	\$380,903,801	\$1,560,404,400

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

- The Consultant Services expense category includes funding for: the PMC (\$6.70 million); GEC (\$8.85 million); consultants supporting the agency in real estate acquisition and relocation (\$0.38 million) and OCIP support (\$0.2 million); and consultant services supporting HDOT in the areas of traffic management, design review, state safety oversight, as well as HDOT labor costs (\$10.86 million total).
- The Design Services line item is for final design services related to the Pearl Highlands Parking Structure & Bus Transit Center and the UH-West Oahu Park-n-Ride and Hoopili Station; and Quality Audit Expenses.
- The Programmatic Agreement (PA) category covers funding for the Kakoo (independent PA project manager).
- The Public Art category provides funding for the Public Art Program to pay for art work to go at 23 locations on the project.
- The Contingency & Recertification provides allowances for Contingency drawdowns (\$161,000,000) and Contract Recertifications (\$100,000,000) during FY2015. Contract Recertifications occur on occasion to help manage cash flow during the fiscal year when invoices need to be paid prior to receiving debt proceeds and do not change the total contract value.

Debt Financing

Over the next several years HART's expenditure level on construction and other project implementation activities will ramp up significantly. Cash payouts to contractors will exceed available cash and new receipts from both the GET and FTA reimbursements under the FFGA. Consequently, it will be necessary for the City & County of Honolulu to issue short term debt to help meet the project's cashflow needs. This occurrence was anticipated in the HART Financial Plan and is consistent with the financial strategy described earlier in this section. As a result, in FY2015, HART expects to begin issuing this debt using short term commercial paper to take advantage of a favorable borrowing climate. HART staff is working with the Mayor and the City's Budget and Financial Services staff to develop a plan for issuing this debt which will be presented to both the HART Board and to City Council for approval. At this point, it is expected that the first issuance of debt will occur during the middle of FY2015 or following award of several major construction contracts per FY2015 procurement plans. The Financial Plan will be updated to reflect the exact nature of the debt issuance plan during the course of FY2015.

Project Risk Factors

Any public works project is subject to a variety of risks that can impact its schedule and budget. The HRTP is subject to such risks some of which are amplified because of Honolulu's geographic location far from the U.S. Mainland. Managing and protecting against risk factors is important to insure the successful completion of the HRTP. At this time, the project has the following risks that are not within HART's direct control but could impact both the project schedule and budget performance over the next several years:

- The significant level of construction currently on Oahu may impact the availability of skilled labor and the pricing of materials such as steel, copper and concrete
- The current level of construction and Oahu's remoteness from the mainland may impact the amount of competition that HART for upcoming construction contracts
- Delays in utility relocations and/or property acquisitions that delay construction work
- The possibility of interest rate increases that could impact debt service payments
- GET surcharge revenue receipts falling below the assumed rate of growth

The important thing is to recognize the existence of these risks and to take steps to minimize or protect against potential impacts to the maximum extent possible while carrying out the implementation of the H RTP.

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Appendix A

HART Balanced Scorecard

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Activity		Time Period	Actual	Plan	Variance	Status	Comments and Legend
							<p>● On track or ahead of plan. ● Immediate attention needed; Requires recovery/resolution.</p> <p>● Monitoring. ○ No current target/activity to date; Action pending.</p> <p>● Monitoring; Requires special attention. N/A Not Applicable. TBD To be determined.</p> <p>■ New Balanced Scorecard items are shaded in blue for ease of identification. ■ Status color changes are shaded in yellow.</p>
For Project Finances, reporting will be based on Current Quarter, Fiscal Year, FFGA Financial Plan and Inception to Date data as appropriate.							
Project Finances							
Operating Budget [Negative = below Plan]							
Operating Expenditures	Current Quarter (Q3 FY14) Jan., Feb., Mar. 2014		\$4	\$5	(\$1)	●	<p>For Current Quarter monitoring purposes: \$20.9M Total Budget/4 quarters = \$5.23M.</p> <p>The Plan numbers for Inception to Date and the Financial Plan = the FY12 + FY13 + FY14 budgets + actual expenditures for fiscal years 2007 through 2011.</p> <p>*Inception is from January 2007 when GET surcharge revenue, interest revenue and expenditures were first reported in the City's FY2007 Comprehensive Annual Financial Report (CAFR) in the Transit Fund which also includes expenditures for other City Departments (e.g., DPP for TOD expenditures, BFS and City Council which were paid with GET surcharge revenues).</p>
	FY2014 Total July 2013-March 2014		\$11	\$16	(\$5)	●	
	FFGA Financial Plan October 16, 2009 - March 2014		\$55	\$70	(\$15)	●	
	Inception* to Date January 2007 - March 2014		\$59	\$74	(\$15)	●	
Capital Budget [Negative = below Plan]							
Capital Expenditures	Current Quarter (Q3 FY14) Jan., Feb., Mar. 2014		\$103	\$233	(\$130)	●	<p>Plan amounts are per the Full Funding Grant Agreement Financial Plan.</p> <p>*Inception is from January 2007 when GET surcharge revenue, interest revenue and expenditures were first reported in the City's FY2007 Comprehensive Annual Financial Report (CAFR) in the Transit Fund.</p> <p>The Plan numbers for Inception to Date = the Plan amounts from 10/16/2009 to 03/31/2014 + actual expenditures for fiscal year 2007 through 10/15/2009.</p> <p>The expenditures for fiscal years 2007 to 2011 were reconciled to the expenditures reported in the Transit Fund included in the City's CAFR report.</p> <p>The "Current Quarter" and "FY14 Total" actual amounts are on a cash basis. All audit adjustments for the previous years are now reflected in the "FFGA Financial Plan" and "Inception to Date" actual amounts.</p> <p>Actual expenditure amounts are below plan due to the suspension of construction which was lifted in September 2013. As a result of the construction delay, we are currently rebaselining the master project schedule and the plan will be readjusted by spring of 2014.</p>
	FY2014 Total July 2013-March 2014		\$177	\$635	(\$458)	●	
	FFGA Financial Plan October 16, 2009 - March 2014		\$951	\$1,938	(\$987)	●	
	Inception* to Date January 2007 - March 2014		\$1,035	\$2,021	(\$986)	●	
Revenues [Negative = below Plan]							
GET Collections							
Net GET Surcharge Receipts	Current Quarter (Q3 FY14) Jan., Feb., Mar. 2014		\$43	\$54	(\$11)	●	<p>GET receipts are reported on a cash basis. The \$43M received in January 2014 is for the October - December 2013 quarter. The Current Quarter plan is based on annual reporting.</p> <p>\$3,291M = Total Net GET Surcharge revenue forecast for FYs 2010-2023. Actual amounts from inception are the collections from January 2007 to 01/31/2014. The \$1,222M Plan amount is equal to the Financial Plan amount of \$844M from the Project Start date of 10/16/2009 to 01/31/2014 plus \$378M collected prior to the Project Start Date.</p> <p>GET surcharge revenue collected prior to October 16, 2009 is included in the Financial Plan as beginning cash balance of \$298M (actual GET collections of \$378M before October 16, 2009, less expenditures of \$80M during that same period).</p> <p>*Inception is from January 2007 when GET surcharge revenue, interest revenue and expenditures were first reported in the City's FY2007 Comprehensive Annual Financial Report (CAFR) in the Transit Fund.</p> <p>Status for the Current Quarter and FY2014 Total have changed from green to yellow.</p>
	FY2014 Total July 2013-March 2014		\$158	\$160	(\$3)	●	
	FFGA Financial Plan October 16, 2009 - March 2014		\$808	\$844	(\$36)	●	
	Inception* to Date January 2007 - March 2014		\$1,187	\$1,222	(\$36)	●	
Federal Grants							
Federal Grant Funds New Starts \$5309 (Reimbursed)	Current Quarter (Q3 FY14) Jan., Feb., Mar. 2014		\$29	\$0	+\$29	●	<p>There were no planned FTA reimbursements for Q3 FY14 per the financial plan.</p> <p>Forecasted FTA receipts by fiscal years to 6/30/14 per the Plan are FY2011 - \$21M; FY2012 - \$99M; FY2013 - \$258M, FY2014-\$442M, Total \$820M.</p> <p>The FY2014 New Starts appropriation is \$250M.</p> <p>The variance for FY2014 Total and FFGA Financial Plan indicate the available appropriation amounts. Reimbursement amounts are below plan due to the suspension of construction which reduced reimbursable project expenditures. Reimbursements will increase as construction activities increase in FY14.</p> <p>Status for the Current Quarter has changed from yellow to green.</p>
	FY2014 Total July 2013-March 2014		\$99	\$192	(\$93)	●	
	FFGA Financial Plan October 16, 2009 - March 2014		\$243	\$570	(\$327)	●	
Federal Grant Funds \$5307 (Reimbursed)	Current Quarter (Q3 FY14) Jan., Feb., Mar. 2014		---	---	N/A		<p>No \$5307 funds will be used in FY14.</p> <p>Total forecasted \$5307 funds per the plan is \$210M. The forecasted amounts by fiscal year are: FY16 - \$35M; FY17 - \$35M; FY18 - \$36M; FY19 - \$37M; FY20 - \$33M; FY21 - \$34M</p>
	FY2014 Total July 2013-March 2014		---	---	N/A		
	FFGA Financial Plan October 16, 2009 - March 2014		---	---	N/A		

Activity	Current Quarter (Q3 FY14)				Inception to Date				Comments and Legend	
	January, February, March 2014				January 2007 - March 2014					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
For the remainder of the Balanced Scorecard, reporting will be based on Current Quarter and Inception to Date data.										
Project Budget										
25	FFGA Baseline Project Budget	N/A	N/A	N/A	○	\$5,122	\$5,122	N/A	●	SM FFGA Baseline Project Budget (including contingencies and FTA-eligible finance charges), in accordance with FTA New Starts project guidelines.
27	Committed (\$)	\$226	—	—	●	\$2,698	\$4,308	(\$1,610)	●	SM Total Committed (awarded Contract Values + approved Change Orders) this quarter and to date vs. the current Total FTA Project Budget, excluding remaining contingencies and finance charges. The contract awards have been shifted to future years due to AIS delays and the repackaging of contracts. A new baseline budget is being created. HART is still on track to maintain the March 30, 2019 full revenue service date.
28	Committed (%)	8.4%	—	—	●	62.6%	—	N/A	●	% SM Committed of the committed Baseline FFGA Project Budget.
29	Incurred (\$M)	\$63	—	—	●	\$905	\$4,308	(\$3,403)	●	SM Incurred (Expenditures + approved Requests for Payment) this quarter and to date vs. the current Total FTA Project Budget, excluding remaining contingencies and finance charges. The plan is based on the original program cost curve issued in 2009 and is projected to be rebaselined in spring 2014. HART is still on track to maintain the March 30, 2019 full revenue service date. The amounts reflected are due in part to the construction delays.
30	Incurred (%)	1%	—	—	●	21%	—	—	●	% SM Incurred (Expenditures + approved Requests for Payment) of the current Total FTA Project Budget, excluding remaining contingencies and finance charges.
31	Direct Cost of Delay Due to Supreme Court Decision to Date	\$1.0	\$4.7	(\$3.7)	●	\$31.4	\$35.1	(\$3.7)	●	Direct costs incurred in \$M from AIS delay. Direct costs include equipment, manpower and subcontractor costs. Costs are already included in the incurred section above, not in addition to. Direct costs of the delay due to the Supreme Court decision were originally estimated at \$36.2M through September 2013. Actual and plan amounts are through October 2013.
32	Escalation Costs Related to Supreme Court Decision to Date	\$0.0	N/A	N/A	●	\$0.0	N/A	N/A	●	Escalation value to be determined based on actual costs incurred.
33	Total Cost of Delay Due to Supreme Court Decision to Date	\$1.0	\$4.7	(\$3.7)	●	\$31.4	\$35.1	(\$3.7)	●	Actual and plan amounts are through October 2013.
34	Estimate at Completion (EAC)	N/A	N/A	N/A	●	\$5,122	\$5,122	N/A	●	SM current vs. planned Estimate at Completion (EAC = contract values as budgeted or awarded + executed change orders + pending and potential changes).
Contingency										
36	Allocated Cost Contingency	\$6	N/A	N/A	●	\$519	\$542	(\$22)	●	Current Quarter = Allocated Project Contingency debited or credited for the quarter, Inception to Date = Current Budget Allocated Project Contingency vs. the Baseline Budget Allocated Project Contingency
37	Unallocated Cost Contingency	(\$4)	N/A	N/A	●	\$89	\$102	(\$13)	●	Current Quarter = Unallocated Project Contingency debited or credited for the quarter, Inception to Date = Current Budget Unallocated Project Contingency vs. the Baseline Budget Unallocated Contingency
38	Total Project Cost Contingency = Allocated + Unallocated	\$2	N/A	N/A	●	\$608	\$644	(\$35)	●	See the HART Monthly Progress Report for more detailed information on contingency. Current Quarter = Total Project Contingency usage, Inception to Date = Current Budget Project Contingency value vs. Baseline Budget Project Contingency The status is green because the Inception to Date actual number is above the FFGA minimum buffer value of \$424M.
39	Schedule Contingency	20	20	-0-	●	20	20	-0-	●	# Months Total Buffer Float used vs. planned in the Draft FFGA Risk and Contingency Management Plan (RCMP), June 2012 (Table 6-2). HART is still on track to maintain the 2019 full revenue service date.
PROJECT DELIVERY - OVERALL										
Overall Progress [Positive = ahead of Late Plan; Negative = behind Late Plan]										
42	Overall Project Progress Completed	1.7%	2.4%	(0.7%)	●	22.7%	23.6%	(0.9%)	●	% Complete of Final Design and Construction contracts (FD, DBB-DBOM design levels-of-effort and DB, DBB, DBOM and E/E construction) actual vs. late plan. Revised project schedules for WOFH, MSF and KHG have been incorporated into the overall project progress curve and the interim opening will be June 2017.
43	Overall Design Progress Completed	10.6%	9.7%	+0.9%	●	70.6%	69.2%	+1.4%	●	% Complete of Final Design contracts & DB-DBOM design levels-of-effort actual vs. late plan. Design is progressing satisfactorily in support of the planned bid dates. The design progress schedule has been rebaselined and the interim opening will be June 2017.
44	Overall Construction Progress Completed	3.5%	4.0%	(0.5%)	●	12.7%	13.7%	(1.0%)	●	% Completion of Construction (DB, DBB, DBOM & E/E) contracts vs. planned. On 9/16/13, the temporary suspension of work for all ground-disturbing activities was lifted. The construction progress schedule has been rebaselined and includes revised project schedules for WOFH, MSF and KHG DB contracts. The interim opening will be June 2017.
Contracts Awarded										
46	Total Number of Contracts Awarded	1	3	(2)	●	32	34	(2)	●	The plan numbers are based off of the FTA Full Funding Grant Agreement Contract Packaging Plan (CPP) contracts. Contracts awarded: Core Systems Support Services. Pending (not awarded yet): Safety and Security Support Services and Owner-Controlled Insurance Brokerage Services. Variance includes savings from planned budget with contingency.
47	Total Value of Contracts Awarded	\$43.9	\$52.7	(\$8.8)	●	\$3,133.0	\$3,199.4	(\$66.4)	●	SM Awarded. Note, CORE systems includes costs of O&M. Variance includes savings from planned budget with contingency. For a full list of contracts awarded please see the HART Monthly Progress Report.
Change Orders										
49	Change Orders (#)	3	N/A	N/A	●	103	N/A	N/A	●	# Change Orders executed this quarter (3 Final Design). These change orders reflect the Notice to Proceed and AIS delays.
50	Change Orders (\$)	\$2.8	N/A	N/A	●	\$227.7	N/A	N/A	●	SM Change Orders executed this quarter (\$2.8M Final Design). These change orders are reducing our allocated, unallocated and known contingency. The most significant amendment during the third quarter was \$2.3M for AIS suspension for Airport Section Guideway Utilities Final Design contract (FD-430).
Claims										
52	Claims Filed	0	0	N/A	○	0	0	N/A	○	# Claims filed vs. anticipated.
53	Claims Resolved	0	0	N/A	○	0	0	N/A	○	# Claims resolved vs. filed.

Activity	Current Quarter (Q3 FY14)				Inception to Date				Comments and Legend	
	January, February, March 2014				January 2007 - March 2014					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
54	Agreements*								*Inception to Date Plan numbers vary each quarter due to advancement of design.	
55	Utility Agreements – Engineering Services	0	1	(1)	●	28	29	(1)	●	Inception to Date Plan = total number of agreements planned for the project WOFH - all 9 agreements executed. KHG - all 10 agreements executed. KHG/Airport/City Center - only 1 agreement executed. Airport/City Center - 8 of the 9 agreements executed. The status for the overall progress is green because the only agreements needed are in the Airport/City Center areas and they do not impede current construction.
56	Utility Agreements – Construction Agreement	0	8	(8)	●	9	29	(20)	●	Inception to Date Plan = total number of agreements planned for the project WOFH - 6 out of 8 agreements executed. KHG - 3 out of 6 agreements executed. Airport - 0 of the 7 planned are executed. City Center - 0 of the 8 planned are executed. The status is orange due to the agreements needed for WOFH and KHG, which could delay construction.
57	Total Utility Agreements	0	9	(9)	●	37	58	(21)	●	Inception to Date Plan = total number of agreements planned for the project WOFH - 2 agreements of 17 outstanding. KHG - 3 agreements of 16 outstanding. KHG/Airport/City Center ESA - Only 1 agreement planned/executed. Airport/City Center ESA - 8 of 9 agreements executed. Airport Construction- no agreements executed (7 agreements planned). City Center Construction- no agreements executed (8 agreements planned). The status is based on the potential for construction to be delayed.
58	HDOT Master Agreements/Joint Use & Occupancy	0	0	-0-	●	2	2	0	●	Inception to Date Plan = total number of agreements planned for the project WOFH and a combined Master Agreement for KHG, Airport and City Center sections are executed.
59	Other Agreements	0	5	(5)	●	10	20	(10)	●	Inception to Date Plan = total number of agreements planned for the project Agreements needed for the project (bold, red items are high priority agreements): WOFH, KHG, City Center: -University of Hawaii Master Agreement WOFH: -Leeward Community College Pre-Construction Right of Entry Agreement -- COMPLETED -Leeward Community College Construction Right of Entry Agreement -UH West Oahu Pre-Construction Right of Entry Agreement -- COMPLETED -Department of Land and Natural Resources -- COMPLETED -Department of Education Master Agreement and Consent to Construct -- COMPLETED -D.R. Horton Agreement for Construction -- COMPLETED -DHHL MOU -- COMPLETED -DHHL Consent to Construct -- COMPLETED -DHHL License or Property Transfer (near completion) KHG: -UH Urban Garden Pre-Construction Right of Entry Agreement -- COMPLETED -UH Urban Garden Construction Right of Entry Agreement -Aloha Stadium/Department of Accounting & General Services (DAGS) -- COMPLETED Airport: -U.S. Navy/General Services Administration (GSA) -U.S. Post Office Honolulu Processing Center City Center: -Honolulu Community College (HCC) Pre-Construction Right of Entry Agreement -- COMPLETED -HCC Construction Right of Entry Agreement -Federal Court House/GSA -Hawaii Community Development Agreement -DAGS The status is based on the agreements needed for WOFH and KHG, which could impact ongoing construction.

Project Progress (continued)

Activity	Current Quarter (Q3 FY14)				Inception to Date				Comments and Legend	
	January, February, March 2014				January 2007 - March 2014					
	Actual	Plan	Variance	Status	Actual	Plan	Variance	Status		
60	Real Estate/Right-of-Way (ROW)									
61	Acquisitions*								<i>*Inception to Date Plan numbers vary each quarter due to advancement of design; Actual numbers are based on property availability for construction.</i>	
62	WOFH Full Acquisitions	0	0	-0-	●	14	14	-0-	●	Inception to Date Plan = total number needed for project Consent to Construct received. Awaiting stipulated judgment and final order.
63	WOFH Partial Acquisitions	0	3	(3)	●	3	6	(3)	●	Inception to Date Plan = total number needed for project Finalizing agreements for two partial acquisitions. Offer made for one partial acquisition for West Loch Station.
64	Summary WOFH Acquisitions (Full + Partial)	0	3	(3)	●	17	20	(3)	●	Inception to Date Plan = total number needed for project
65	KHG Full Acquisitions	0	0	-0-	●	3	3	-0-	●	Inception to Date Plan = total number needed for project All property is available to contractors.
66	KHG Partial Acquisitions	0	0	-0-	●	3	3	-0-	●	Inception to Date Plan = total number needed for project Eminent domain on one partial is proceeding through the courts and two partials are in negotiations.
67	Summary KHG Acquisitions (Full + Partial)	0	0	-0-	●	6	6	-0-	●	Inception to Date Plan = total number needed for project
68	Airport Full Acquisitions	1	4	(3)	●	2	5	(3)	●	Inception to Date Plan = total number needed for project One full acquisition in escrow closed and available for contractor. Two full acquisitions closed escrow, but relocations remain. One acquisition in negotiations.
69	Airport Partial Acquisitions	0	1	(1)	●	1	5	(4)	●	Inception to Date Plan = total number needed for project Two parcels in appraisal process and agreements for remaining parcels are pending.
70	Summary Airport Acquisitions (Full + Partial)	1	5	(4)	●	3	10	(7)	●	Inception to Date Plan = total number needed for project
71	City Center Full Acquisitions	0	0	-0-	●	2	15	(13)	●	Inception to Date Plan = total number needed for project With the recent court decisions in favor of HART and the lifting of the injunction, HART is beginning the acquisition process and generating letter of intent to acquire.
72	City Center Partial Acquisitions	0	0	-0-	●	0	70	(70)	●	Inception to Date Plan = total number needed for project Awaiting resolution on design re: Dillingham acquisitions. With the recent court decisions in favor of HART and the lifting of the injunction, HART is beginning the acquisition process and generating letter of intent to acquire. One property added in due to tax record data.
73	Summary City Center Acquisitions (Full + Partial)	0	0	-0-	●	2	85	(83)	●	Inception to Date Plan = total number needed for project With the recent court decisions in favor of HART and the lifting of the injunction, HART is beginning the acquisition process and generating letter of intent to acquire.
74	Expenditures for Full Acquisitions	N/A	N/A	N/A	●	\$42.5	\$45.4	(\$2.9)	●	SM in expenditures recorded for full acquisitions vs. planned in the FFGA Budget. WOFH property final cost awaiting court approval.
75	Easements*								<i>*Inception to Date Plan numbers vary each quarter due to advancement of design; Actual numbers are based on property availability for construction.</i>	
76	WOFH Easements	0	0	-0-	●	7	14	(7)	●	Inception to Date Plan = total number needed for project
77	KHG Easements	0	0	-0-	●	3	5	(2)	●	Inception to Date Plan = total number needed for project
78	Airport Easements	0	0	-0-	●	0	34	(34)	●	Inception to Date Plan = total number needed for project 2 easements in appraisal process and 1 offer made; 15 easements in process by Navy.
79	City Center Easements	0	0	-0-	●	0	24	(24)	●	Inception to Date Plan = total number needed for project Awaiting resolution on design re: Dillingham acquisitions. With the recent court decisions in favor of HART and the lifting of the injunction, HART is beginning the acquisition process and generating letter of intent to acquire.
80	Summary Easements	0	0	-0-	●	10	77	(67)	●	Inception to Date Plan = total number needed for project
81	Safety									
82	HART OSHA Reportable Injuries	0	0	-0-	●	0	0	-0-	●	HART # Occupational Safety and Health Agency (OSHA) Reportable Injuries to date. Reportable incidents, requiring OSHA to be notified within 8 hours, include the death of an employee or hospitalization of three or more employees. For additional information on recordable incidents please see the HART Monthly Progress Report.
83	Contractor OSHA Reportable Injuries	0	0	-0-	●	0	0	-0-	●	Contractor's # Occupational Safety and Health Agency (OSHA) Reportable Injuries to date. Reportable incidents, requiring OSHA to be notified within 8 hours, include the death of an employee or hospitalization of three or more employees. From 2010-2014 (YTD), Kiewit's average incident rate for recordable cases for the Project is 0.49. According to the U.S. Bureau of Labor Statistics, in 2012 the incidence rate of nonfatal occupational injuries and illnesses for heavy and civil engineering construction for total recordable cases was 3.2 nationally and 5.9 in Hawaii. For additional information on recordable incidents please see the HART Monthly Progress Report.
84	Quality Assurance (QA)									
85	Completion of QA Audits	0	0	-0-	●	46	43	+3	●	# QA Audits of HART, GEC, contractors and suppliers completed vs. planned.
86	Successful Closure of Design NCRs	0	0	-0-	●	9	10	(1)	●	# Design Non-Conformance Reports (NCRs) closed vs. issued. One issued Dec. 2013 on MSF.
87	Successful Closure of Construction NCRs	19	30	(11)	●	112	123	(11)	●	# Construction NCRs closed vs. issued. The variance: 30 (21-WOFH, 7-KHG and 2-MSF) issued Jan.-Mar.; 11 NCRs remain Open.

	Activity	Current Quarter (Q3 FY14)				Inception to Date				Comments and Legend
		January, February, March 2014				January 2007 - March 2014				
		Actual	Plan	Variance	Status	Actual	Plan	Variance	Status	
88	Economic Multipliers (Negative = below plan)									
89	DBE Participation (%)	0.15%	0.13%	+0.02%	●	0.89%	13%	-12.11%	●	% actual vs. target participation rate of Disadvantaged Business Enterprises (DBE) to date since September 24, 2007. The planned DBE participation rate is an overall project goal. The Inception to Date Actual amount includes an audit adjustment removing ineligible payments. The inception date has also been adjusted to September 24, 2007 to include eligible payments on SC-HRT-11H0131, GEC I.
90	DBE Participation (\$)	\$2.72	\$2.29	+\$0.43	●	\$15.62	\$229	(\$213.38)	●	SM actual vs. target participation of DBE to date since September 24, 2007. The planned DBE participation rate is an overall project goal. The Inception to Date Actual amount includes an audit adjustment removing ineligible payments. The inception date has also been adjusted to September 24, 2007 to include eligible payments on SC-HRT-11H0131, GEC I.
91	PERSONNEL									
92	HART Staffing Level	5	0	+5	●	121	139	(18)	●	# Current HART Full-Time Equivalents (FTEs) vs. planned positions in the FY14 Operating Budget. 121 current FTEs. This includes 102 City employees and 19 Project Management Support Consultant (PMSC) employees. The actual number reported in the Current Quarter reflects all new hires for the quarter. The Inception to Date numbers reflect the total number of employees currently onboard as of March 31, 2014.
93	Direct Project Jobs Created	---	---	---	○	1,042	---	---	○	# Direct project jobs created. Actual number reflects input from all contractors and a calculated count for all agencies supporting HART's activities.
94	Transit-Oriented Development (TOD) Planning									
95	City Department of Planning and Permitting Draft TOD Plans	0	3	N/A	●	16	19	N/A	●	City Department of Planning and Permitting (DPP) is responsible for TOD plans for 19 of the 21 stations. A total of 16 stations have Draft TOD neighborhood plans at this time. DPP started developing Draft TOD plans for the remaining 3 stations: Pearl Harbor Naval Base, Airport and Lagoon Drive. Final TOD Plans are expected starting in the second quarter of 2014 through 2015. In the interim, DPP has drafted Bill 71 Land Use Ordinance (LUC) Amendment Relating to Interim Plan Development Permits for TOD, which will allow for negotiations on TOD projects as per the Draft TOD plans before zoning is in place.
96	Hawai'i Community Development Authority Draft TOD Overlay Plan	0	0	N/A	●	2	2	N/A	●	HCDA developed a Draft TOD Overlay Plan for the areas around Kaka'ako and Civic Center Station. It will be finalized in the Kaka'ako Environmental Impact Statement which is expected to be available in draft form in Q3 2014.
97	Total Stations with Approved Draft TOD Plans	0	3	N/A	●	18	21	N/A	●	TOD plans are being created for 21 stations.
98	PUBLIC OUTREACH									
99	Build a Social Media Community	75	---	N/A	●	2,037	---	N/A	●	# of unique Facebook followers.
100	Proactive Community Outreach: Neighborhood Board Meetings	33	---	N/A	●	852	---	N/A	●	# Neighborhood Board Meetings in which HART has participated to date since 2006.
101	Proactive Community Outreach: Presentations/Events	52	---	N/A	●	1,580	---	N/A	●	# Events in which HART has participated to date since 2006.
102	SERVICE DELIVERY									
103	Fare Collection System				○				○	TBD in FY15.
104	Bus-Rail Integration Plan				○				○	TBD
105	HART Operating Organization Plan				○				○	TBD
106	HART Service Policy/Standards				○				○	TBD
107	LIVABILITY									
108	HART Sustainability Policy				○				○	TBD in FY14.
109	Transit-Oriented Development (TOD) Policy				○				○	TOD stakeholders group in development.

Appendix B

HART Organizational Charts

DRAFT

Prepared by:

[Signature]
Administrative Specialist

Feb 28, 2014
Date

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)

MARCH 1, 2014

Concur:

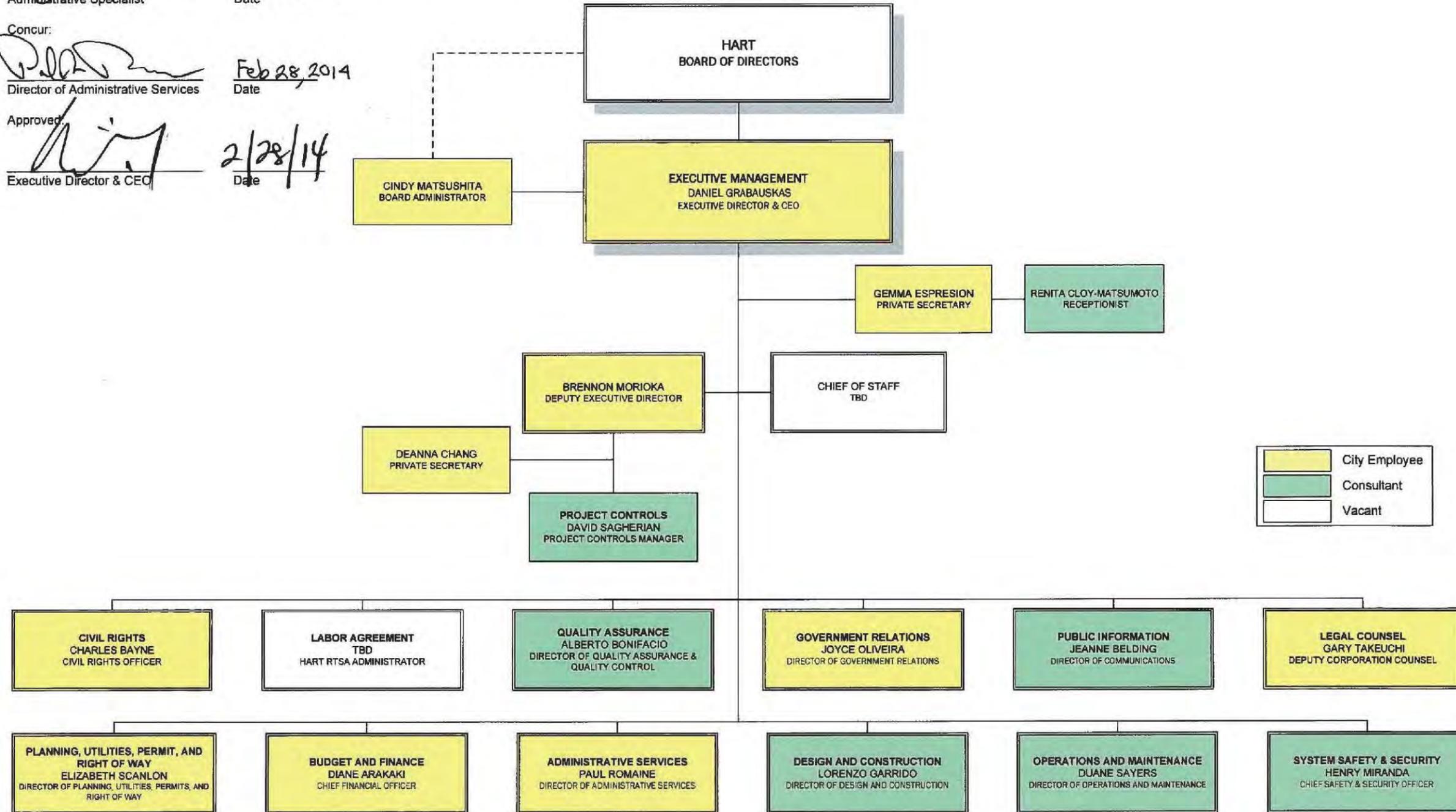
[Signature]
Director of Administrative Services

Feb 28, 2014
Date

Approved:

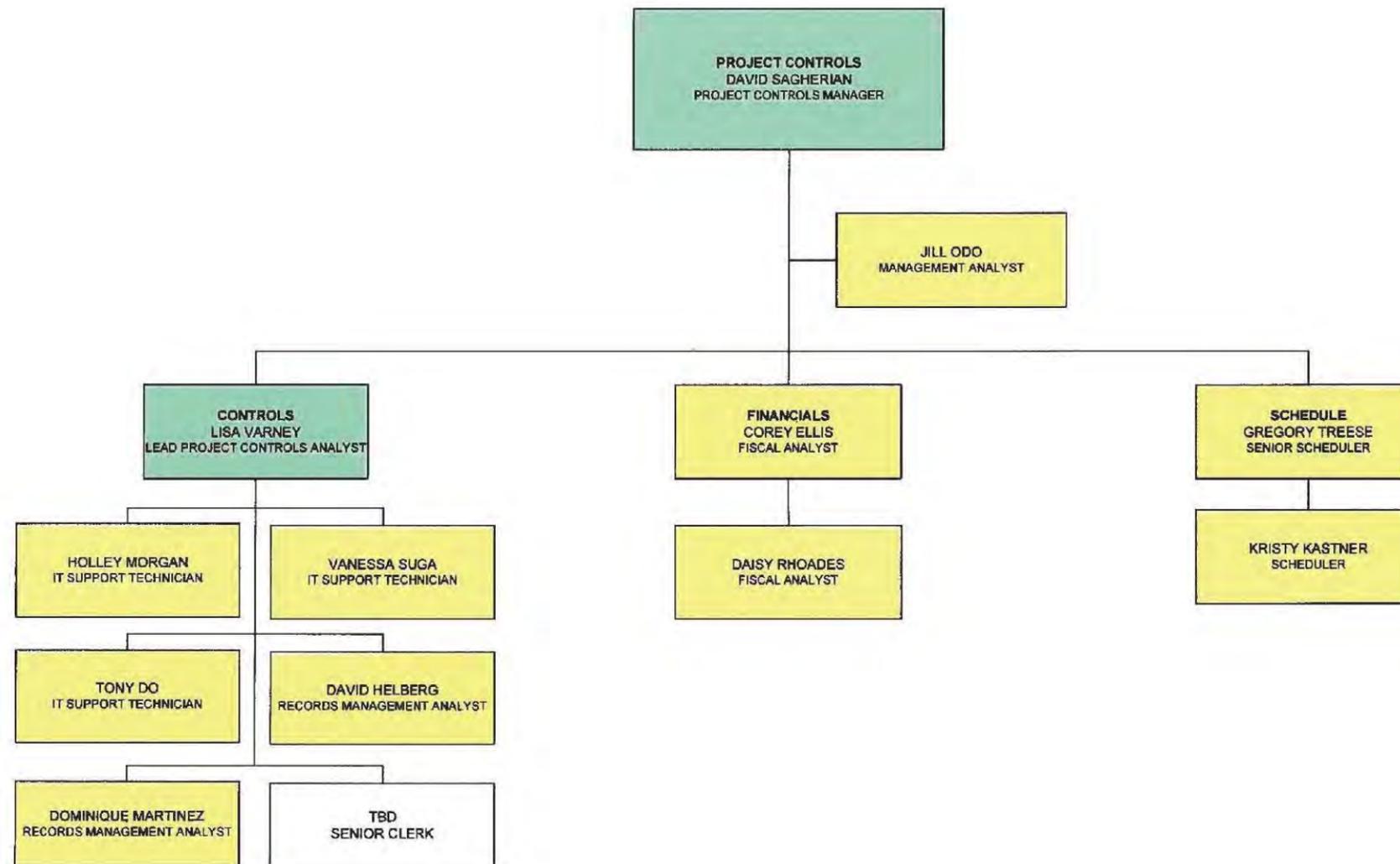
[Signature]
Executive Director & CEO

2/28/14
Date

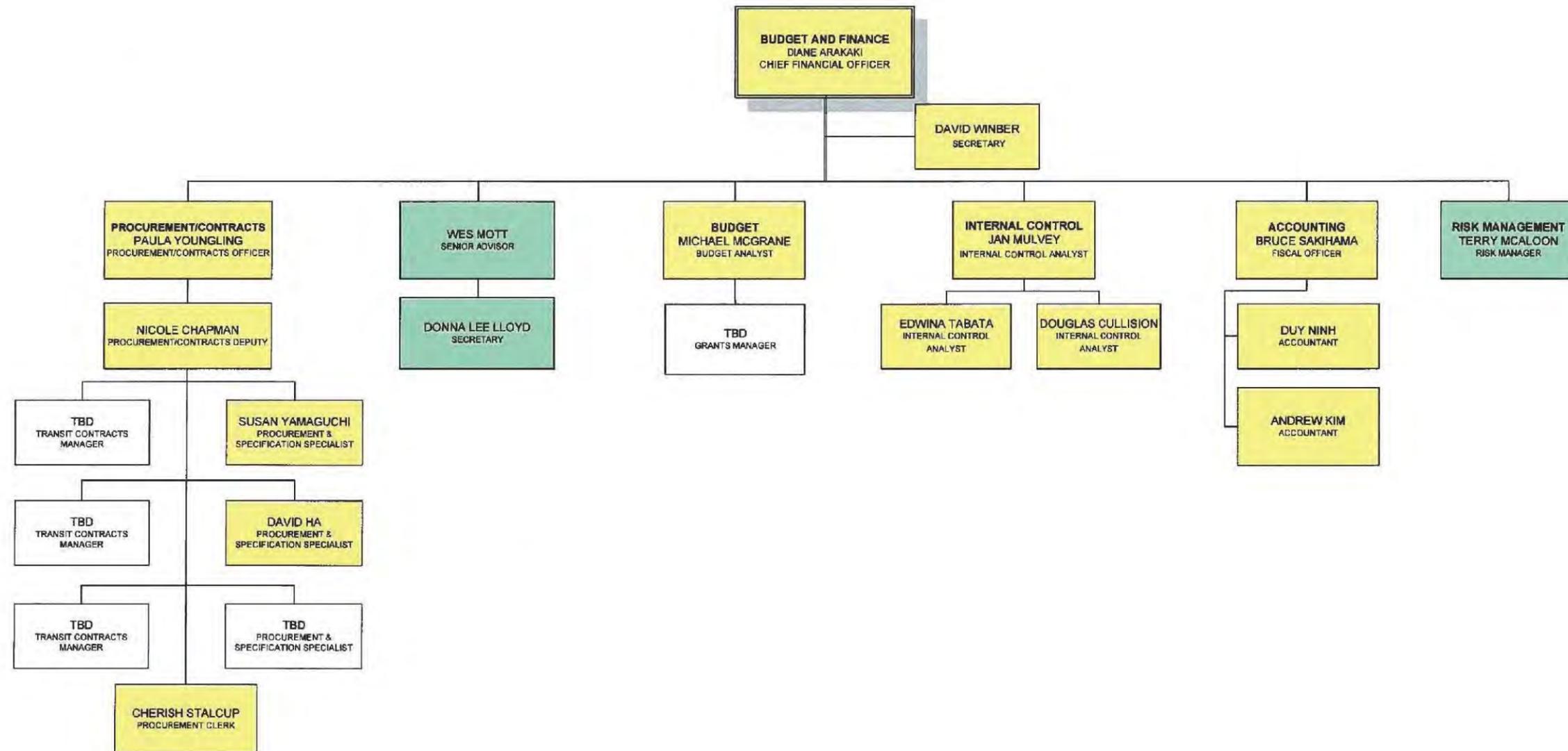


HONOLULU AUTHORITY FOR RAPID TRANSPORTATION PROJECT MANAGEMENT

MARCH 1, 2014

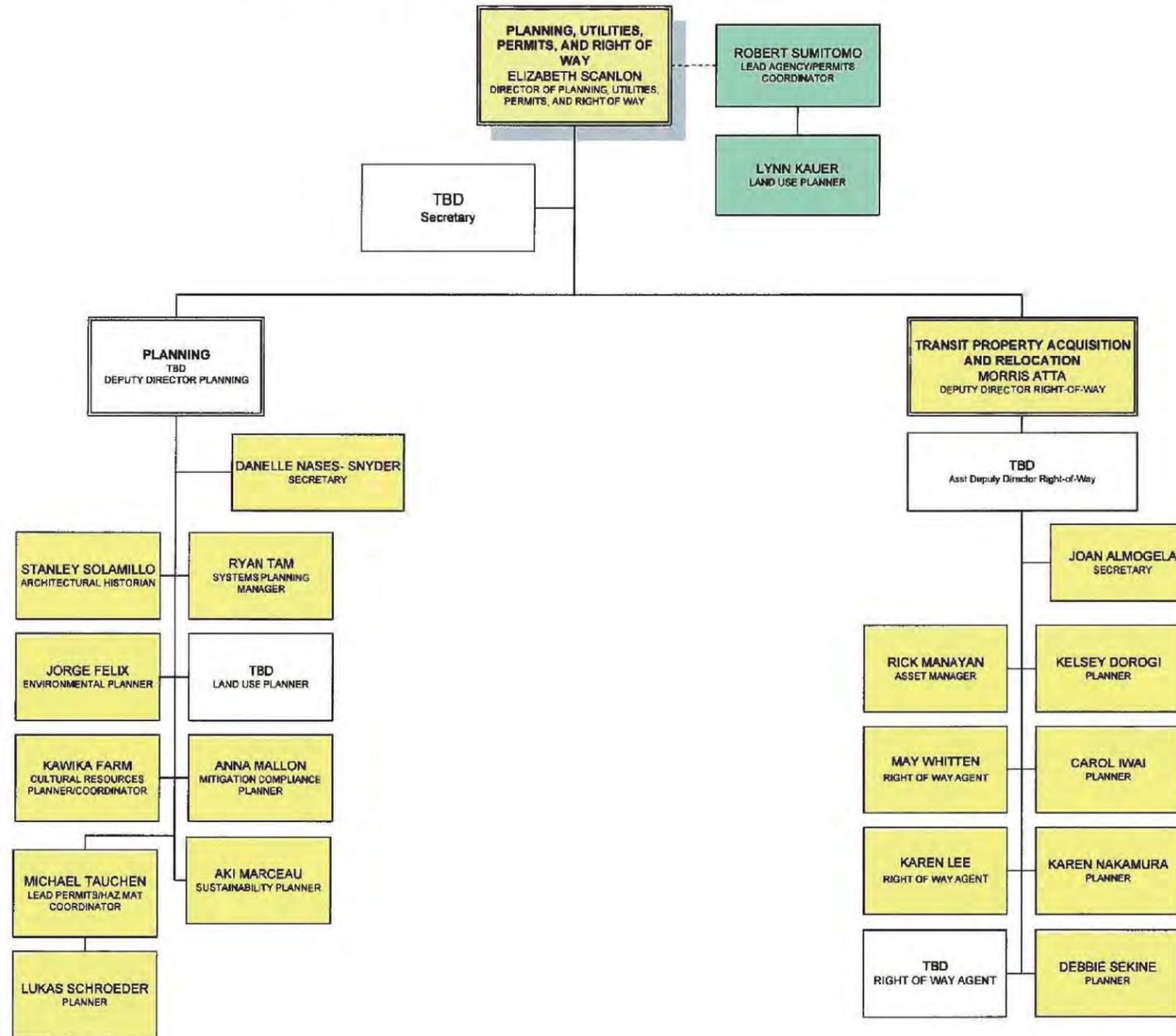


HONOLULU AUTHORITY FOR RAPID TRANSPORTATION BUDGET AND FINANCE



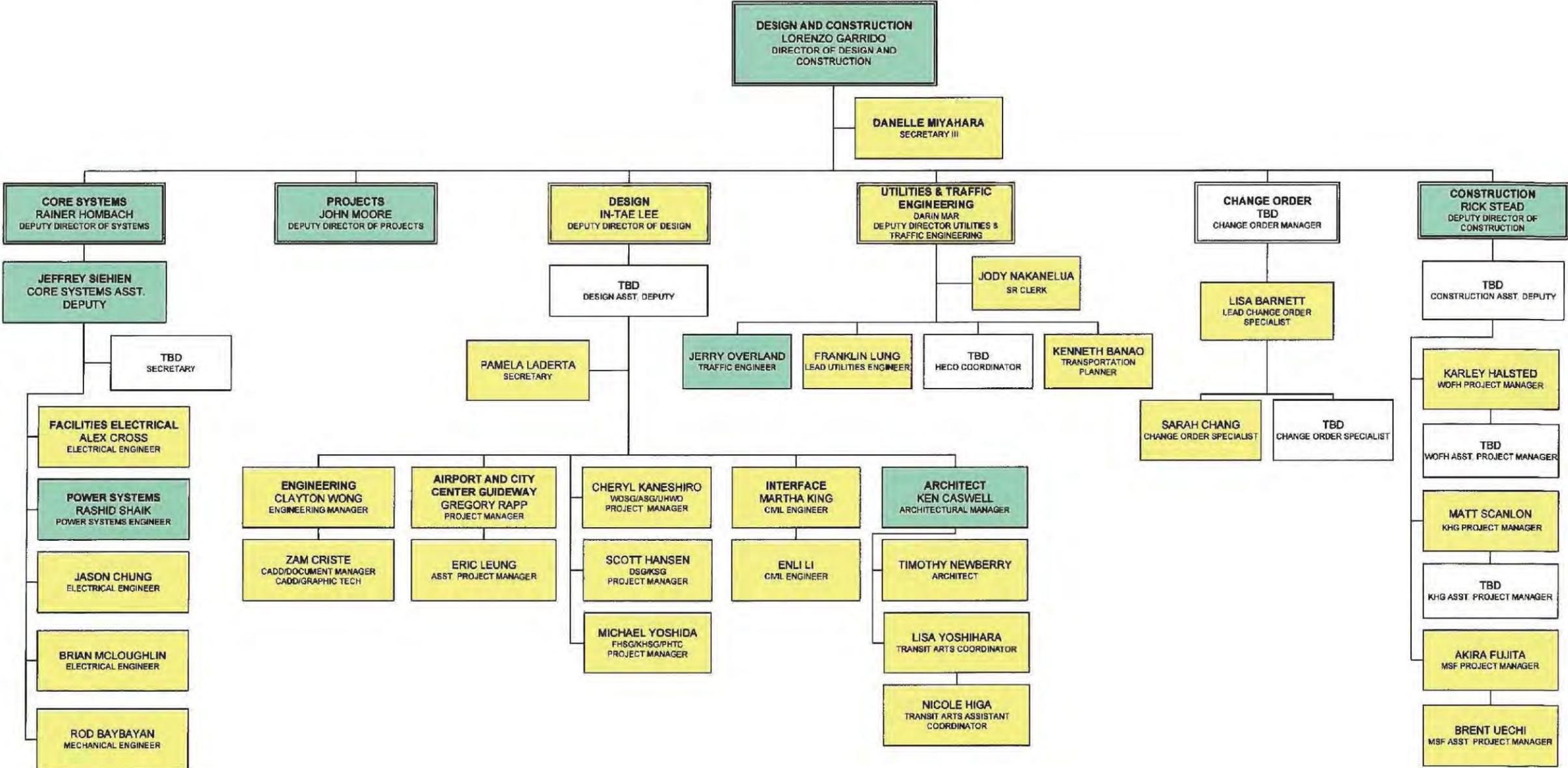
HONOLULU AUTHORITY FOR RAPID TRANSPORTATION PLANNING, UTILITIES, PERMITS, AND RIGHT OF WAY

MARCH 1, 2014



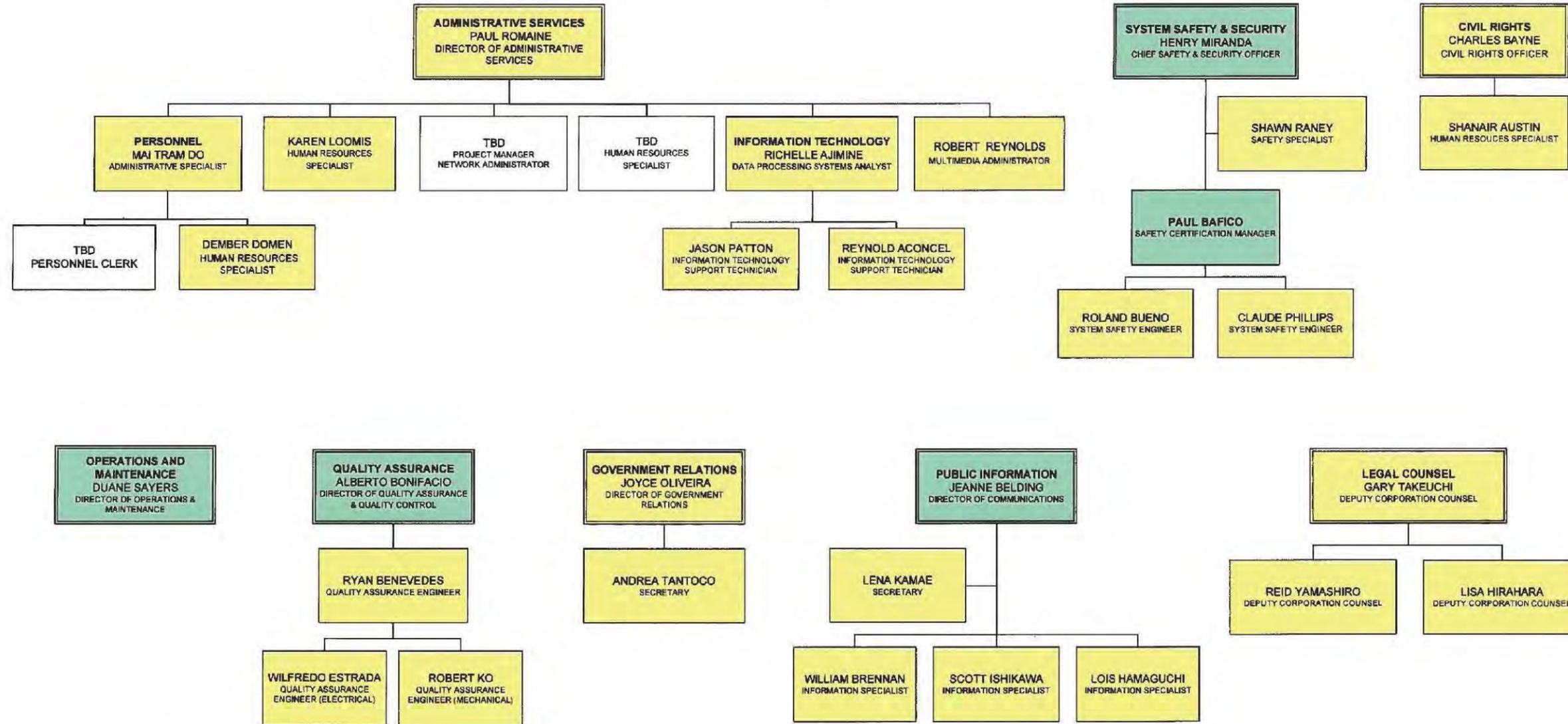
HONOLULU AUTHORITY FOR RAPID TRANSPORTATION DESIGN AND CONSTRUCTION

MARCH 1, 2014



HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

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



Appendix C

Master Agreements Concerning Transit Oriented Development At HART Rail Stations

Agreement	Status	Target	Section
University of Hawaii (UH) Master Agreement	Pending	September 2014	WOFH, KHG, City Center
UH -West Oahu (UHWO) Consent to Construct	Pending	April 2014	WOFH
UH - West Oahu (UHWO) Sub-agreement	Pending	April 2014	WOFH
Leeward Community College (LCC) Consent to Construct	Pending	April 2014	WOFH
Leeward Community College (LCC) Sub-agreement	Pending	April 2014	WOFH
UH Urban Garden Consent to Construct	Pending	April 2014	KHG
UH Urban Garden Sub-agreement	Pending	April 2014	KHG
DR Horton Agreement for Construction	Executed		WOFH
DR Horton Final Easement Agreement	Pending	December 2014	WOFH
Honolulu Community College (HCC) Consent to Construct	Pending	April 2014	City Center
Honolulu Community College (HCC) Sub-agreement	Pending	April 2014	City Center
Department of Land and Natural Resources (DLNR) Right of Entry	Executed		WOFH
Department of Land and Natural Resources (DLNR) Easement	Pending		WOFH
Department of Education Master Agreement and Consent to Construct	Executed	May 2014	WOFH
Aloha Stadium / Department of Accounting & General Services (DAGS) Right of Entry	Executed		KHG
Aloha Stadium / Department of Accounting & General Services (DAGS) Easement	Pending	September 2014	KHG
DHHL Master Agreement	Executed		WOFH, MSF
DHHL Consent to Construct	Executed		WOFH, MSF
DHHL License	Pending	June 2014	WOFH, MSF
HDOT Master Agreement	Executed		WOFH
HDOT Joint Use & Occupancy (JU&O) Sub-agreement	Executed		WOFH
HDOT Master Agreement for KHG, Airport and City Center	Executed		KHG, Airport, City Center
HDOT JU&O Sub-agreement	Executed		KHG Airport City Center

HDOT SOA MOU	Executed		Program
OCCC/Hawaii Department of Public Safety Agreement Dillingham Blvd	Pending	July 2014	City Center
HI Community Development Agreement (HCDA)	Pending	Oct 2014	City Center
DAGS	Pending	Oct 2014	City Center
U.S. Navy / General Services Administration (GSA)	Pending	N/A	Airport
U.S. Post Office Honolulu Processing Center	Pending	April 2014	Airport
Federal Court House/GSA	Pending	Oct 2014	City Center
Pacific Guardian Center	Pending	Jun 2015	City Center
Howard Hughes Corporation – Joint Development Agreement	Pending	Jun 2015	City Center
Sam House Development LLC – Joint Development Agreement	Pending	Jun 2015	City Center
GGP Ala Moana LLC – Joint Development Agreement	Pending	Jun 2015	City Center

Appendix D

Project Background and Planning

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

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

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

Figure 1: The Project



Project Description

Alignment

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

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

Section I – West Oahu /Farrington Highway: East Kapolei to Pearl Highlands

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

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

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

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

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

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

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

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

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

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

Table 3: Section III Stations – Airport

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

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

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

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

Table 4: Section IV Stations – City Center

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

System-wide Elements

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

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

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

Initially, there will be 80 individual guideway vehicles each having a length of roughly 60 feet and the capacity to carry upwards of 160 persons. Additional vehicles will be added to the fleet as passenger demand requires in the future.

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

Platform screen barriers and doors are becoming standard safety features for modern automated rail transit systems to provide platform edge protection. In FT2014, a decision was made to add this feature to the project scope. As a result, the project will now utilize a Platform Screen Gate system that is more like a fence with automated openings at all rail stations. Safety is the principal benefit for passengers, as the installation of these gates will preclude accidental train track guideway incursion and reduce the risk of accidents, especially when trains are entering the station. Active barrier systems create a safety separation between the track area and the platform to protect people from falling off the platform thereby eliminating the potential hazard of being struck by a moving train or being shocked or electrocuted by the third power rail. This change will also serve to minimize the potential for service interruptions caused by incursions on the track guideway in station areas.

Fare Collection

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

Fare Policy for the rail line. A final decision by the HART BOD on which type of fare collection system to use is expected to be made in FY2015.

Operating Plan

The project is planned to operate in revenue service seven days a week. Weekday service will operate between 4 a.m. and midnight. Saturday service will run from 5 a.m. to midnight, and Sunday service will run from 6 a.m. to midnight. Vehicle headways in each direction will range from 5 minutes during peak periods to 18 minutes from 8 p.m. to midnight. A train will arrive in each direction at the station every 10 minutes during mid-day base time periods.

The system is planned to operate with four-car trains at a maximum train consist length of approximately 250 feet. Each train will be able to carry approximately 640 passengers at peak loading or 7,680 people per hour in the peak direction at 5 minute headways. Peak demand in the opening year is expected to be 6,280 passengers per hour in the peak direction. Peak system capacity can be expanded by increasing train frequency to as low as 2 minute intervals which will allow for a significant increase in passenger carrying capacity.

Ridership Estimates

2030 travel forecasts for the project anticipate about 119,600 daily transit boardings. In the initial year of full operations, the project anticipates approximately 99,800 daily boardings.

Appendix E

Financial Charts and Tables

DRAFT

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

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

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

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

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

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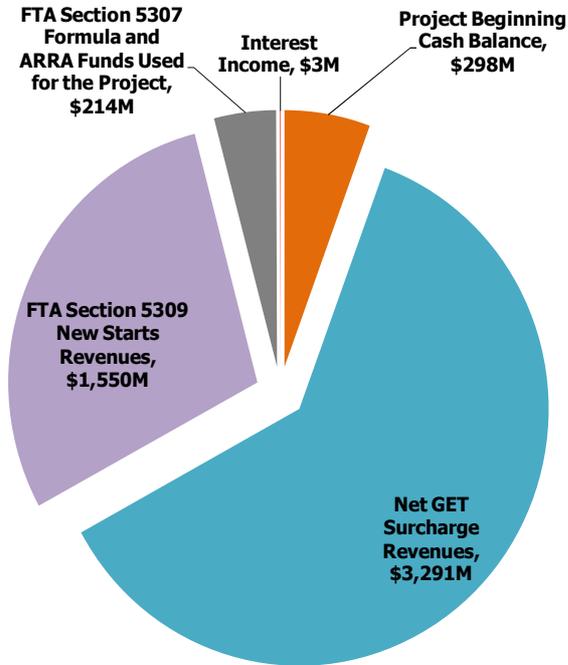
Operating Sources of Funds	
Fare Revenues (TheBus and Rail)	2,098
Fare Revenues (TheHandi-Van)	60
Subtotal Fare Revenues	\$2,158
FTA Section 5307 Formula Funds Used for Preventative Maintenance	247
FTA Section 5316 (JARC) and 5317 (New Freedom)	20
Transfer from Project Cash Balance to Rail O&M Cost	140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

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

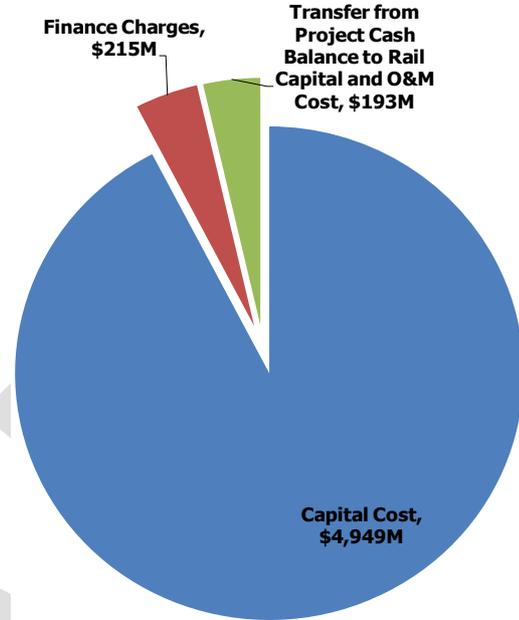
1/ Includes \$4M from American Recovery & Reinvestment Act of 2009
Note: totals may not add due to rounding

Project Sources and Uses of Funds, YOE \$millions

Where the Dollars Come From:



Where the Dollars Go:



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

Source: Financial Plan, June 2012

SUMMARY OF HART FINANCIAL INFORMATION - FY2013 to FY2015

(in dollars)	FY2013 Actual	FY2014 Budget	FY2014 Projected	FY2015 Budget
Total Budget				
Operating Budget	15,424,332	20,917,259	15,684,565	21,481,029
Capital Budget	309,364,744	1,140,438,300	380,903,801	1,560,404,400
Total Budget Request	<u>324,789,076</u>	<u>1,161,355,559</u>	<u>396,588,366</u>	<u>1,581,885,429</u>
Operating Expenses				
Personnel	9,927,964	13,030,366	10,375,523	13,843,425
Current expenses	5,477,839	7,880,893	5,309,042	7,631,604
Equipment & Software/Depreciation	18,529	6,000	0	6,000
	<u>15,424,332</u>	<u>20,917,259</u>	<u>15,684,565</u>	<u>21,481,029</u>
Reimbursements to Other City Depts.				
Salaries, Fringe Benefits & Current Expenses	636,541	985,971	395,042	1,021,401
City Overhead Contribution (CASE)	1,065,418	996,060	1,046,498	1,022,906
Other City Depts. Reimbursements Total	<u>1,701,959</u>	<u>1,982,031</u>	<u>1,441,541</u>	<u>2,044,307</u>
H RTP Capital Expenses				
Consultant Services	88,583,364	19,731,900	55,346,822	26,989,500
Design Services	17,470,560	39,867,500	22,864,192	20,382,000
Programmatic Agreement	223,999	1,950,000	224,517	1,100,000
Utility Relocation	2,281,120	134,500,000	2,041,581	95,000,000
Construction, Const. Mgmt. & Inspec.	157,894,967	304,466,100	138,343,894	1,017,676,300
Core Systems & Equipment	24,675,357	425,907,000	38,702,795	0
Land Acquisitions	17,346,427	85,570,000	16,000,000	126,700,000
Relocation	888,950	1,000,000	100,000	11,500,000
Public Art	0	1,975,000	0	0
Quality Audits	0	0	0	56,600
Contingency & Recertification & others	0	325,470,800	107,280,000	261,000,000
HART Capital Program Total	<u>309,364,744</u>	<u>1,340,438,300</u>	<u>380,903,801</u>	<u>1,560,404,400</u>

HONOLULU RAIL TRANSIT PROJECT



APRIL 2014* MONTHLY PROGRESS REPORT

* Data Dates: Cost, Schedule, Risk 3/28; Other Activities 4/30

HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

www.HonoluluTransit.org

THIRD PARTY DISCLAIMER

This report and all subsidiary reports are prepared for the Federal Transit Administration (FTA). This report should not be relied upon by any party, except the FTA or HART, in accordance with the purposes as described below.

For projects funded through the FTA Full Funding Grant Agreements (FFGAs) program, the FTA and its Project Management Oversight Contractor (PMOC) use a risk-based assessment process to review and validate a project sponsor's budget and schedule. This risk-based assessment process is a tool for analyzing project development and management. Moreover, the assessment process is iterative in nature; any results of an FTA or PMOC risk-based assessment represent a "snapshot in time" for a particular project under the conditions known at that same point in time. The status of any assessment may be altered at any time by new information, changes in circumstances, or further developments in the project, including any specific measures a sponsor may take to mitigate the risks to project costs, budget, and schedule, or the strategy a sponsor may develop for project execution. Therefore, the information in the monthly reports will change from month to month, based on relevant factors for the month and/or previous months.

REPORT FORMAT AND FOCUS

This report is submitted in compliance with the terms of FTA Contract No. DTFT60-09-D-00012, Task Order No. 2. Its purpose is to provide information and data to assist the FTA as it continually monitors the grantee's technical capability and capacity to execute a project efficiently and effectively, and hence, whether the grantee continues to be ready to receive federal funds for further project development.

This report covers the project and quality management activities on the Honolulu Rail Transit Project managed by the Honolulu Authority for Rapid Transportation (HART) with HART as the grantee and partially financed by the FTA FFGA.

ON THE COVER:

Left: West O'ahu Farrington Highway Guideway along Farrington Highway looking Diamond Head.

Upper right: West O'ahu Farrington Highway Guideway along Farrington Highway looking Waianae.

Lower right: Maintenance and Storage Facility site.

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HIGHLIGHT OF THE MONTH*: WAIPAHU TRANSIT CENTER STATION
 Serving the Waipahu, Waikele and Outlying Residential Areas



Construction Timing:

- Operational in 2017

- Station Features:**
- ADA Pedestrian Access
 - Bicycle Parking
 - Elevator, Escalator and Stairs
 - Kiss-and-Ride
 - Tour Bus or Private Shuttle Area
 - TheBus Transit Center
 - TheHandi-Van Pick-up/Drop-off
 - Planned # of Entrances: 1

*Each month a different station will be highlighted with architectural renderings and key information.

1 EXECUTIVE SUMMARY

KEY CURRENT ISSUES

Archaeological Inventory Survey (AIS) Reports and Review:

- Data recovery fieldwork continues.
- Next steps are for completion of Archaeological Monitoring Plan for City Center Section. The City Center Burial Treatment Plan will be finalized after Data Recovery fieldwork is completed in the City Center Section in 2014.
- Coordination with the State Historic Preservation Division (SHPD) and the O'ahu Island Burial Council (OIBC) as well as outreach to descendant families continues on the iwi kūpuna (human skeletal remains) discovered previously during the City Center AIS field work. All iwi kūpuna continue to be protected in place.
- Draft Cultural Monitoring Plan received for internal review.

Station Design:

- HART is developing a Treatment Management Plan for Historic and Cultural Resources at Aloha Stadium Station.

KEY ACTIVITIES THIS MONTH

The Honolulu Authority for Rapid Transportation (HART) will receive more than \$61 million in General Excise and Use Tax (GET) revenue for the first quarter of 2014.

With the receipt of the \$61.65 million for the months of January, February and March, the total GET revenue for the Honolulu Rail Transit Project (H RTP or Project) now stands at \$1.25 billion.

Full Speed Ahead: Guideway Segment Production Moves Forward



A Kalaeloa casting yard is bustling with dozens of Kiewit employees who are building guideway segments for the Project. The concrete guideway segments will sit on top of the columns to form the elevated guideway for Honolulu's rail system.

"The production of these segments means we are on schedule," said HART's Executive Director and CEO Dan Grabauskas said. "We will begin placing these guideway segments on the columns in the next few weeks. We are on track and on the right course to complete the project on time, on budget and with an eye on quality."

About a dozen guideway segments are being produced daily. Each segment also goes through numerous inspections and quality checks. Nearly 5,200 segments will be used to form the spans that will make up the 10 miles of guideway between East Kapolei and Aloha Stadium.

Support for Rail Remains Strong

In April, HART Executive Director and CEO Dan Grabauskas traveled to Washington, D.C. along with HART Board Chairman Ivan Lui-Kwan, Mayor Kirk Caldwell and City Council Chairman Ernie Martin to update federal officials on the status of the Honolulu Rail Transit Project.

The Honolulu officials met with Hawai'i's Senators Brian Schatz and Mazie Hirono, and with staff members of Representatives Colleen Hanabusa and Tulsi Gabbard. They also held meetings with U.S. Department of Transportation officials, as well as several congressional transportation committee members in the U.S. House.



Grabauskas said one of the strong messages HART is getting from both Republicans and Democrats in the House and the Senate is that with HART's full funding grant agreement in place, the agency's legal hurdles in the past and construction in full swing, the rail project is well positioned for continued funding from Congress.

PROJECT PROGRESS**Overall Progress:**

Project Progress Through March 28, 2014			
	Actual	Early Plan	Late Plan
Overall Project Progress*	22.7%	29.0%	23.6%
Overall Construction Progress*	12.7%	17.6%	13.7%
Overall Design Progress*	70.6%	83.3%	69.2%
Overall Utilities Progress	5.8%	15.3%	10.5%

*Current figures reflect adjustments to components of the budget baselines.

- There have been no project scope changes; the project scope continues to reflect the Final Environmental Impact Statement (FEIS), Record of Decision (ROD) and Full Funding Grant Agreement (FFGA).
- The Contract Packaging Plan (CPP) is being modified with certain facility design and construction work re-packaging.

Schedule:

- 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.
- HART continues to work with contractors to refresh the Master Project Schedule (MPS) as a result of the approximately 1-year construction delay.

FINANCIALS**Incurred Cost:**

- \$904.5M = Total Incurred Cost (actual expenditures plus approved requests for payment)
- \$19M = March 2014 incurred amount in costs (actual expenditures plus approved requests for payment)

Committed Amount:

- \$2.698B = Total Committed Amount (including awarded design contract allowances of \$5.9M, but excluding uncommitted contingencies and finance charges)

Authorized for Expenditure (AFE):

- \$1.922B = Total Amount AFE by way of Notices to Proceed (NTPs)
- \$6.3M = March 2014 total AFE increase as the result of issued Encumbrance and Adjustments

Project Contingency:

- \$608.2M = Current Project Contingency Balance
- \$0 = March 2014 drawdown to Project Contingency
- \$32.5M = Current Known Changes Balance
- There were no drawdowns from Known Changes Contingency from last period

Funding:

- \$1,355M = Total Cash Received Since Preliminary Engineering (PE)
- FFGA:
 - \$16.9M = the FTA's drawdown received in March 2014
- General Excise Tax (GET) Surcharge:
 - \$808.5M = amount received as of Q3, FY 2014, since the Project's entry into FTA's Preliminary Engineering phase of project development
 - \$1,187M = amount received since 2007
 - \$0 = the county's GET surcharge revenue received in March 2014

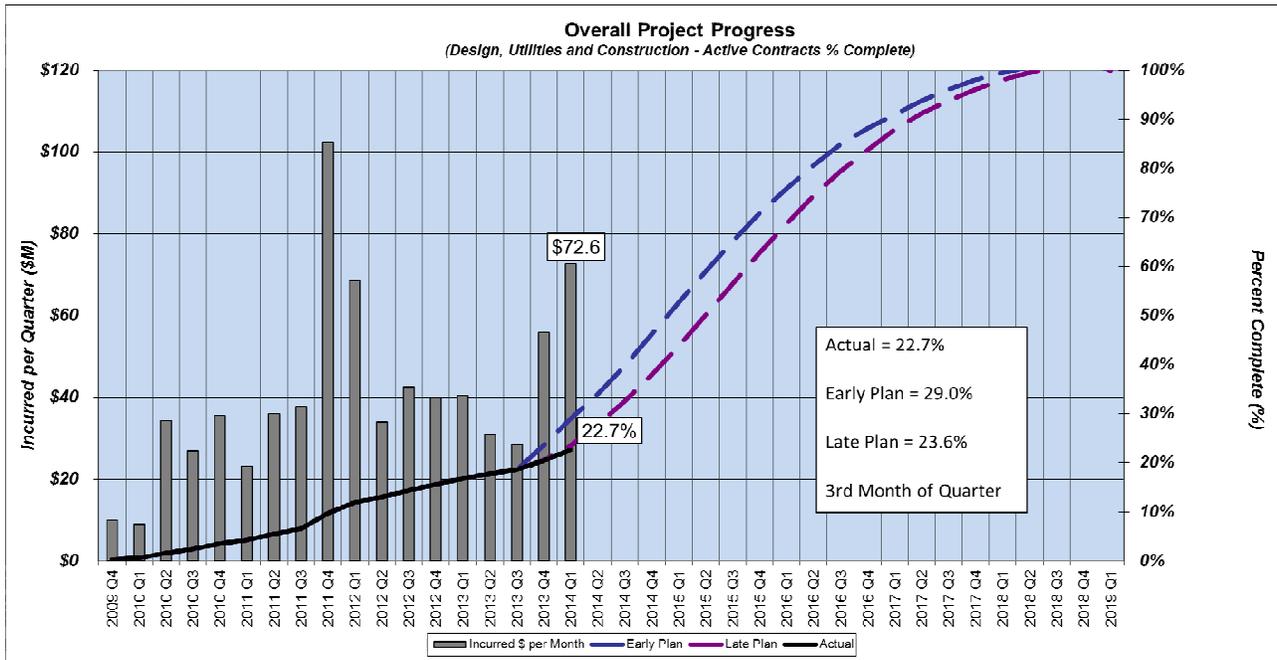
Project Revenue and Costs:

- \$436M = Cash Balance as of 3/31/14

2 OVERALL PROJECT PROGRESS AND FINANCIALS

2.1 Project Progress (data as of March 28, 2014)

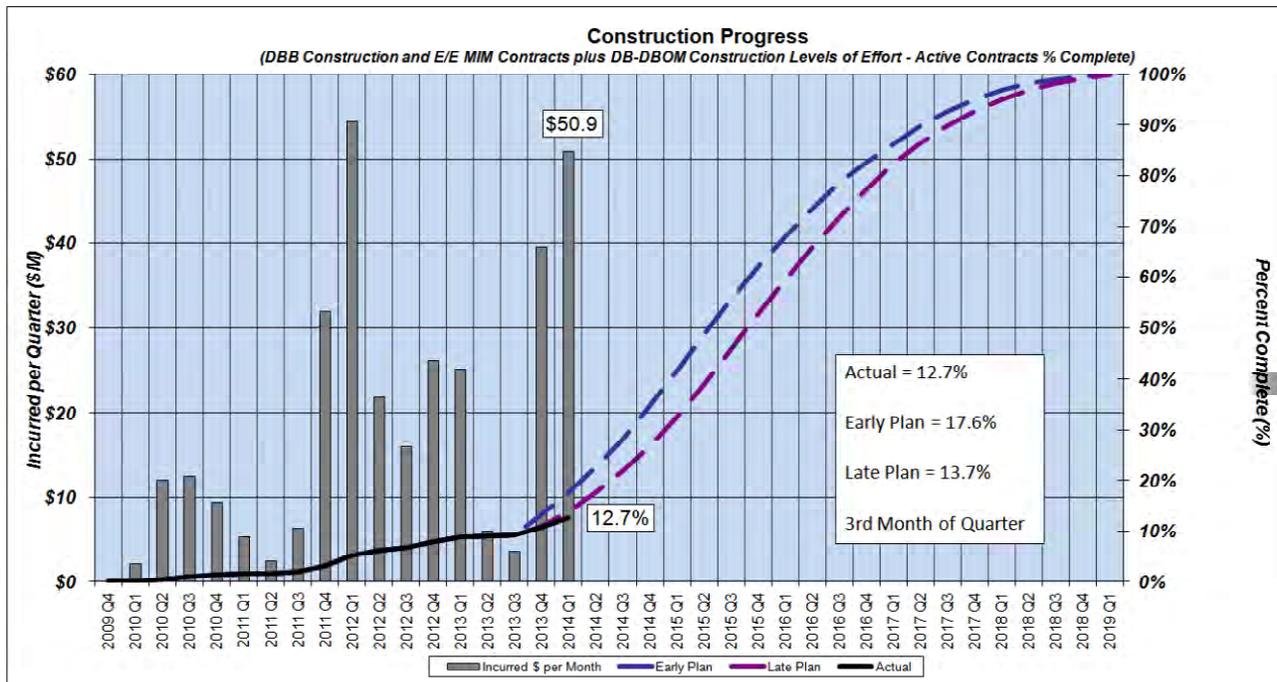
Figure 1. Overall Project Progress (% Complete)*



*Current figure reflects adjustments to components of the budget baselines.

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.

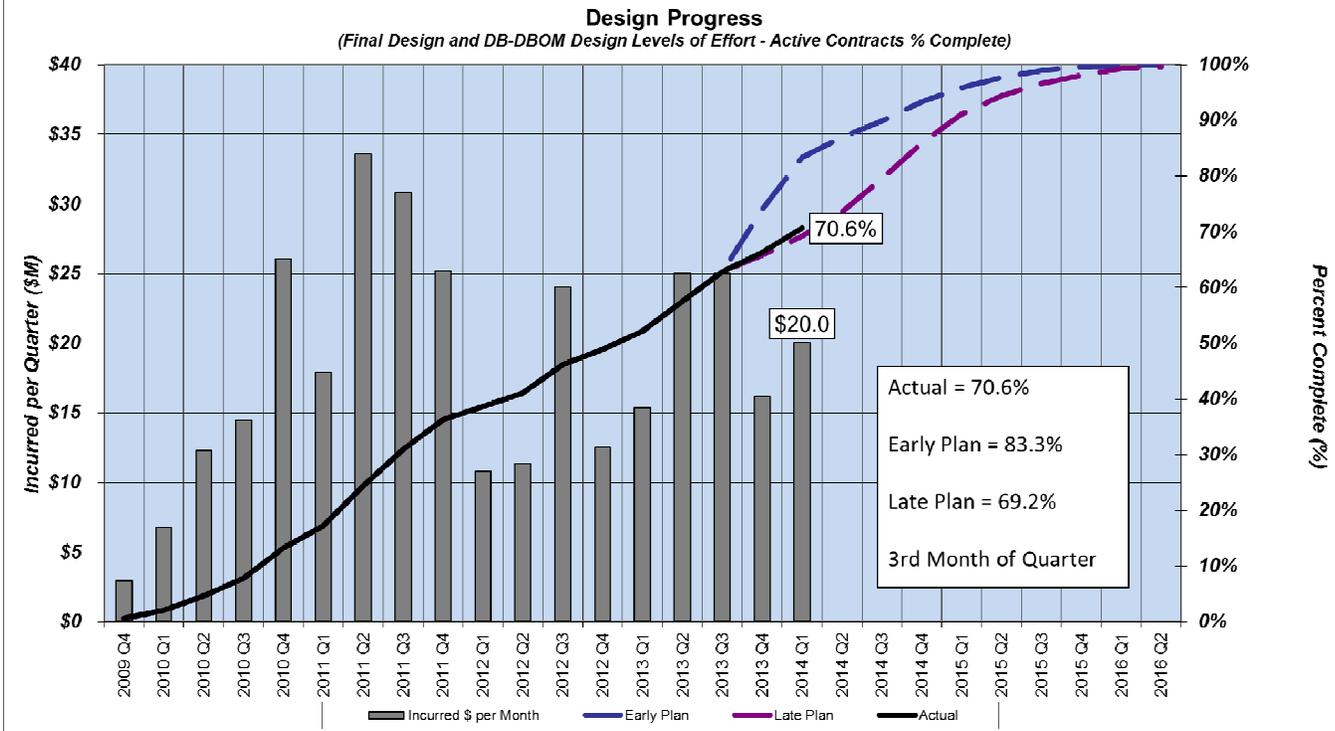
Figure 2. Construction Progress (% Complete)*



*Current figure reflects adjustments to components of the budget baselines.

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.

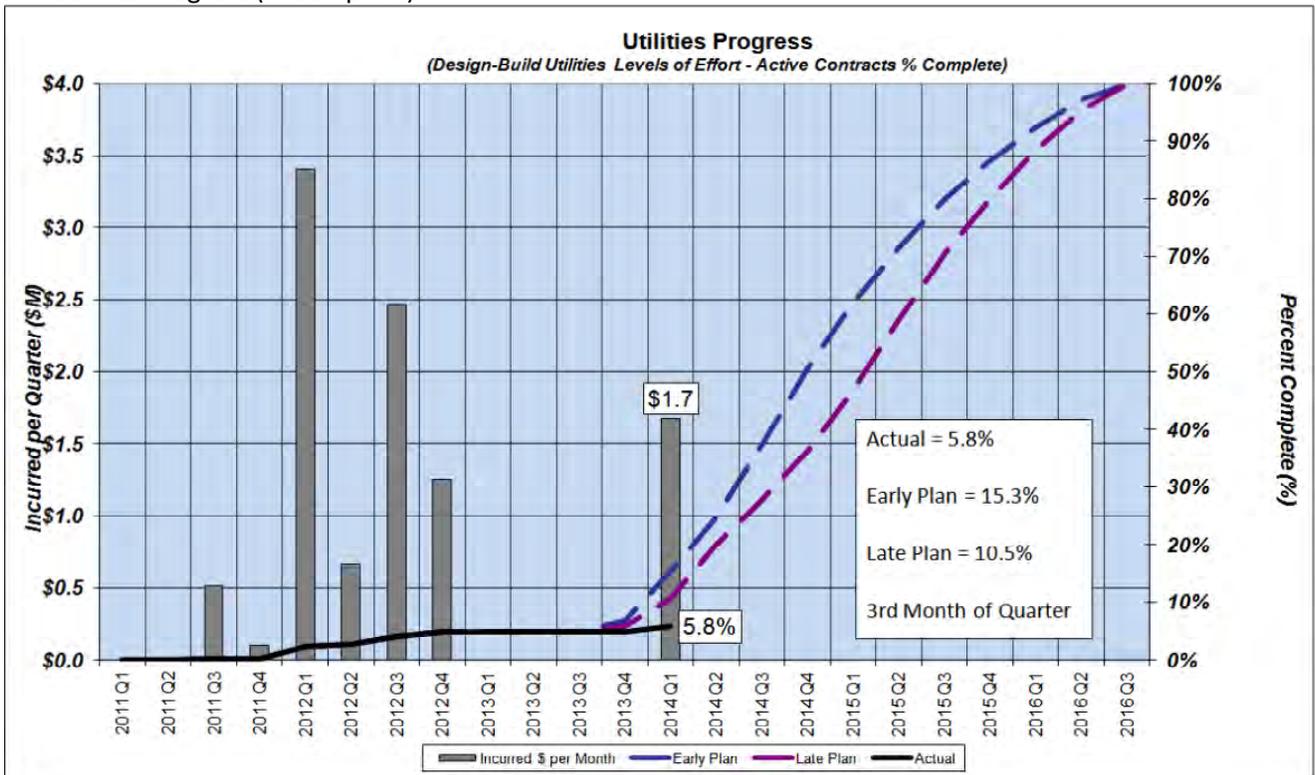
Figure 3. Design Progress (% Complete)*



*Current figure reflects adjustments to components of the budget baselines.

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 4. Utilities Progress (% Complete)



Overall utilities progress is based on the weighted average progress of the DB utilities levels of effort.

2.2 Project Budget (data as of March 28, 2014)

- \$5.122B = Full Funding Grant Agreement (FFGA) Baseline Project Budget (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.
- \$904.5M = Total Incurred Cost (actual expenditures plus approved requests for payment)
 - 21% of the FFGA Current Project Budget (excluding contingencies and finance charges) of \$4.308B.
 - \$19M = March 2014 incurred amount in costs (actual expenditures plus approved requests for payment).
- \$2.698B = Total Committed Amount (including awarded design contract allowances of \$5.9M, but excluding uncommitted contingencies and finance charges)
 - 62.6% of the FFGA Current Project Budget (excluding contingencies and finance charges).
- \$1.92B = Total Amount Authorized for Expenditure (AFE) by way of Notices to Proceed (NTPs)
 - 44.6% of the FFGA Current Project Budget (excluding contingencies and finance charges).
 - \$6.3M = March 2014 total AFE increase as the result of issued Encumbrance and Adjustments.

Total Incurred Cost = \$904.5M
(previous report = \$885M)

Total Committed Amount = \$2.698B
(previous report = \$2.694B)

Total Amount AFE = \$1.92B
(previous report = \$1.91B)

Figure 5. Total Authorized for Expenditure (AFE) Increase

Notices to Proceed			
Contract		Scope	Amount (\$)
MM-901	PMSC2	FY14 Encumbrance	5,000,000
MM-920	HDOT Coordination Consult WOFH	Adjustment	-1,000,000
MM-935	Real Estate Consultant	Adjustment	2,272,694
Net AFE/CA Increase			\$6,272,694

- \$1.5B = 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 through first quarter FY2014.

2.3 Project Contingency (data as of March 28, 2014)

- \$608.2M = Current Project Contingency Balance
 - \$0 = March 2014 drawdown to Project Contingency
- There were no contingency drawdown during the March 2014 reporting period
- As of this reporting period, none of the executed change orders reduced the Baseline Budget Contingency amount below the buffer zone.
- \$32.5M = Current Known Changes Balance (down from the original amount of \$73.9M)
 - There were no drawdowns from Known Changes Contingency from last period.

*Current Contingency
Balance = \$608.2M
(previous report = \$608.2M)*

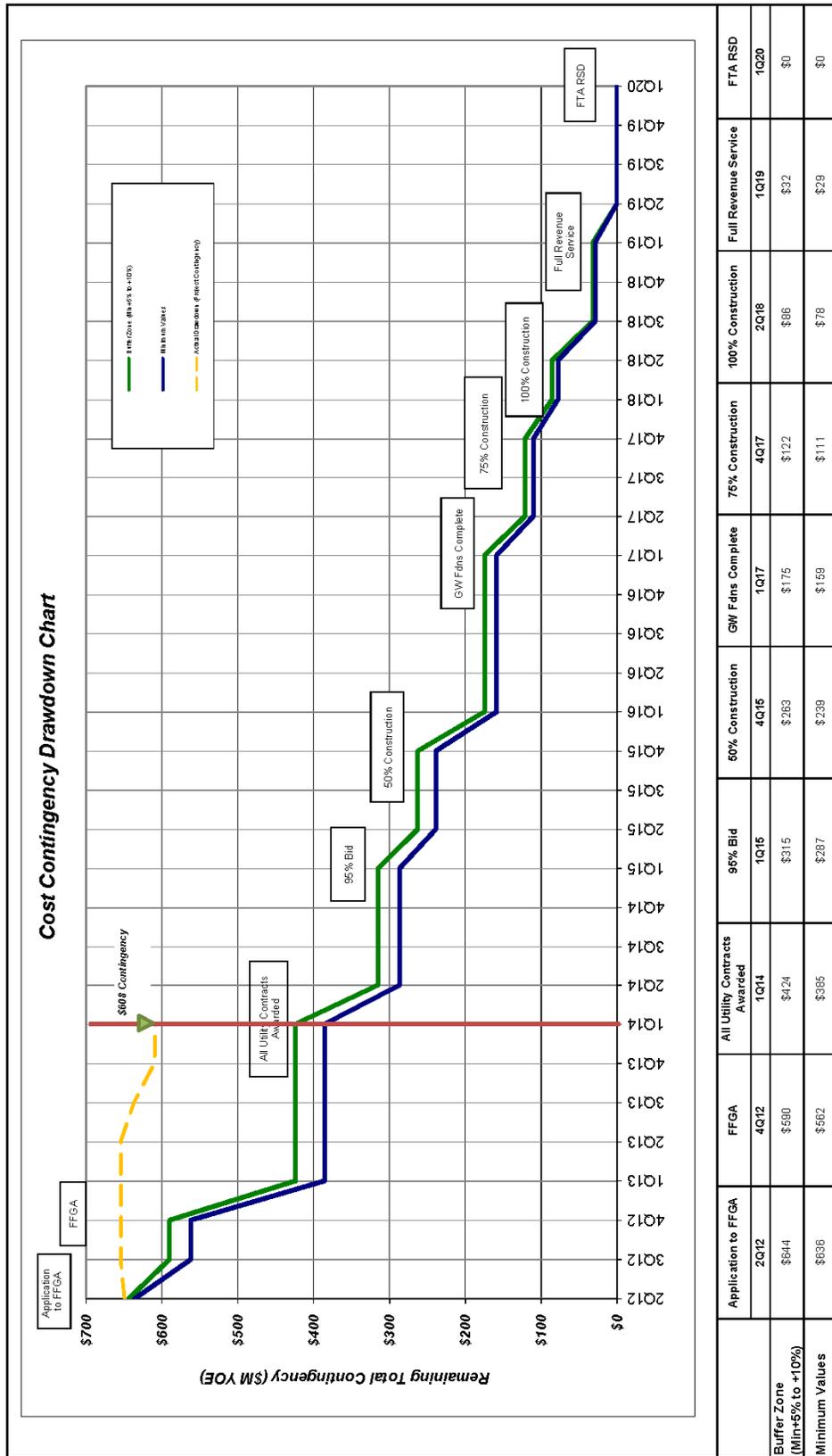
Figure 6. Project Contingency Budget

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	(\$35.4)
Current FFGA Project Contingency	90.01 - 90.03	\$608.2

Figure 7. FFGA Project Contingency Current Budget

FFGA Project Contingency Current Budget			
Report Month	Period Beginning: Current Budget Contingency (\$M)	Contingency Drawdown (\$M)	Period Ending: Current Budget Contingency (\$M)
	[a]	[b]	[c] = a + b
October '13 Monthly Progress Report	\$643.2	(\$6.1)	\$637.1
November '13 Monthly Progress Report	\$637.1	(\$22.1)	\$615.0
December '13 Monthly Progress Report	\$615.0	(\$5.0)	\$610.0
January '14 Monthly Progress Report	\$610.0	(\$0.3)	\$609.7
February '14 Monthly Progress Report	\$609.7	(\$1.4)	\$608.3
March '14 Progress Report	\$608.3	(\$0.1)	\$608.2
April '14 Monthly Progress Report	\$608.2	\$0.0	\$608.2

Figure 8. Draft Cost Contingency Drawdown Chart



Note: Cost contingency details and contingency management are discussed in further detail in Appendix C.

2.4 Project Funding (data as of March 28, 2014)

Figure 9. Planned vs. Received Project Funding

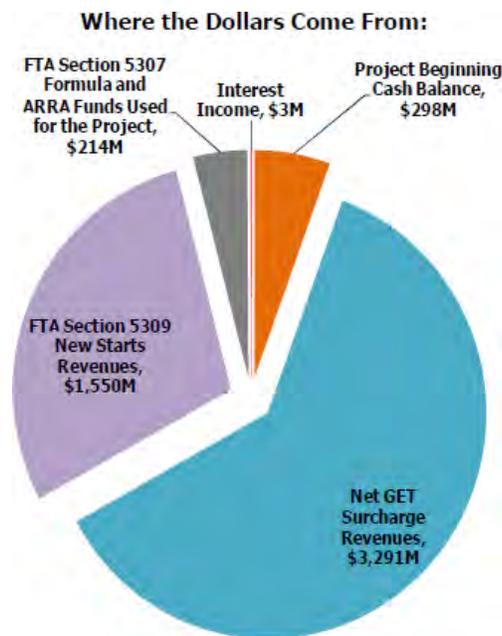
Planned vs Received Project Funding				
Funding Source	Pre-FFGA Project ¹	FFGA Project Period		Total Project
	2007 - 2009 Actuals Received	Planned ² (\$YOE M)	2009 - Present Actuals Received	2007 - Present Actuals Received
	[A]		[B]	[C] = A + B
Beginning Project Cash Balance ³	0	298	298	298
Interest Income on Cash Balance	7	3	2	9
FTA Section 5309 New Starts Revenue	0	1,550	243	243
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	808	1,186
Total	385	5,356	1,355	1,740

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 10. Project Funding Sources (YOE \$M)



Source: FFGA Financial Plan, p. 2-1

- General Excise Tax (GET) Surcharge
 - \$808.5M = amount received as of Q3, FY 2014, since the Project’s entry into FTA’s Preliminary Engineering phase of project development.
 - \$844M = Projected Net GET Surcharge Revenue for FYs 2010-2014, as stated in FFGA Financial Plan (Table A-1 *Capital Plan Cash Flows*)
 - \$0 = GET surcharge received in March 2014.

- Full Funding Grant Agreement (FFGA)
 - \$17M = New Starts drawdowns received in March.

Total Cash Received Since PE = \$1,355M
 (previous report = \$1,338M)

GET Received Since PE = \$808.5M
 (previous report = \$808.5M)

GET Received Since 2007 = \$1,187M
 (previous report = \$1,187M)

Figure 11. New Starts Drawdown by Federal Fiscal Year

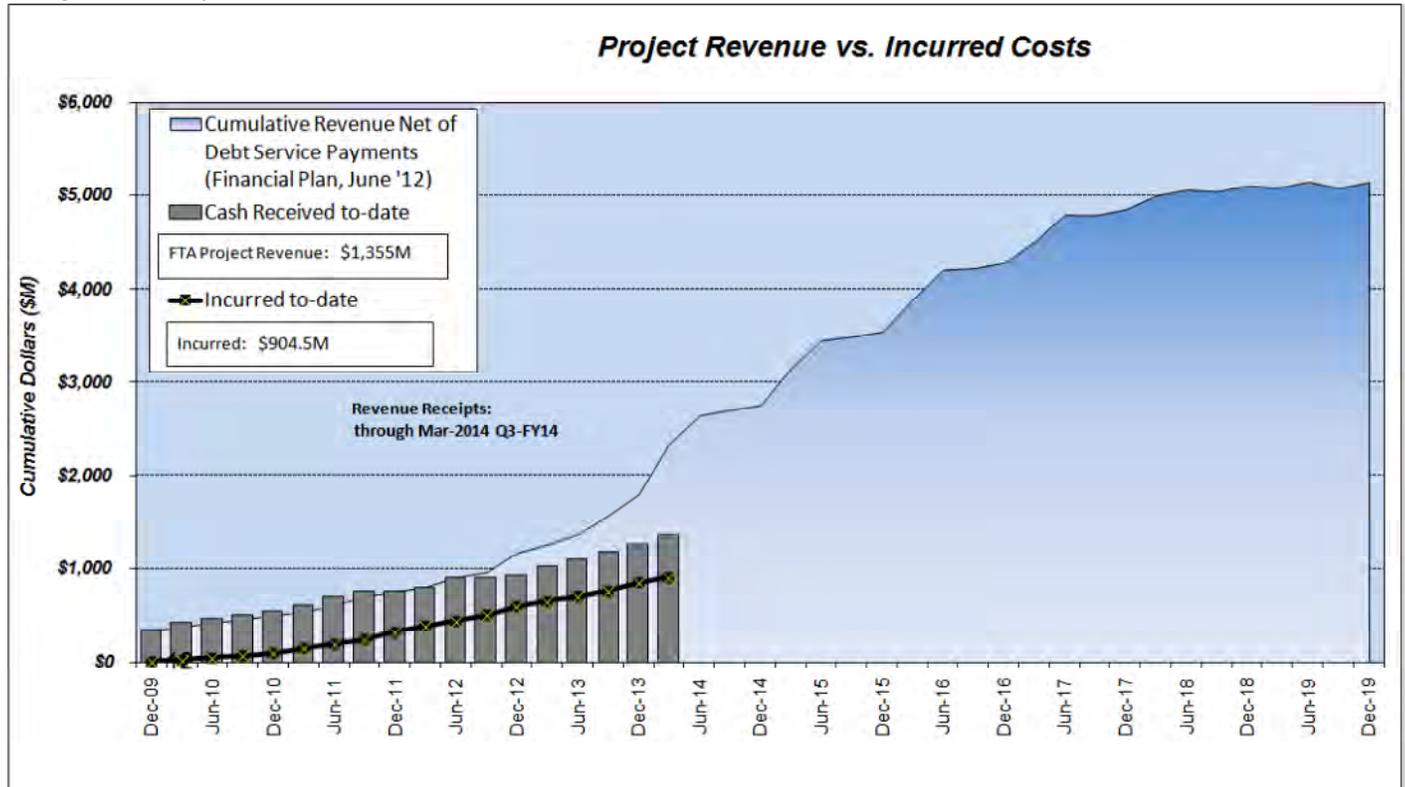
New Starts Drawdown by Federal Fiscal Year			
Federal Fiscal Year Allocation	Obligation Amounts	Drawdown Amounts	Available Balance
2008	\$15,190,000	\$15,190,000	\$0
2009	\$19,800,000	\$19,800,000	\$0
2010	\$30,000,000	\$30,000,000	\$0
2011	\$55,000,000	\$55,000,000	\$0
2012	\$200,000,000	\$122,738,945	\$77,261,055
2013	\$236,277,358	\$0	\$236,277,358
2014 (pending)	\$250,000,000	\$0	\$250,000,000
Total	\$806,267,358	\$242,728,945	\$563,538,413

2.5 Project Revenue and Costs

(data as of March 28, 2014)

Ending Cash Balance 03/31/14 = \$436M
(previous report = \$452M)

Figure 12. Project Revenue versus Incurred Costs



Planned Funding levels as per the June 2012 FFGA Finance Plan
Data date for Revenue & Incurred Cost = Mar 28, 2014

Figure 13. Cash Balance Summary

MARCH 2014 CASH BALANCE SUMMARY		
	March	YTD Cumulative
Beginning Cash Balance	452,467,813	393,709,711
Expenditures:		
Operating Expenditures	(1,329,976)	(12,129,036)
Capital Expenditures	(31,825,346)	(202,623,100)
Expenditures Total:	(33,155,322)	(214,752,136)
Receipts:		
GET Surcharge	0	157,638,527
FTA Drawdown	16,950,076	98,891,481
Interest	22,889	227,434
Other (rental, refunds, copy fees, etc.)	50,720	621,160
Receipts Total:	17,023,685	257,378,601
Ending Cash Balance 03/31/14	436,336,177	436,336,177

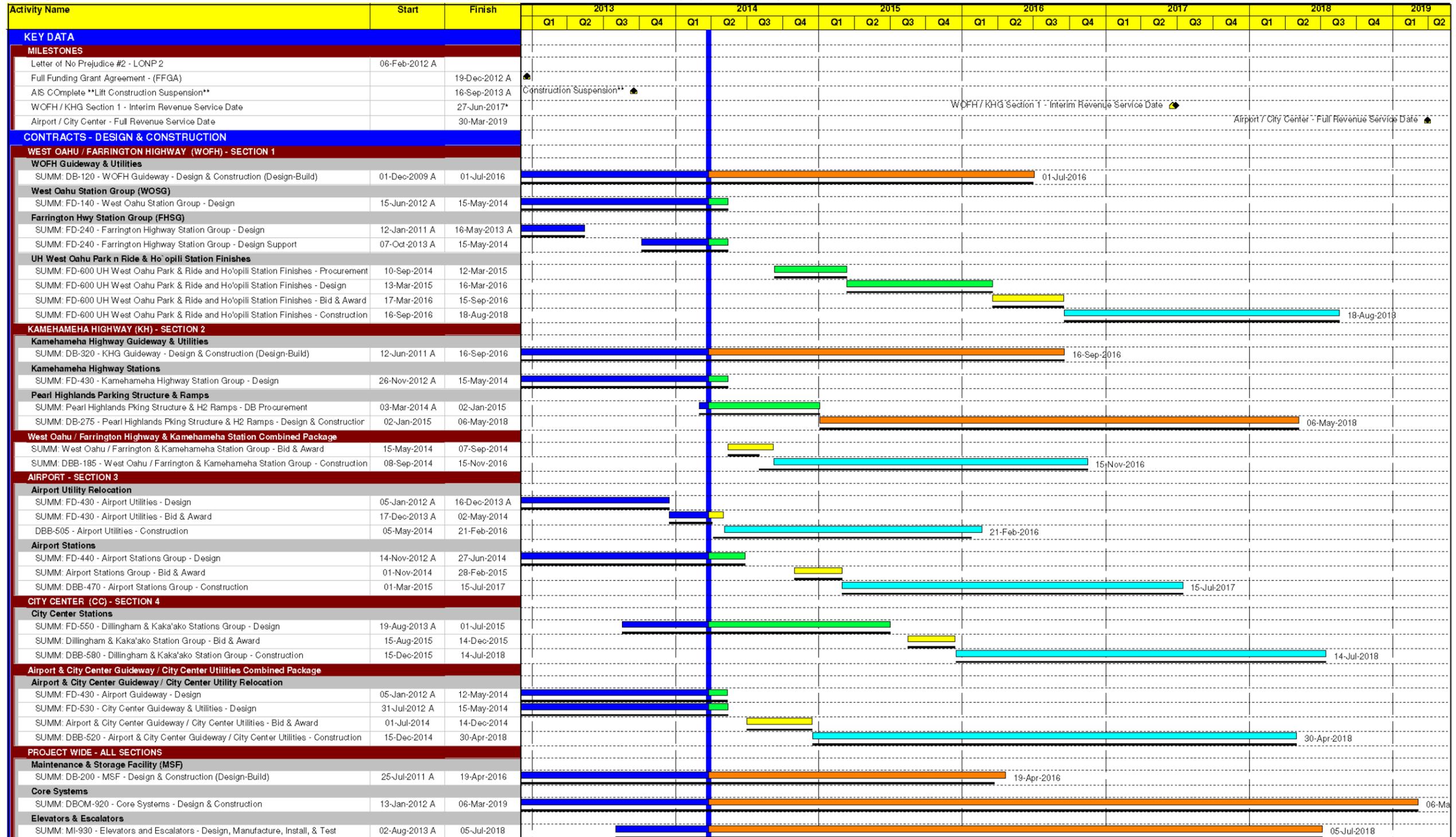
Note: Project Cost Reports can be found in Appendix D.

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3 SCHEDULE

Figure 14. H RTP Master Project Schedule Summary (MPSS)

The MPSS is stautused against the FFGA Baseline MPS. The baseline and actual/planned durations of each contract are displayed for comparison.





HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

■ Design Build ■ Construction ■ Design ■ Bid/Award
■ Actual Work ◆ Milestone ◆ FFGA Baseline Milestone
◆ Baseline Milestone

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

Printed: 7-Apr-2014 14:06

Honolulu Rail Transit Project
As of: 28-Mar-2014

MPS Summary
Design & Construction Contracts

Pg 1 of 1

3 SCHEDULE (continued)

- 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.

To date, nearly 71% of the planned design, construction and consultant support contracts have been awarded.

Figure 15. Awarded Contracts

Awarded Contracts		
Contract No.	Contract Name	Contractor
DB-120	West O’ahu/Farrington Highway (WOFH) Guideway Design-Build	Kiewit Infrastructure West Company
DB-200	Maintenance and Storage Facility (MSF) Design-Build	Kiewit/Kobayashi Joint Venture
DB-320	Kamehameha Highway Guideway (KHG) Design-Build	Kiewit Infrastructure West Company
DBOM-920	Core Systems Contract Design-Build-Operate-Maintain	Ansaldo Honolulu JV
MI-930	Elevators and Escalators Design-Furnish-Install-Maintain	Schindler Elevator Corporation
MM-946	On-Call Hazardous Materials (HazMat) Removal Contractor	CH2M HILL
FD-140	West O’ahu Station Group Final Design	URS Corporation
FD-240	Farrington Highway Station Group Final Design 1	HDR Engineering, Inc.
FD-240 (2)	Farrington Highway Station Group Final Design 2	URS Corporation
FD-340	Kamehameha Highway Station Group Final Design	Anil Verma Associates, Inc.
FD-430	Airport Section Guideway and Utilities Final Design	AECOM Technical Services, Inc.
FD-440	Airport Station Group Final Design	AECOM Technical Services, Inc.
FD-530	City Center Section Guideway and Utilities Final Design	AECOM Technical Services, Inc.
FD-550	Dillingham/Kaka’ako Station Groups Final Design	Perkins+Will
MM-290	Westside Fixed Facilities CEI Services	PGH Wong Engineering, Inc.
MM-595	Eastside Fixed Facilities CEI Services	URS Corporation
MM-900	Program Management Support Consultant (PMSC-1)	InfraConsult LLC
MM-901	Program Management Support Consultant (PMSC-2)	InfraConsult LLC
MM-905	General Engineering Consultant (EIS/PE) Services (GEC-1)	Parsons Brinckerhoff
MM-910	General Engineering Consultant Services for Final Design and Construction (GEC-2)	Parsons Brinckerhoff
MM-913	General Engineering Consultant Services for Construction (GEC-3)	CH2M HILL
MM-962	Core Systems Contract Oversight Consultant	Lea+Elliott, Inc.
MM-935	Real Estate Consultant	Paragon Partners Ltd.
MM-940	Kako’o Consultant	Pacific Legacy, Inc.
MM-960	Archaeological and Cultural Monitoring Services	Cultural Surveys Hawai’i
MM-950	Owner-Controlled Insurance Program (OCIP) Consultant	Marsh USA, Inc.
MM-951	Owner-Controlled Insurance Program (OCIP) Broker	Aon Risk Services, Inc., of Hawaii
MM-964	Safety and Security Support Services Consultant	Lawson & Associates, Inc.
MM-975	LEED Commissioning Services for MSF	Enovity, Inc.
MM-915	HDOT Traffic Management Consultant	ICX Transportation Group, Inc.
MM-920	HDOT Coordination Consultant – WOFH Guideway Section	AECOM Technical Services, Inc.
MM-921	HDOT Coordination Consultant – KHG Section	AECOM Technical Services, Inc.
MM-922	HDOT Coordination Consultant–Airport & City Center Guideway Sections	SSFM International, Inc.
PA-102	Historic Architecture Design Services	Fung Associates, Inc.
MM-930	HDOT State Safety Oversight Agency (SOA) Manager and Consultant	Dovetail Consulting

= New Contracts

Note: Procurement Tracking Reports can be found in Appendix E.

4 CONTRACT STATUS

4.1 System-wide

A. Core Systems Contract (CSC)

Contract No.: DBOM-920

DBOM Contractor: Ansaldo Honolulu Joint Venture (AHJV)

Start-up Completion: March 2019

Project Description: Providing rail passenger vehicles, train control system, traction electrification system, communication systems, fare vending system and operation and maintenance of the Project.



COST INFORMATION:

Base Contract:	\$573,782,793	NTP 1:	\$20,285,221	NTP 2:	\$23,703,585
Committed ¹ :	\$602,950,143	NTP 1A:	\$53,929,585	NTP 2B:	\$37,811,301
Authorized ² :	\$514,430,792 (85.3%)	NTP 1B:	\$99,170,544	NTP 2C:	\$250,363,206
Incurred-to-Date:	\$65,025,069				
Incurred in March:	\$2,529,616				

¹Commitment = Contract value (excluding contingency and \$823.6M O&M budget) + executed Change Orders

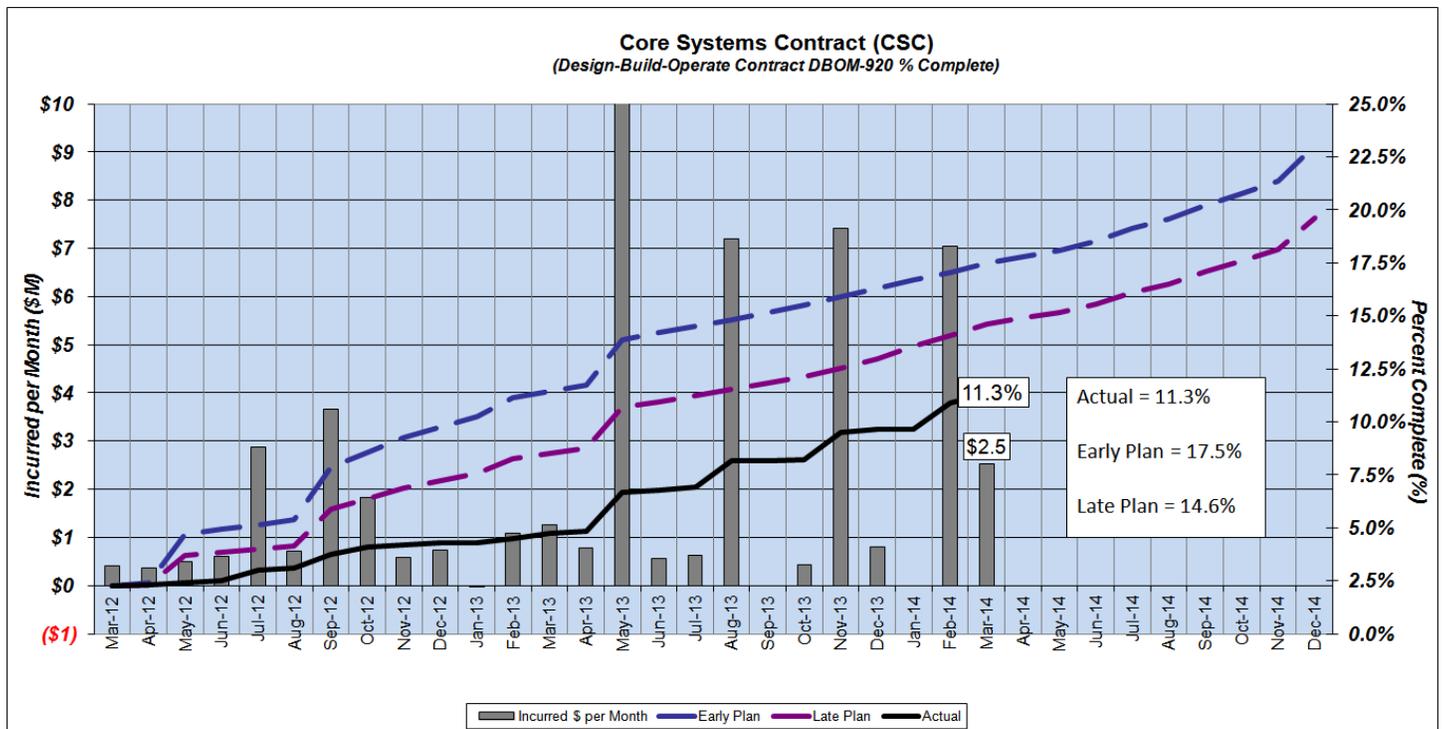
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$109,023
DBE % Attained:	0.025%

March Notices to Proceed
None

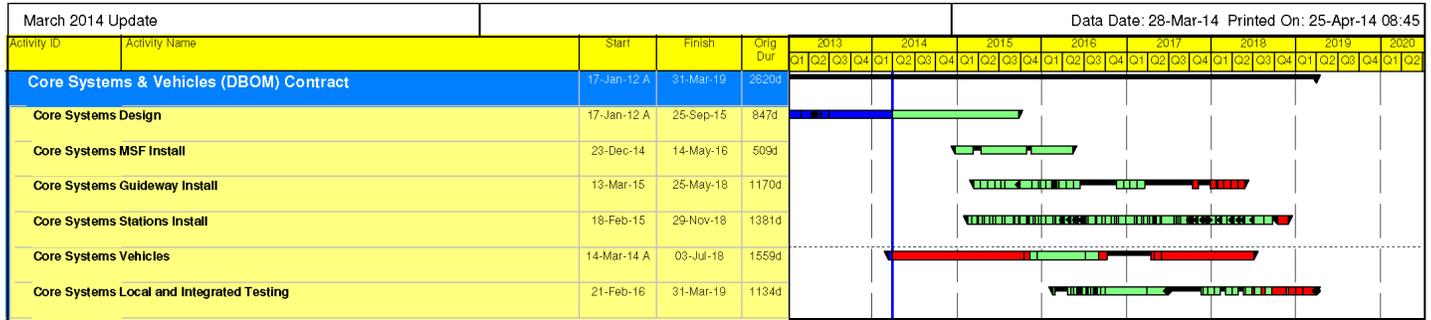
March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$29,167,350

- Financial progress is lagging actual design progress because milestones associated with design package documentation are incomplete and payment is not allowed.



SCHEDULE:

- HART is working with AHJV on a revised schedule with interface milestones based on the restart of construction for fixed facility contractors in September 2013.



WORK PROGRESS:

Activities this Month:

- Design is 40% complete.
- AHJV continues to participate in Interface meetings, to issue/respond to Requests for Interface Data (RFIDs) and to coordinate fixed facility contractor interfaces. HART’s interface partnering meetings continue jointly with AHJV and Kiewit to help expedite closure of interface issues. Final interfaces for the WOFH guideway are now being confirmed and accepted by AHJV.
- AHJV continues to participate in MSF Workshop meetings to expedite completion of yard reconfiguration.
- HART continued follow up with AHJV to resolve design submittals review comments.
- Interim Design and Final Design submittals continue particularly for Passenger Vehicles, Traction Electrification System, Train Control, Communications, and Maintenance of Way (MOW) Vehicles.

Look Ahead:

- Resolve interface issues with fixed facility contractors, particularly MSF and WOFH/KHG to support construction schedule.
- Finalize rebaseline schedule as a result of revised access dates for fixed facilities.
- Continue Passenger Vehicle and other systems Interim Design Review.

CRITICAL PATH ISSUES:

- Design interface coordination and resolution of issues with other contractors.
- Passenger Vehicle delivery timing and coordination with other contractors on construction interface milestones.
- Resolution of schedule issues.

QUALITY MANAGEMENT:

- Attended and participated in the weekly coordination meetings of HART CS Group and AHJV (ASTS/AB).
- Completed review of Stanley Access Technologies’ Supplemental Quality Plan (SQP).
- Monitoring AHJV QA/QC compliance activities.

NCR Log		
Total NCRs Issued To Date	CLOSED	OPEN
13	12	1

B. Elevators & Escalators Manufacture-Install-Maintain (MIM)

Contract No.: MI-930

Contractor: Schindler Elevator Corporation

Substantial Completion: May 2018

Project Description: Furnish / install / test / maintain all elevator and escalator equipment located at the elevated stations.



COST INFORMATION:

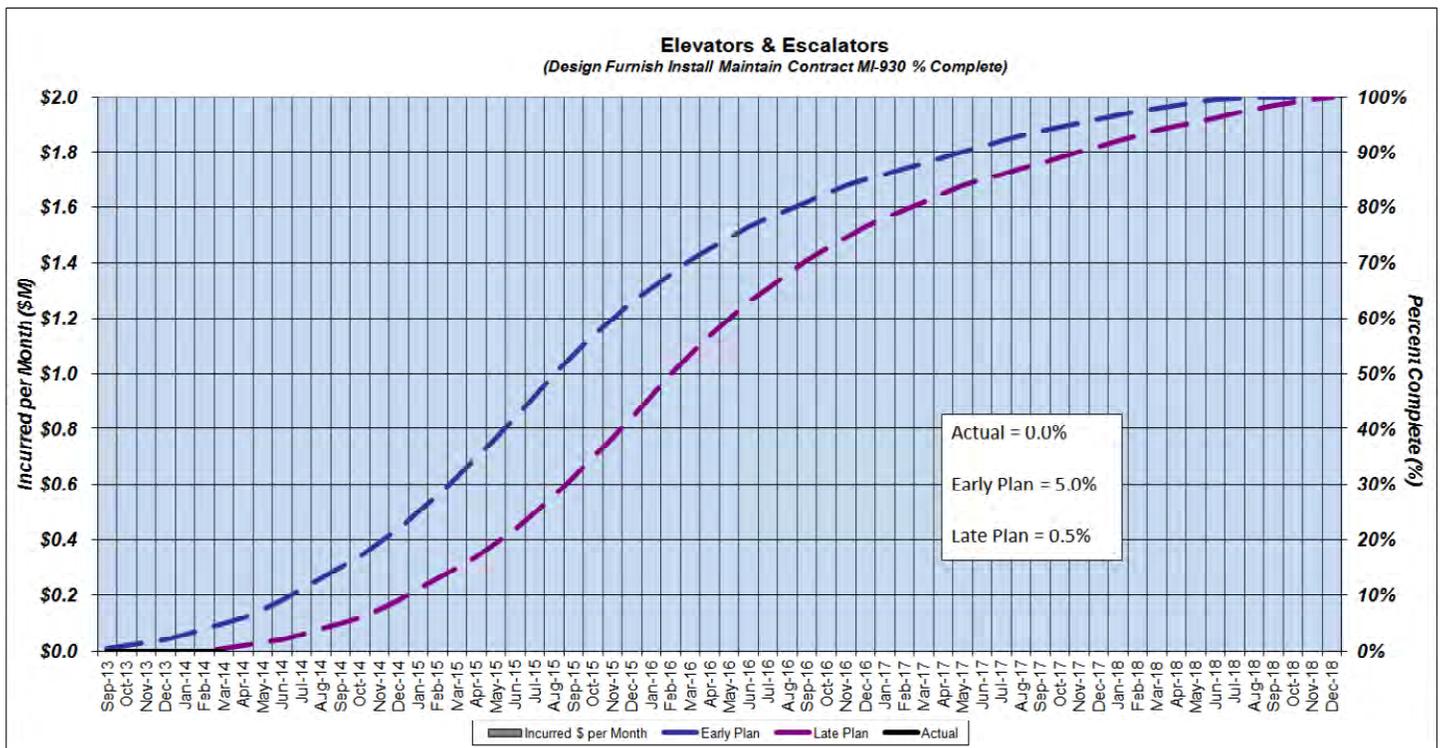
Base Contract:	\$50,982,714	NTP 1:	\$5,442,108
Committed ¹ :	\$50,982,714		
Authorized ² :	\$5,442,108 (10.7%)		
Incurred-to-Date:	\$0		
Incurred in March:	\$0		

¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$0
DBE % Attained:	0%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$0



SCHEDULE:

March 2014 Update		Data Date: 28-Mar-14, Printed On: 16-Apr-14 15:32																							
Activity ID	Activity Name	Start	Finish	Ong Dur	2013			2014			2015			2016			2017			2018			2019		
					Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
W. Oahu/Farrington Highway (WOFH) - Sectio...					15-Jun-15	01-Mar-16	177																		
Farrington Highway Station Group					15-Jun-15	19-Feb-16	169																		
Construction - Farrington Highway Station Group					15-Jun-15	19-Feb-16	169																		
Waipahu Transit Station					15-Jun-15	17-Aug-15	45																		
West Loch Station					21-Dec-15	19-Feb-16	40																		
W. Oahu Station Group					02-Jul-15	01-Mar-16	164																		
Construction - W. Oahu Station Group					02-Jul-15	01-Mar-16	164																		
Ho'opili Station					02-Jul-15	02-Sep-15	43																		
UH West Oahu Station					16-Oct-15	16-Dec-15	41																		
East Kapolei Station					29-Dec-15	01-Mar-16	43																		
Kamehameha Highway (KH) - Section 2					29-Dec-15	14-Apr-16	73																		
Kamehameha Highway Station Group					29-Dec-15	14-Apr-16	73																		
Construction - Kamehameha Highway Station Group					29-Dec-15	14-Apr-16	73																		
Pearl Ridge Station					11-Feb-16	14-Apr-16	43																		
Aloha Stadium Station					26-Jan-16	31-Mar-16	45																		
Pearl Highlands - Station					29-Dec-15	25-Feb-16	40																		
Airport - Section 3					17-Jun-16	02-May-17	216																		
Airport Station Group					17-Jun-16	02-May-17	216																		
Construction - Airport Station Group					17-Jun-16	02-May-17	216																		
Pearl Harbor Station					17-Jun-16	22-Aug-16	45																		
HNL Airport Station					22-Sep-16	17-Nov-16	40																		
Lagoon Drive Station					28-Dec-16	03-Mar-17	45																		
Middle Street Station					27-Feb-17	02-May-17	45																		
City Center (CC) - Section 4					06-Mar-17	08-Mar-18	250																		
Dillingham Station Group					06-Mar-17	13-Dec-17	193																		
Construction - Dillingham Station Group					06-Mar-17	13-Dec-17	193																		
Kalihi Station					06-Mar-17	31-May-17	60																		
Kapalama Station					17-May-17	21-Jul-17	45																		
Iwilei Station					30-Jun-17	17-Oct-17	75																		
Chinatown Station					01-Sep-17	13-Dec-17	70																		
Kaka'ako Station Group					03-May-17	08-Mar-18	210																		
Construction - Kaka'ako Station Group					03-May-17	08-Mar-18	210																		
Downtown Station					03-May-17	11-Aug-17	70																		
Civic Center Station					18-Oct-17	24-Jan-18	65																		
Kaka'ako Station					13-Sep-17	08-Dec-17	60																		
Ala Moana Center Station					11-Dec-17	08-Mar-18	60																		

WORK PROGRESS:

Activities this Month:

- Design is 2.75% complete.
- Schedule of Milestone's have been finalized.
- Design continuing for the West Loch and Waipahu Transit Center Stations.
- Interface meetings between design teams and Core Systems Contractor continuing.

Look Ahead:

- Design continues for the West Loch and Waipahu Transit Center Stations.
- Elevator & Escalator team to continue meeting with Core Systems Contractor and final designers to discuss interface issues on a monthly basis.
- The Schedule of Milestones allowing Schindler to bill for work accomplished to date has been completed. Billing will commence in May 2014.

CRITICAL PATH ISSUES:

- Resolution of design interface issues with other contractors.
- Coordination with station contractors on construction interface milestones.

QUALITY MANAGEMENT:

- Reviewing Schindler Elevator Corporation (Schindler) QAP.
- Met with Schindler's Project Manager to discuss quality requirements on the Project and HART's expectations.

4.2 Section I – West O’ahu/Farrington Highway: East Kapolei to Pearl Highlands

A. West O’ahu/Farrington Highway Guideway (WOFH)

Contract No.: DB-120

DB Contractor: Kiewit Infrastructure West Company (KIWC)

Substantial Completion: June 2016

Project Description: Design and construction of 6.8 miles of rail alignment, starting at the East Kapolei station and ending at the Pearl Highlands station.



COST INFORMATION:

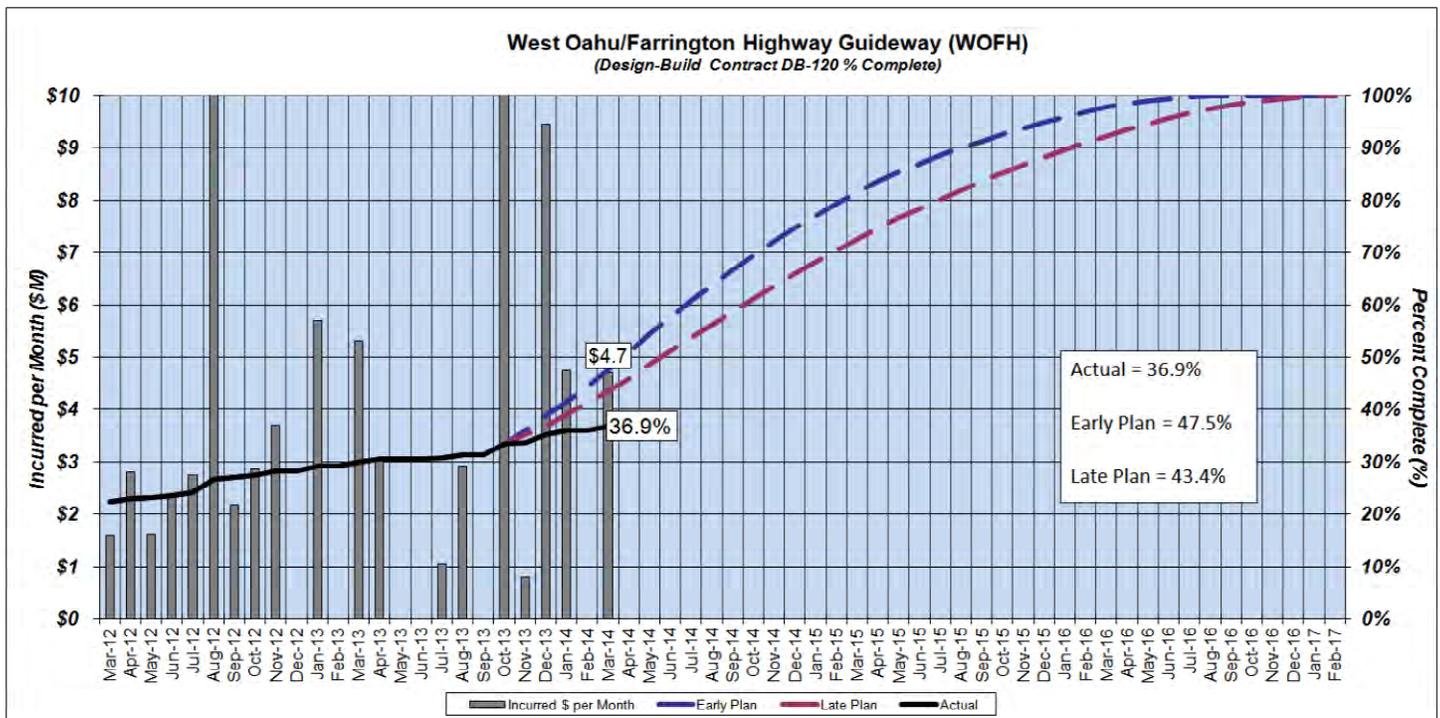
Base Contract:	\$482,924,000	NTP 1:	\$69,256,301	NTP 2:	\$61,975,961
Committed ¹ :	\$556,771,464	NTP 1A:	\$4,650,251	NTP 3:	\$3,871,885
Authorized ² :	\$556,771,464 (100%)	NTP 1B:	\$21,152,169	NTP 4A:	\$64,417,082
Incurred-to-Date:	\$213,118,559	NTP 1C:	\$14,034,417	NTP 4B:	\$21,800,000
Incurred in March:	\$4,710,087				

¹Commitment = Contract value (not including contingency) + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$2,329,922
DBE % Attained:	0.48%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$73,847,464



HAWAI'I DEPARTMENT OF TRANSPORTATION (HDOT) AGREEMENTS:

- The HDOT Design Coordination Consultant for the WOFH section (contract MM-920), AECOM Technical Services, Inc. (AECOM), continues to review design submittals for HDOT.

RIGHT OF WAY:

W.Oahu\Farrington Right-of-Way for Parcels											
	# Parcels Impacted	Current # Parcels Needed	Appraisals In Process	Appraisals Completed	Letters of Offer Sent	Offers Accepted	Possession Granted for Condemnation	Agreements Executed	Acquisitions Completed	Relocations Completed	Properties Available for Contractor
Full Acquisition	14	14		14	14	13	1		13	10	14
Partial Acquisition	14	6		1	1			4	3		3
Easement	16	14	5					8	7		7
TOTAL	44	34	5	15	15	13	1	12	23	10	24

W.Oahu\Farrington Relocation Status for Occupants								
Residential Relocations (a)	Business Relocations (b)	Not-For-Profit Relocations (c)	Total Relocations (a+b+c)	Relocation Assessment Completed	90-Day Notice Sent	30-Day Notice Sent	Relocations Completed for Occupants	
18	6	1	25	11	12	8	24	

- Acquisitions:
 - Offer made for TMK 9-4-047-008.
- Look Ahead:
 - Complete the acquisition of TMK 9-6-004-006, a full acquisition within the Banana Patch.
 - Complete negotiations with owners of TMK 9-4-047-008, a partial acquisition for West Loch Station.

QUALITY MANAGEMENT:

- Continued participation in Pre-activities meetings for construction scheduled activities.
- Working with KIWC and CE&I on the Inspection and Test Plan (ITP) updates and its implementation.
- Reviewing KIWC QA/QC Close-out Plan for each column including substructures and Pre-Cast segments in preparation of partial Safety and Security Certification of the Certifiable Items for Track and Structures, Civil Installations.
- Performed QA surveillance of the release of Pre-Cast segments from the Casting Yard to Receipt Inspection at the Guideway construction site.
- Monitoring KIWC QA/QC activities.

NCR Log		
Total NCRs Issued To Date	CLOSED	OPEN
122	112	10

SAFETY AND SECURITY:

West O'ahu / Farrington Contracts						
Contract	Event Type	Total Number of Events since 1/1/2007	Total Number of Events for April 2014	Loss Type	Date	Event Description
DB-120 W. O'ahu/ Farrington Highway Guideway	Environment	1	0			
	Loss or Damage	6	0			
	Near Miss	11	1	No Loss	Apr 30, 2014	3rd Party Vehicle Entered Closure
	*Reportable Occupational Injury/Illness	0	0			
	**Loss Time Occupational Injury/Illness	2	0			
	Road/Vehicle - Driving	3	0			
	Security	16	0			
DB-200 Maintenance & Storage Facility	Service Strike	5	0			
	Environment	4	0			
	Near Miss	2	0			
	Road/Vehicle - Driving	3	0			
	Security	4	0			

*Reportable incidents: Requires OSHA to be notified within 8 hours, and includes the death of an employee or hospitalization of three or more employees.

**Loss Time Injury: Time away from work due to injury.

PROJECT PICTURES:



Assembling pier brackets for underslung truss in Work Area 1B.



Installation of a HECO vault in Phase 1 of Work Area 2.



HART team conducts a site visit at the Precast Yard.



Construction of columns along N-S Road Phase 1.

B. West O’ahu Station Group Construction (WOSG)

Contract No.: FD-140

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

Construction Docs Bid-Ready: May 15, 2014

Project Description: Architectural and engineering services for the design of three (3) transit stations situated along the WOFH Guideway. The three stations comprising the WOSG contract are the East Kapolei Station, the UH West O’ahu Station and the Ho’opili Station.



COST INFORMATION:

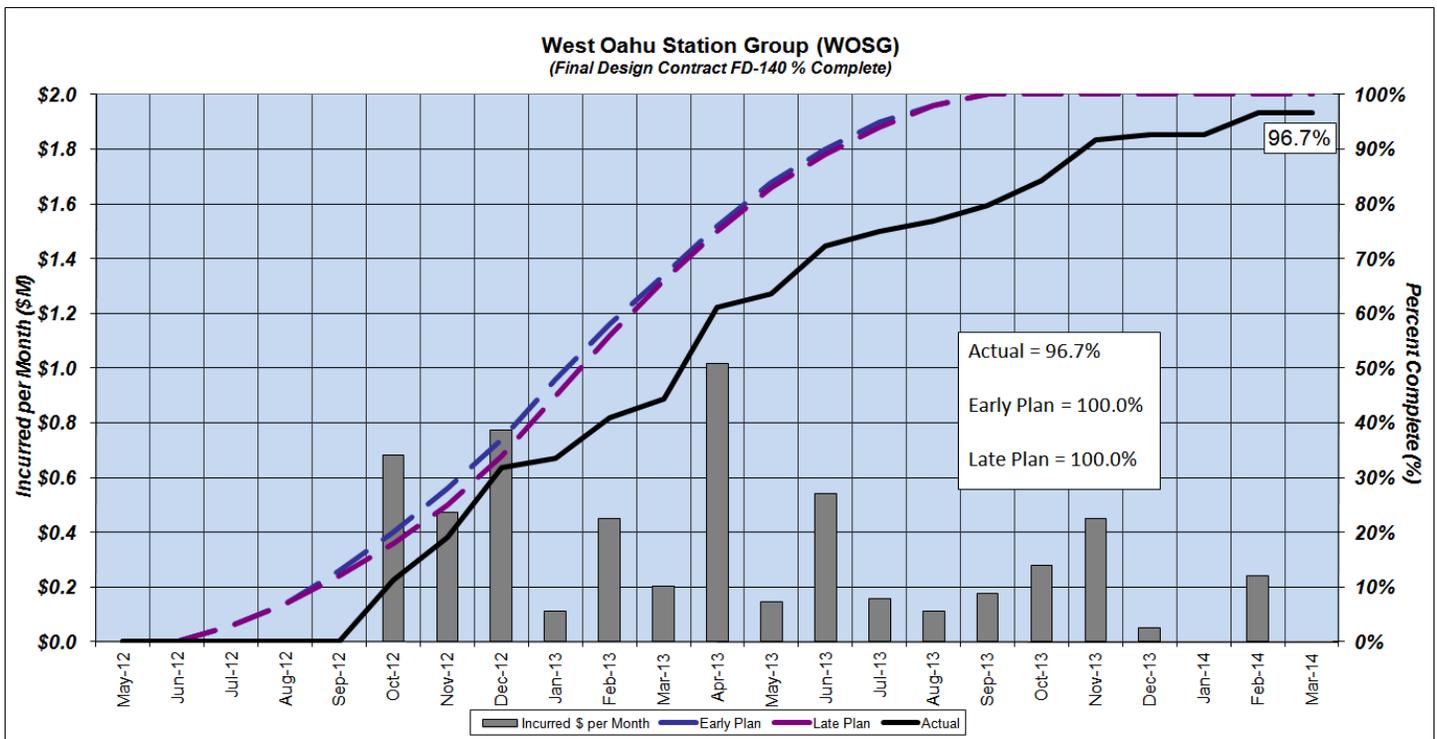
Base Contract:	\$7,789,000	NTP 1A:	\$326,420	NTP 2:	\$2,203,221
Committed ¹ :	\$7,812,928	NTP 1B:	\$2,064,757	NTP 3:	\$981,181
Authorized ² :	\$5,599,507 (71.7%)				
Incurred-to-Date:	\$5,871,205				
Incurred in March:	\$0				

¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$0
DBE % Attained:	0%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$23,928



SCHEDULE:

March 2014 Update					Data Date: 28-Mar-14, Printed On: 08-May-14 10:10 AM																				
Activity ID	Activity Name	Start	Finish	Orig Dur	2013			2014			2015			2016			2017			2018			2019		
					Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
	W. Oahu/Farrington Highway (WOFH) - Sectio...	14-Jan-10 12:00 AM	17-Oct-16 04:00 PM	1907																					
	W. Oahu Station Group	14-Jan-10 12:00 AM	17-Oct-16 04:00 PM	1907																					
	Design - W. Oahu Station Group	14-Jan-10 12:00 AM	08-Sep-14 08:00 AM	1136																					
	Design - W. Oahu Station Group	14-Jan-10 12:00 AM	08-Sep-14 08:00 AM	1136																					
	Construction - W. Oahu Station Group	08-Sep-14 08:00 AM	17-Oct-16 04:00 PM	771																					
	Ho'opili Station	08-Sep-14 08:00 AM	01-Aug-16 04:00 PM	694																					
	UH West Oahu Station	20-Oct-14 08:00 AM	02-Sep-16 04:00 PM	684																					
	East Kapolei Station	11-Mar-15 08:00 AM	17-Oct-16 04:00 PM	398																					

WORK PROGRESS:

Activities this Month:

- Design is 98% complete.
- Continued designing Ho’opili Station.
- Continued design updates to the advertisement set.
- Continued to hold weekly progress and interface meetings.
- Finalizing the standard platform canopy standard design and drawing.
- Continued negotiation on design changes.
- Confirmed interface loads.

Look Ahead:

- Submit updated final design package to be advertised.

CRITICAL PATH ISSUES:

- Coordination with other contractors on construction interface milestones.
- Finalize design for procurement of west stations construction contract.

QUALITY MANAGEMENT:

- Monitoring URS QA/QC activities.

C. Farrington Highway Station Group (FHSG)

Contract No.: FD-240

Contractors:

URS Corporation

Start Date: September 27, 2013 End Date: November 14, 2016

HDR Engineering, Inc.

Start Date: January 12, 2011 End Date: April 5, 2013

Construction Docs Bid-Ready: May 15, 2014



Project Description: Architectural and engineering services for the design of three (3) transit stations situated along the WOFH Guideway. The three stations comprising the FHSG contract are the West Loch Station, the Waipahu Transit Center Station and the at-grade Leeward Community College Station.

COST INFORMATION:

Base Contract:	\$9,300,696	NTP 1.2:	\$1,756,031	NTP 1B REV2:	\$107,783	NTP 2 REV1:	\$33,939
Committed ¹ :	\$12,208,045	NTP 1A:	\$52,356	NTP 1B REV3:	\$12,500	NTP 2 REV2:	\$0
Authorized ² :	\$9,867,090 (80.8%)	NTP 1A REV1:	\$114,794	NTP 1B REV4:	\$0	NTP 3:	\$1,119,617
Incurred-to-Date:	\$9,620,070	NTP 1B:	\$536,955	NTP 2:	\$3,437,489	NTP OFFSET:	(\$320,000)
Incurred in March:	\$0	NTP 1B REV1:	\$108,278				

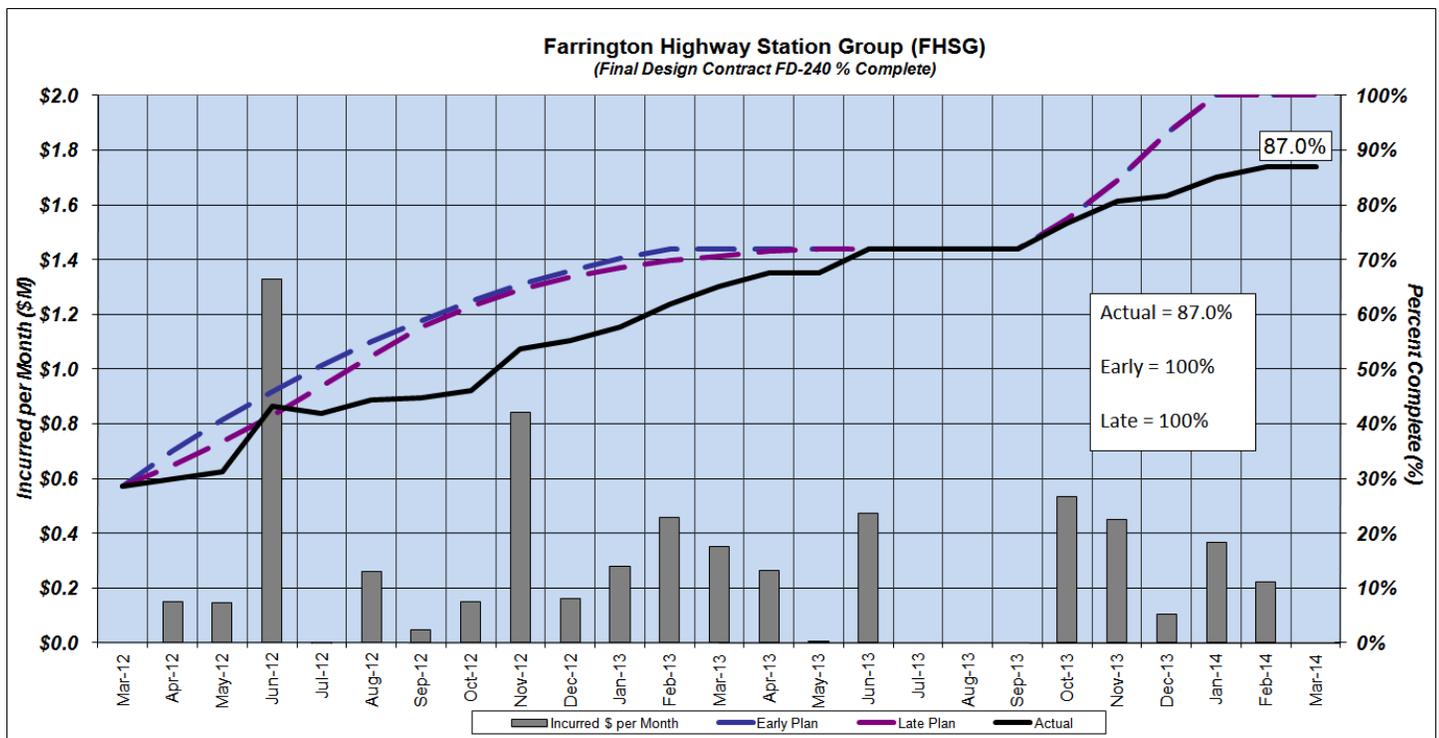
¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders

²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$254,809
DBE % Attained:	4.63%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$2,907,349



SCHEDULE:

March 2014 Update					Data Date: 28-Mar-14, Printed On: 08-May-14 10:53 AM													
Activity ID	Activity Name	Start	Finish	Orig Dur	2013	2014	2015	2016	2017	2018	2019	2013	2014	2015	2016	2017	2018	2019
	W. Oahu/Farrington Highway (WOFH) - Sectio...	02-Oct-09 12:00 AM A	17-Oct-16 04:00 PM	2098														
	Farrington Highway Station Group	02-Oct-09 12:00 AM A	17-Oct-16 04:00 PM	2098														
	Design - Farrington Highway Station Group	02-Oct-09 12:00 AM A	17-Oct-16 04:00 PM	2098														
	Construction - Farrington Highway Station Group	08-Sep-14 08:00	29-Sep-16 04:00	753														
	Leeward Community College Station	08-Oct-14 08:00	02-Sep-16 04:00	471														
	Waipahu Transit Station	08-Sep-14 08:00	20-Sep-16 04:00	744														
	West Loch Station	10-Nov-14 08:00	29-Sep-16 04:00	690														

WORK PROGRESS:

Activities this Month:

- Design is 98% complete.
- Continued design updates to the advertisement set.
- Continued to hold weekly progress and interface meetings.
- Continued to validate interface assumptions.
- Confirmed interface loads.

Look Ahead:

- Submit updated final design package to be advertised.

CRITICAL PATH ISSUES:

- Coordination with other contractors on construction interface milestones.
- Finalize design for procurement of west stations construction contract.

QUALITY MANAGEMENT:

- Monitoring URS QA/QC activities.

D. Maintenance and Storage Facility (MSF)

Contract No.: DB-200

Contractor: Kiewit/Kobayashi Joint Venture (KKJV)

Substantial Completion: December 2015

Project Description: The MSF contract consists of the operations & service, maintenance of way, train wash facility and wheel truing facility buildings. In addition to the four (4) facility buildings, MSF includes rail, special trackwork, ties, third rail and other track material for the four guideway segments on the project.



COST INFORMATION:

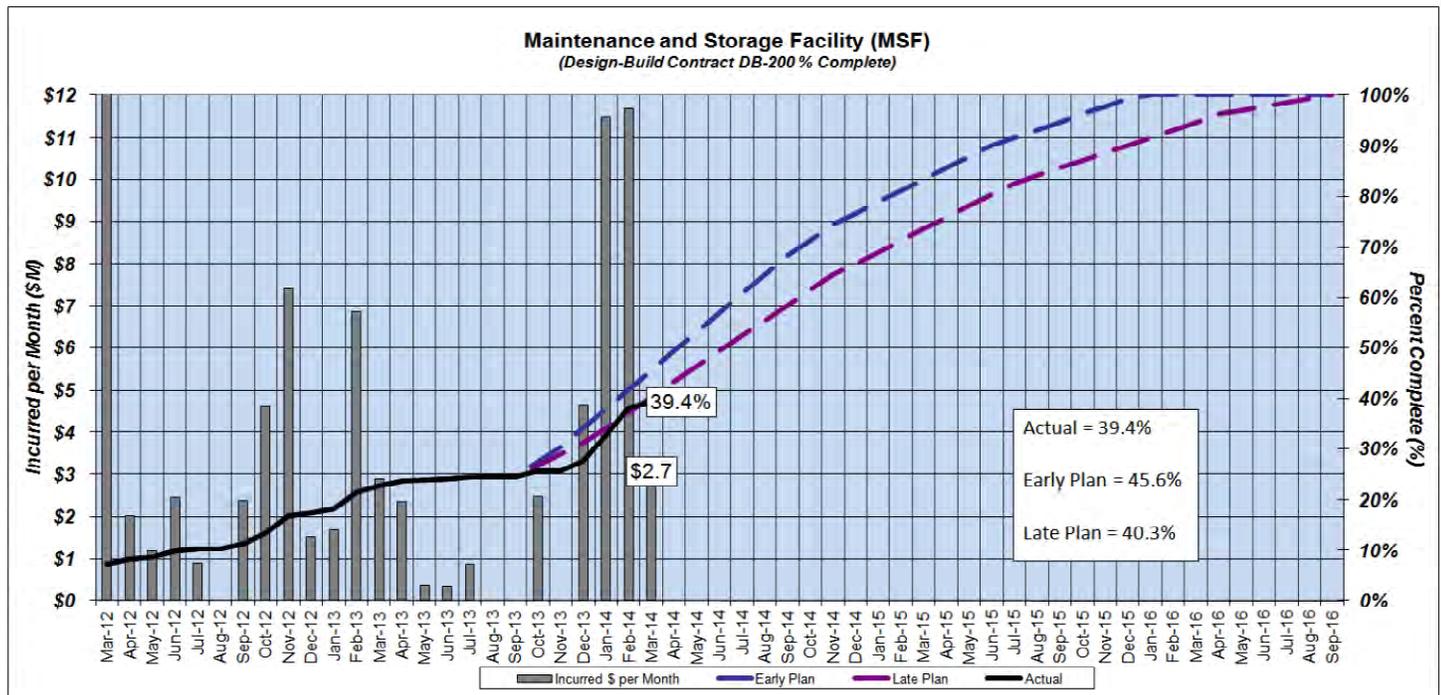
Base Contract:	\$195,258,000	NTP 1:	\$16,886,751	NTP 2 REV1:	\$12,749,013
Committed ¹ :	\$225,268,244	NTP 2:	\$66,261,187	NTP 3:	\$32,391,783
Authorized ² :	\$158,298,978 (70.3%)				
Incurred-to-Date:	\$87,102,133				
Incurred in March:	\$2,706,542				

¹Commitment = Contract value (not including contingency) + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$23,740
DBE % Attained:	0.012%

March Notices to Proceed
None

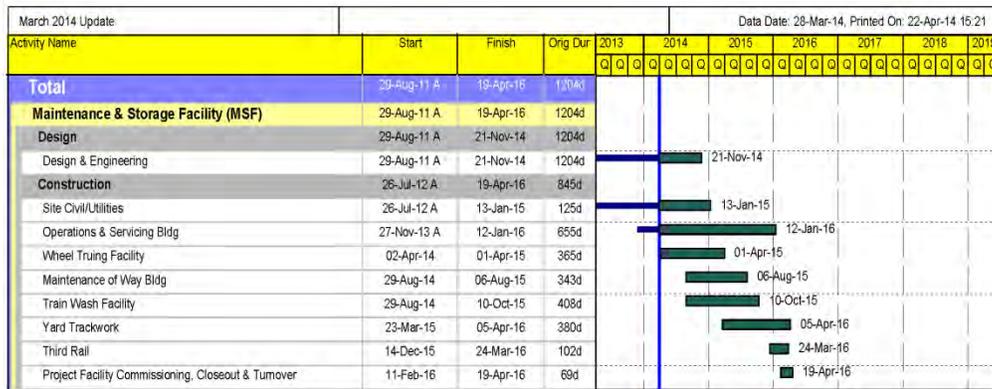
March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$30,010,244



SCHEDULE:

- The MSF substantial completion date is December 27, 2015. Based on schedule update No. 29, the MSF substantial completion date is 75 days behind schedule due to delays on the procurement of pre-curved rail. This schedule delay is currently being mitigated by the contractor, fabricator and HART.

Contract Submittals	
# Received	# Currently Under Review
372	22



Anticipated Final Design Submittals		
Total #	# Complete	% Complete
9	9	100%

Requests for Information (RFI) from Contractor		
# Received	# Open	# Voided
170	2	2

WORK PROGRESS:

Activities this Month:

- Redesign of the yard layout and facilities are underway due to the CSC consolidated changes.
- KKJV continued monitoring Best Management Practice (BMP) measures for permit compliance.
- KKJV continued to excavate trenches for storm drain and sewer lines.
- KKJV continued to install storm drain and sewer lines with their respective manholes.
- KKJV completed the installation of Retaining Wall No. 9.
- KKJV continued Operation and Servicing Building (OSB) foundations and stem walls.
- KKJV commenced the OSB underground electrical and plumbing rough in.
- KKJV continued placing topsoil with irrigation on the makai slope.
- KKJV completed forming and placement of concrete for the underpass foundation.
- KKJV commenced installation of underpass wall.
- KKJV continued with the procurement of rail materials.
- KKJV commenced stockpiling rail material in the Pasha yard.
- KKJV commenced installing site waterlines.
- Continued working with the Core Systems Contractor (CSC) to resolve design interface issues.
- HART continued working with KKJV on the resolution of CSC consolidated changes.
- Continued workshops with the CSC contract on CSC consolidated changes redesign.
- HART continued working with KKJV on options to recover the schedule due to delays on the procurement of pre-curved rail.

Look Ahead:

- Continue installing sewer lines and manholes.
- Continue installing storm drain lines and manholes.
- Continue installation of underpass wall.
- Continue with the preparation of the OSB foundation installation.
- Continue with the OSB stem walls.
- Continue the OSB underground electrical and plumbing rough in.
- Continue placing topsoil with irrigation on the makai slope.
- Commence planting on the makai slope.
- Continue installing site waterlines.
- Continue working with the Core Systems Contractor to resolve design interface issues.
- Continue working with KKJV and HNTB on the final redesign on CSC consolidated changes.
- Commence working with KKJV to mitigate potential schedule impacts due to CSC consolidated changes.

CRITICAL PATH ISSUES:

- Coordination with other contractors on construction interface milestones.
- Resolving yard reconfiguration interface with Core Systems Contractor.

QUALITY MANAGEMENT:

- Participated in Pre-activities meetings on construction scheduled activities.
- Closed QA Audit held on 12/12-13/2013.
- KKJV responded to the QA Design Audit Report audit held on 1/15-16/2014. HART is reviewing the responses.
- Monitoring KKJV QA/QC activities.
- Looking Ahead: Environmental Compliance Audit of MSF (KKJV) in May 2014.

NCR Log		
Total NCRs Issued To Date	CLOSED	OPEN
6	5	1

PROJECT PICTURES:



Placing the north side of the underpass wall form.



Installing 18" dia. high-density polyethylene (HDPE) pipe.



Placing concrete in the OSB footing.



Setting a storm drain manhole.

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4.3 Section II – Kamehameha Highway: Pearl Highlands to Aloha Stadium

A. Kamehameha Highway Guideway (KHG)

Contract No.: DB-320

Contractor: Kiewit Infrastructure West Company (KIWC)

Substantial Completion: September 2016

Project Description: Kamehameha Highway Guideway DB Contract (KHG) consists of 3.9 miles and starts 400 feet east of the Pearl Highlands Station and terminates 1,400 feet beyond the Aloha Stadium Station. KHG is made up of utility relocations, highway widening, drilled shaft foundations (one per column), columns, and aerial structure.



COST INFORMATION:

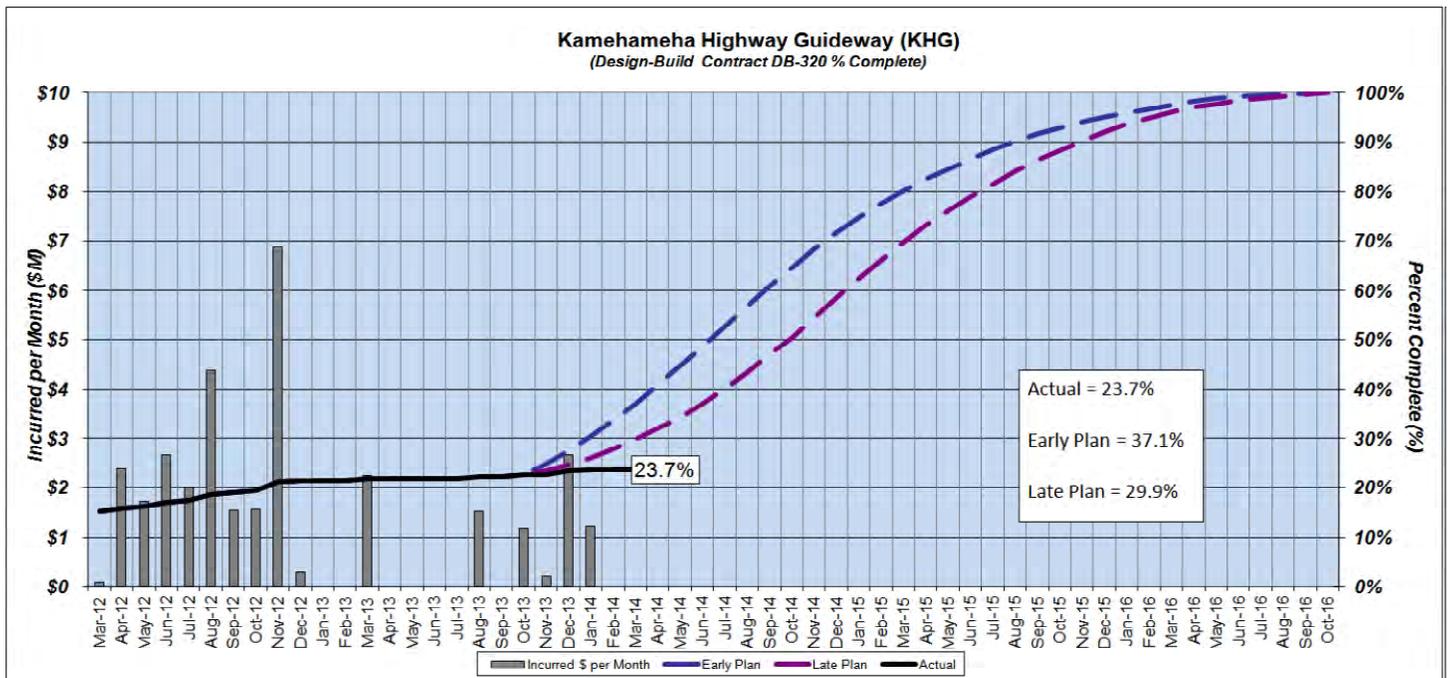
Base Contract:	\$372,150,000	NTP 1:	\$106,744,930	NTP 3A:	\$33,348,881
Committed ¹ :	\$378,860,981	NTP 2:	\$22,072,270	NTP 3B:	\$0
Authorized ² :	\$168,877,062 (44.6%)				
Incurred-to-Date:	\$89,867,143				
Incurred in March:	\$0				

¹Commitment = Contract value (not including contingency) + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$297,631
DBE % Attained:	0.08%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$6,710,981



SCHEDULE:

- KIWC’s draft revised schedule based on the restart of construction on September 16, 2013 has been returned to them with comments and is pending re-submittal.

March 2014 Update		Data Date: 28-Mar-14, Printed On: 17-Apr-14 15:04																				
Activity ID	Activity Name	Start	Finish	Orig Dur	2013			2014			2015			2016								
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Total		18-Nov-09 A	15-Dec-16	3232d																		
West Guideways & Structures																						
Kamehameha Highway (KH) - Section 2																						
Kamehameha Highway Guideway																						
KHG Permits Remaining																						
Design - Kamehameha Highway Guideway																						
Right of Way - Kamehameha Highway Guideway																						
Construction - Kamehameha Highway Guideway																						
Kiewit KHG Summary																						
Foundations																						
Drilled Shafts																						
Columns																						
Guideway																						
Precast Segment Erection																						
Cast BC Segments																						
Trackwork																						
Direct Fixation Trackwork																						
Third Rail																						
KHG Project Finish Work, Demob, Punchlist																						

Contract Submittals	
# Received	# Currently Under Review
265	5

Final Design Submittals		
Total #	# Complete	% Complete
50	24	48%

Requests for Information (RFI) from Contractor		
# Received	# Open	# Voided
82	0	---

WORK PROGRESS:

Activities this Month:

- Approved revised Schedule of Milestones.
- Baseline Schedule Rev D was submitted on March 18, 2014, and was returned for revision and re-submittal.
- Continued ITS Phase 2 work.
- Continued relocation of Water Line “A”.
- Continued relocation of Drain Line “B”.
- Continued relocation of electrical duct banks.
- Began drilling for Test Shaft 15.

Look Ahead:

- Continue interface and design activities, with concentration on baselining documents to support the Safety & Security Certification Process.
- Continue JUAO activities.
- Continue utility relocation work.
- Complete drilling and pour Test Shaft 15. Perform Cross Hole Sonic Logging (CSL) and Load tests.
- Acceptance of the schedule revision.
- Install new bus pad at 24 Hour Fitness near Acacia Road while implementing test of MOT 3.

CRITICAL PATH ISSUES:

- Maintenance of Traffic along Congested Corridor.
- Submission and acceptance of Schedule Revision E.
- Coordination with other contractors on construction interface milestones.

UTILITY AGREEMENTS:

- KHG met with AT&T to discuss the relocation, and concluded that a construction agreement is likely not needed. However, draft construction contracts have been provided for review in case one is necessary.
- HART completed review of Oceanic comments, and returned draft for Oceanic’s consideration. The draft agreement was reviewed by HART with minor edits and returned to Oceanic.
- Construction Agreement for Hawai’iGAS was executed on April 14, 2014.
- No UCA’s for Chevron and SIC will be needed.
- Looking Ahead:
 - Execute HTI KHG UCA.
 - Execute Oceanic KHG UCA.

HAWAI’I DEPARTMENT OF TRANSPORTATION (HDOT) AGREEMENTS:

- AECOM, the HDOT Design Consultant for the KHG section (contract MM-921), continues to review design submittals for HDOT.

RIGHT OF WAY:

Kamehameha Right-of-Way for Parcels											
	# Parcels Impacted	Current # Parcels Needed	Appraisals In Process	Appraisals Completed	Letters of Offer Sent	Offers Accepted	Possession Granted for Condemnation	Agreements Executed	Acquisitions Completed	Relocations Completed	Properties Available for Contractor
Full Acquisition	3	3		3	3	3			3	1	2
Partial Acquisition	19	3		3	3		1				3
Easement	5	5	1					8	3		3
TOTAL	27	11	1	6	6	3	1	8	6	1	8

Kamehameha Relocation Status for Occupants								
Residential Relocations (a)	Business Relocations (b)	Not-For-Profit Relocations (c)	Total Relocations (a+b+c)	Relocation Assessment Completed	90-Day Notice Sent	30-Day Notice Sent	Relocations Completed for Occupants	
	4		4	4	3	3	4	

- Look Ahead: Complete partial acquisitions associated with TMK 9-7-023-008, TMK 9-7-022-008 and TMK 9-7-022-021.

QUALITY MANAGEMENT:

- QA/QC activities are the same as the WOFH contract.

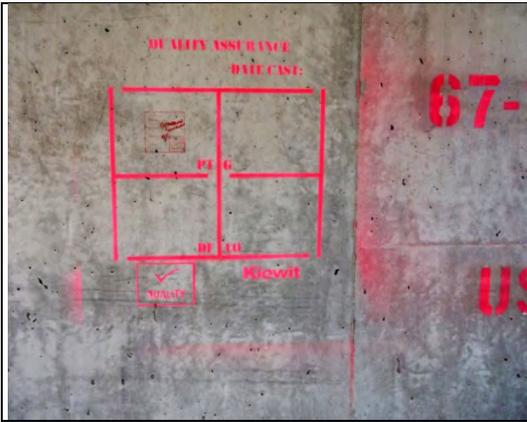
NCR Log		
Total NCRs Issued To Date	CLOSED	OPEN
15	10	5

SAFETY AND SECURITY:

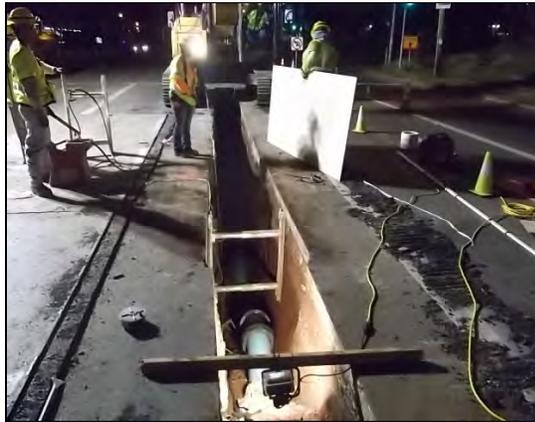
Kamehameha Contracts						
Contract	Event Type	Total Number of Events since 1/1/2007	Total Number of Events for April 2014	Loss Type	Date	Event Description
DB-320 Kamehameha Highway Guideway	Environment	2	1	No Loss	Apr 24, 2014	Diesel Spill
	Loss or Damage	5	0			
	Near Miss	2	0			
	Road/Vehicle - Driving	4	0			
	Security	6	0			
	Service Strike	2	1	No Loss	Apr 04, 2014	Unknown Utility Struck

*Reportable incidents: Requires OSHA to be notified within 8 hours, and includes the death of an employee or hospitalization of three or more employees.
 **Loss Time Injury: Time away from work due to injury.

PROJECT PICTURES:



Quality Assurance stamp for pre-cast segments.



KIWC installing 8-inch water main in the vicinity of Acacia Road.



Addition of drill casing for Test Shaft 15.



Drilling for Test Shaft 15.

B. Kamehameha Highway Station Group (KHSG)

Contract No.: FD-340

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

Construction Docs Bid-Ready: May 15, 2014

Project Description: The Kamehameha Highway Stations Group FD Contract (KHSG) consists of architectural and engineering services for the design of three (3) transit stations situated along the Kamehameha Highway Guideway. The three (3) stations comprising the KHSG contract are the Pearl Highlands Station and H2R2 Ramp, the Pearlridge Station, and the Aloha Stadium Station.



COST INFORMATION:

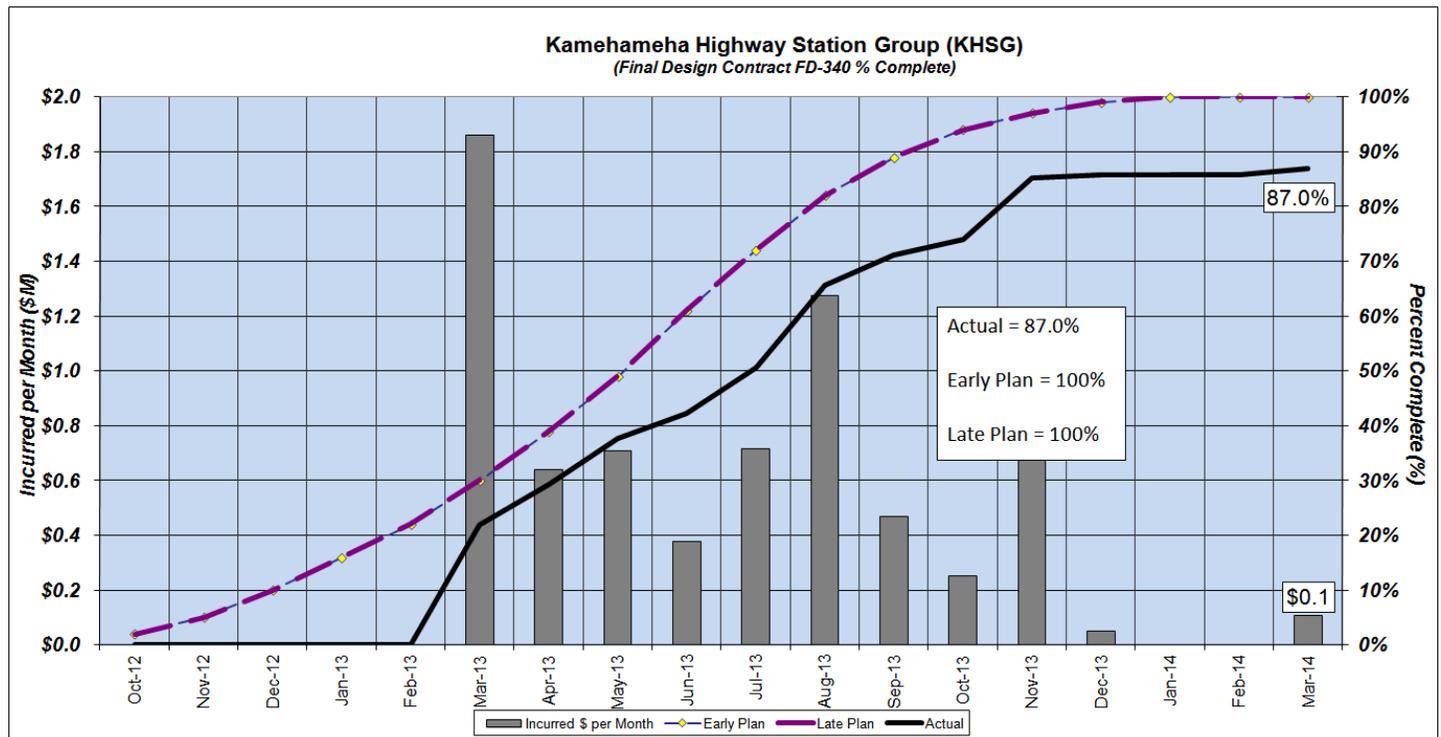
Base Contract:	\$8,702,592	NTP 1A:	\$491,104	NTP 2:	\$2,860,226
Committed ¹ :	\$8,702,592	NTP 1B:	\$2,533,421	NTP 3:	\$1,913,030
Authorized ² :	\$7,797,781 (89.6%)				
Incurred-to-Date:	\$7,393,143				
Incurred in March:	\$106,404				

¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$2,955,827
DBE % Attained:	33.97%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$0



SCHEDULE:

March 2014 Update		Data Date: 28-Mar-14, Printed On: 08-May-14 10:51 AM																						
Activity ID	Activity Name	Start	Finish	Orig Dur	2013		2014			2015			2016			2017			2018			2019		
					Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
Kamehameha Highway (KH) - Section 2		28-Jun-11 12:00 AM A	20-Oct-16 04:00 PM	1924																				
Kamehameha Highway Station Group		28-Jun-11 12:00	20-Oct-16 04:00 PM	1924																				
Design - Kamehameha Highway Station Group		28-Jun-11 12:00	17-Oct-16 04:00 PM	1924																				
Construction - Kamehameha Highway Station Group		20-Oct-14 08:00	20-Oct-16 04:00 PM	732																				
Pearl Ridge Station		22-Jan-15 08:00	05-Oct-16 04:00 PM	623																				
Aloha Stadium Station		22-Jan-15 08:00	20-Oct-16 04:00 PM	638																				
Pearl Highlands - Station		20-Oct-14 08:00	07-Oct-16 04:00 PM	719																				

WORK PROGRESS:

Activities this Month:

- Design is 98% complete.
- Continued to hold weekly progress and interface meetings.
- Coordinated meetings with stakeholders: U.S. Navy, Aloha Stadium and HDOT.
- Continued design updates to the advertisement set.
- Coordinated with URS to combine west station packages.
- Continued negotiation on design changes.
- Continued consultation with Programmatic Agreement Consulting Parties on the Aloha Stadium Station.
- Confirmed interface loads.

Look Ahead:

- Submit updated final design package to be advertised.

CRITICAL PATH ISSUES:

- Coordination with other contractors on construction interface milestones.
- Finalize design for procurement of west stations construction contract.

QUALITY MANAGEMENT:

- Monitoring AVA QA/QC activities.

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

A. Airport Section Guideway and Utilities



Contract No.: FD-430

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

Construction Docs Bid-Ready:

Utilities: Dec. 2013

Guideway: June 2014

Project Description: The Airport Segment Guideway and Utilities FD Contract (Airport) consists of widening of portions of Kamehameha Highway and other streets to accommodate the guideway columns, provide bus stops, improve sidewalks and medians, related traffic signals, address environmental mitigation commitments, and other related improvements. Design of barrier walls attached to the guideway, and running rails. Numerous utilities along the proposed alignment require relocation to allow for the guideway construction.

COST INFORMATION:

Base Contract:	\$38,840,960	NTP 1A:	\$784,136	NTP 3:	\$293,939
Committed ¹ :	\$42,268,382	NTP 1B:	\$13,233,957	NTP 3A:	\$5,892,216
Authorized ² :	\$40,680,368 (96.2%)	NTP 2:	\$17,048,698		
Incurred-to-Date:	\$31,616,009				
Incurred in March:	\$1,233,659				

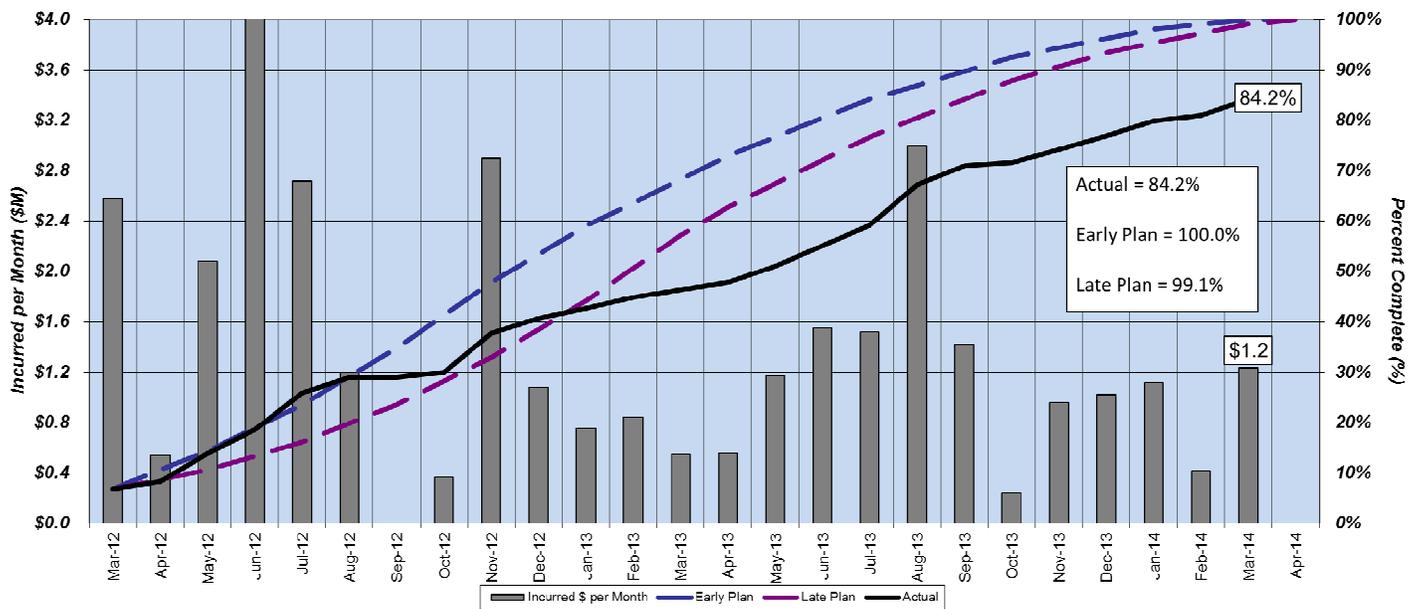
¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$162,813
DBE % Attained:	0.42%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$3,427,422

Airport Guideway and Utilities
(Final Design Contract FD-430 % Complete)



SCHEDULE:

March 2014 Update						Data Date: 28-Mar-14, Printed On: 17-Apr-14 09:23																
Activity ID	Activity Name	Start	Finish	Orig Dur	2013			2014			2015			2016			2017			2018		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Total		09-Nov-11 A	10-Oct-17	2314																		
Airport Programmatic		01-May-12 A	04-Feb-14 A	278																		
Airport Permits		09-Nov-11 A	08-Dec-15	2314																		
Design - Airport Guideway & Utilities		05-Jan-12 A	17-Aug-14	997																		
Construction - Airport Guideway & Utilities		19-Dec-14	10-Oct-17	1027																		

WORK PROGRESS:

Activities this Month:

- Continued final design development on the guideway package which is approx. 90% complete.
- Processing pending changes.
- Continued coordination with HDOT (Highway and Airport Divisions), utility companies, U.S. Navy and other stakeholders.
- Continued weekly progress/design and interface meetings.

Look Ahead:

- Continue guideway final design development.
- Continue working on request for changes.

CRITICAL PATH ISSUES:

- Coordination with other contractors on design and construction interface milestones.
- Coordination of existing utility relocations with HECO.
- Coordination of work at Post Office area with USPS.
- Coordination with DOT-Airports for construction contract interface.
- Coordination with U.S. Navy/General Services Administration (GSA) for land disposal at Makalapa Gate.

UTILITY AGREEMENTS:

- tw telecom, Tesoro, Hawai'iGAS, HTI, OTWC, AT&T Corp., and AT&T Government Solutions for the Airport and City Center Section have been executed. The remaining ESA that needs to be executed is SIC.
- Draft Construction Agreement has been sent over to Hawai'iGAS for review.
- Draft Construction Agreement has been sent over to AT&T Corp. for review. This agreement will also cover work for the City Center Section, as the AT&T relocations begin at Middle Street (near the end of the Airport Section). It is not expected that this agreement be in place for the Airport Segment utility construction.
- Draft Construction Agreement has been sent over to AT&T Government Solutions for review.
- No UCA's for Chevron and Tesoro will be needed for the Airport section.
- Looking Ahead:
 - Execute Hawai'iGAS Airport UCA.
 - Execute Oceanic Airport UCA.

HDOT AGREEMENTS:

- Looking Ahead: Airport Joint Use and Occupancy expected to be executed mid-2014.

RIGHT OF WAY:

Airport Right-of-Way for Parcels											
	# Parcels Impacted	Current # Parcels Needed	Appraisals In Process	Appraisals Completed	Letters of Offer Sent	Offers Accepted	Possession Granted for Condemnation	Agreements Executed	Acquisitions Completed	Relocations Completed	Properties Available for Contractor
Full Acquisition	5	5	1	4	5	4			4		
Partial Acquisition	6	6	3					1	1		1
Easement	36	34	1	1	1			23	23		23
TOTAL	47	45	5	5	6	4		24	28		24

Airport Relocation Status for Occupants							
Residential Relocations (a)	Business Relocations (b)	Not-For-Profit Relocations (c)	Total Relocations (a+b+c)	Relocation Assessment Completed	90-Day Notice Sent	30-Day Notice Sent	Relocations Completed for Occupants
	8		8	5	6		3

- Acquisitions:
 - TMK 1-1-016-006 transferred to HART, a full acquisition necessary for the guideway within the Airport section.
 - TMK 1-1-016-005 transferred to HART.
 - TMK 1-1-016-014 transferred to HART.
- Relocations:
 - Move complete for tenant at TMK 1-1-016-014.
- Look Ahead:
 - Complete the mapping and survey work associated with an acquisition within the Airport section.
 - Complete the appraisals for the remaining partial acquisitions and easements along Waiwai Loop, Post Office and Middle Street.

QUALITY MANAGEMENT:

- Monitoring AECOM QA/QC activities.

SAFETY AND SECURITY:

Airport Contracts						
Contract	Event Type	Total Number of Events since 1/1/2007	Total Number of Events for April 2014	Loss Type	Date	Event Description
FD-430 Airport Section Guideway & Utilities	Environment	3	0			
	Loss or Damage	1	0			
	Near Miss	1	0			
	*Reportable Occupational Injury/Illness	0	0			
	Security	1	0			
	**Loss Time Occupational Injury/Illness	2	0			
	Service Strike	2	0			

*Reportable incidents: Requires OSHA to be notified within 8 hours, and includes the death of an employee or hospitalization of three or more employees.

**Loss Time Injury: Time away from work due to injury.

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B. Airport Station Group (ASG)

Contract No.: FD-440

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

Construction Docs Bid-Ready: June 2014

Project Description: Architectural and engineering services for the design of four (4) transit stations situated along the Airport Guideway. The four (4) stations comprising the ASG contract are the Pearl Harbor Naval Base Station, the Honolulu International Airport Station, the Lagoon Drive Station, and the Middle Street Station.



COST INFORMATION:

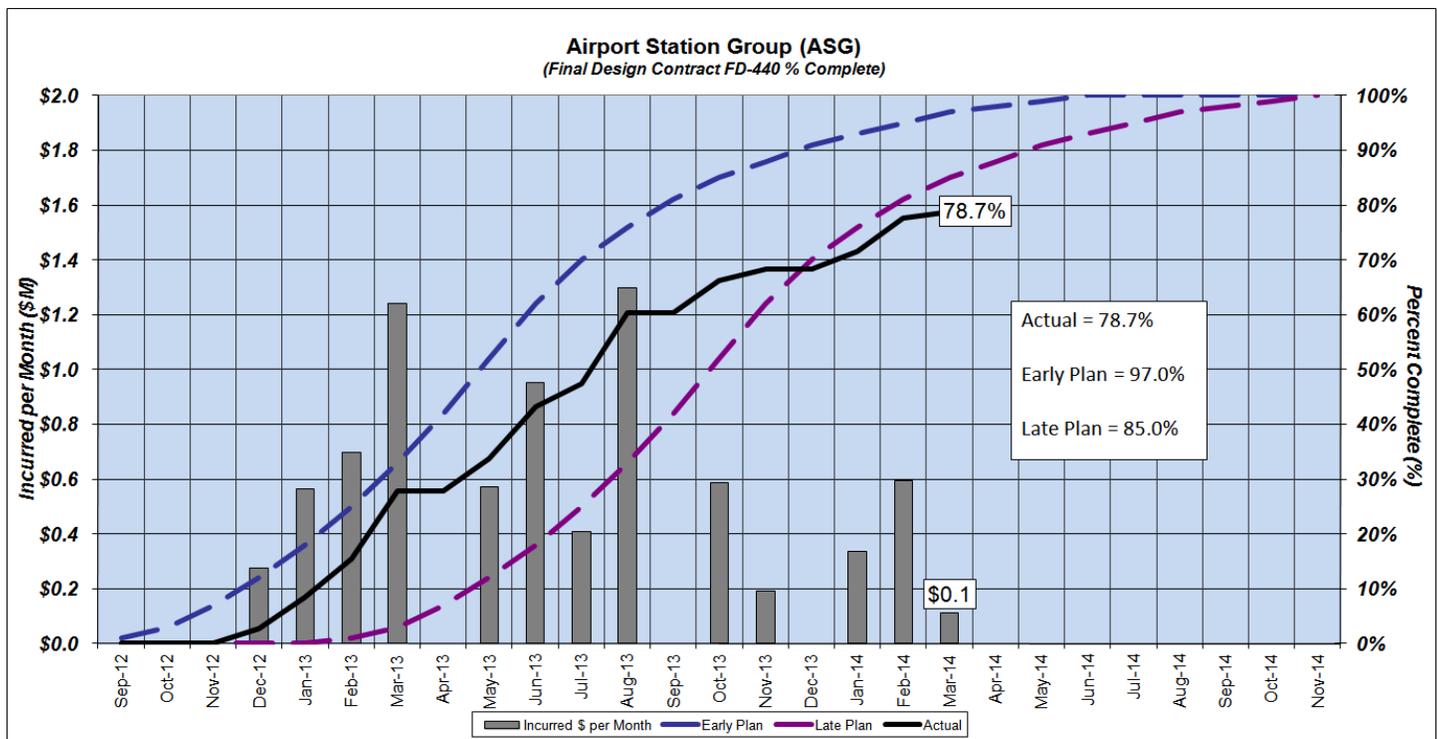
Base Contract:	\$10,177,365	NTP 1A:	\$276,035	NTP 2:	\$3,626,123
Committed ¹ :	\$10,177,365	NTP 1B:	\$2,602,508	NTP 3:	\$2,623,356
Authorized ² :	\$9,128,022 (89.7%)				
Incurred-to-Date:	\$7,834,158				
Incurred in March:	\$113,089				

¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$251,698
DBE % Attained:	2.47%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$0



SCHEDULE:

March 2014 Update		Data Date: 28-Mar-14, Printed On: 16-Apr-14 15:35																						
Activity ID	Activity Name	Start	Finish	Orig Dur	2013		2014			2015			2016			2017			2018			2019		
					Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
Airport - Section 3		02-May-11 A	12-Feb-18	2424																				
Airport Station Group		02-May-11 A	12-Feb-18	2424																				
Design - Airport Station Group		02-May-11 A	28-Jan-15	1375																				
Construction - Airport Station Group		31-Jul-15	12-Feb-18	626																				
Pearl Harbor Station		31-Jul-15	22-Dec-17	593																				
HNL Airport Station		02-Oct-15	03-Jan-18	556																				
Lagoon Drive Station		02-Dec-15	17-Jan-18	525																				
Middle Street Station		08-Feb-16	12-Feb-18	498																				

WORK PROGRESS:

Activities this Month:

- Continued final design development which is approx. 90% complete.
- Continued weekly progress/design and interface meetings.
- Continued negotiating design changes.

Look Ahead:

- Continue coordination meetings with stakeholders: HDOT, U.S. Navy and others.

CRITICAL PATH ISSUES:

- Coordination with other contractors on design and construction interface milestones.
- Resolution of easements at Pearl Harbor Station.
- Resolution of Airport Station interface with DOT-Airports.

QUALITY MANAGEMENT:

- Monitoring AECOM QA/QC activities.

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

A. City Center Section Guideway and Utilities

Contract No.: FD-530

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

Construction Docs Bid-Ready:

Guideway & Utilities: June 2014

Project Description: The City Center Guideway and Utilities FD Contract (CCUG) consists of widening of portions of Kamehameha Highway and other streets to accommodate the guideway columns, provide bus stops, improve sidewalks and medians, related traffic signals, address environmental mitigation commitments, and other related improvements. Design of barrier walls attached to the guideway, and running rails.



COST INFORMATION:

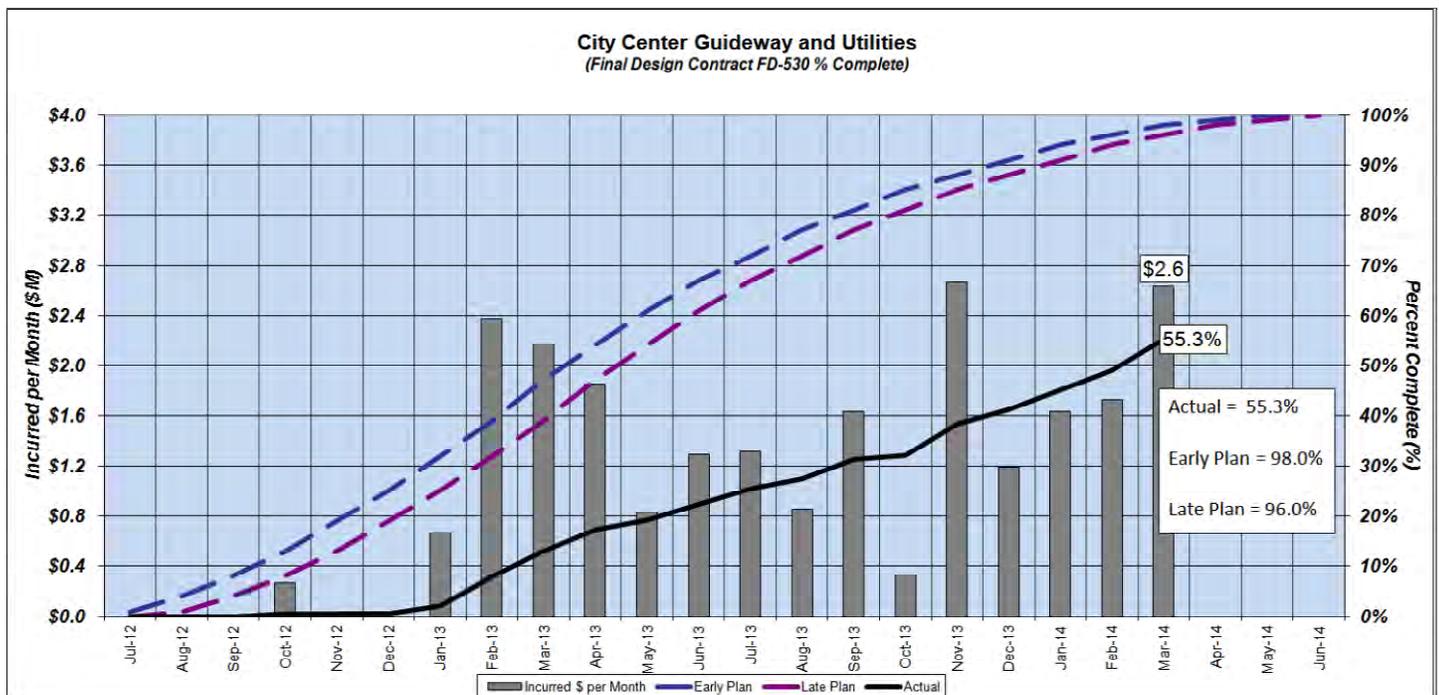
Base Contract:	\$43,948,220	NTP 1A:	\$537,870	NTP 2:	\$18,680,227
Committed ¹ :	\$44,887,173	NTP 1B:	\$15,411,551	NTP3:	\$6,315,814
Authorized ² :	\$41,884,415 (93.3%)				
Incurred-to-Date:	\$23,417,204				
Incurred in March:	\$2,636,388				

¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$180,267
DBE % Attained:	0.41%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$938,953



SCHEDULE:

March 2014 Update					Data Date: 28-Mar-14, Printed On: 17-Apr-14 09:08																	
Activity ID	Activity Name	Start	Finish	Orig Dur	2013			2014			2015			2016			2017			2018		
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Total		19-Aug-11 A	31-May-18	3918																		
City Center Programmatic		01-Nov-11 A	04-Sep-14	497																		
City Center Permits		19-Aug-11 A	08-Dec-15	3918																		
Design - City Center Guideway & Utilities		01-Jul-12 A	13-Aug-14	684																		
Construction - City Center Guideway & Utilities		19-Dec-14	31-May-18	1260																		

WORK PROGRESS:

Activities this Month:

- Design is 75% complete.
- Continued weekly progress/design and interface meetings.
- Continued final design development.
- Continued to meet with various private and public stakeholders to coordinate station and guideway interface with their planned developments.
- Continued geotechnical investigations.

Look Ahead:

- Continue final design development.
- Continue coordination with various private and public stakeholders.
- Continue geotechnical investigations.

CRITICAL PATH ISSUES:

- Coordination with other contractors on design and construction interface milestones.
- Coordination of existing utility relocations with HECO.
- Coordination with property owners and developers along alignment.
- Timely acquisition of properties and easements.

UTILITY AGREEMENTS:

- tw telecom, Tesoro, Hawai'iGAS, HTI, OTWC, AT&T Corp., and AT&T Government Solutions for the Airport and City Center Section have been executed. The remaining ESA that needs to be executed is SIC.
- No UCA's for Chevron and Tesoro will be needed for the City Center section.
- Draft Construction Agreement has been sent over to AT&T Corp. for review. The Airport/City Center Construction Agreement will also cover work from the Airport Section, as the AT&T relocations begin at Middle Street (near the end of the Airport Section).

HDOT AGREEMENTS:

- Looking Ahead: City Center Joint Use and Occupancy expected to be executed early 2015.

RIGHT OF WAY:

City Center Right-of-Way for Parcels											
	# Parcels Impacted	Current # Parcels Needed	Appraisals In Process	Appraisals Completed	Letters of Offer Sent	Offers Accepted	Possession Granted for Condemnation	Agreements Executed	Acquisitions Completed	Relocations Completed	Properties Available for Contractor
Full Acquisition	14	14	1	9	9	7			7	2	2
Partial Acquisition	76	69	1	1	1	1					
Easement	26	24						2	2		2
TOTAL	116	107	2	10	10	8		2	9	2	4

City Center Relocation Status for Occupants							
Residential Relocations (a)	Business Relocations (b)	Not-For-Profit Relocations (c)	Total Relocations (a+b+c)	Relocation Assessment Completed	90-Day Notice Sent	30-Day Notice Sent	Relocations Completed for Occupants
3	54		57	14	21	4	10

- Acquisitions:
 - Offer made and accepted on TMK 1-2-003-016.
 - TMK 1-2-003-016 closed escrow and transferred to HART.
 - Scheduling appraisal site inspections for TMK 2-3-007-054 and TMK 2-3-007-039.
 - Appraisal site inspections complete for TMKs 2-3-007-044, 1-5-007-021, 2-3-007-033 and 2-3-007-036.
 - Received and reviewed title reports.
 - Generating letters of intent to acquire for private properties.
 - Meeting with property owners to determine impacts for partial acquisitions.
- Relocations:
 - 90-day notice to vacate sent to tenant at 1-2-003-016.
- Look Ahead:
 - For design support, continue to secure consents to do geotechnical testing and AIS data recovery on properties along the proposed guideway and stations.
 - Conduct surveying for partial acquisition properties.
 - Secure consents for Environmental Site Assessments.

QUALITY MANAGEMENT:

- Monitoring AECOM QA/QC activities.

SAFETY AND SECURITY:

City Center Contracts						
Contract	Event Type	Total Number of Events since 1/1/2007	Total Number of Events for April 2014	Loss Type	Date	Event Description
FD-550 Dillingham and Kaka'ako Station Group	Near Miss	1	0			

*Reportable incidents: Requires OSHA to be notified within 8 hours, and includes the death of an employee or hospitalization of three or more employees.
 **Loss Time Injury: Time away from work due to injury.

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B. Dillingham and Kaka’ako Station Group (DKSG)

Contract No.: FD-550

Contractor: Perkins+Will, Final Design Consultant (Engineer of Record)

Construction Docs Bid-Ready: July 2015

Project Description: Design eight stations for the fourth and final phase of the rail transit project that will connect Dillingham Blvd. to Ala Moana Center.



COST INFORMATION:

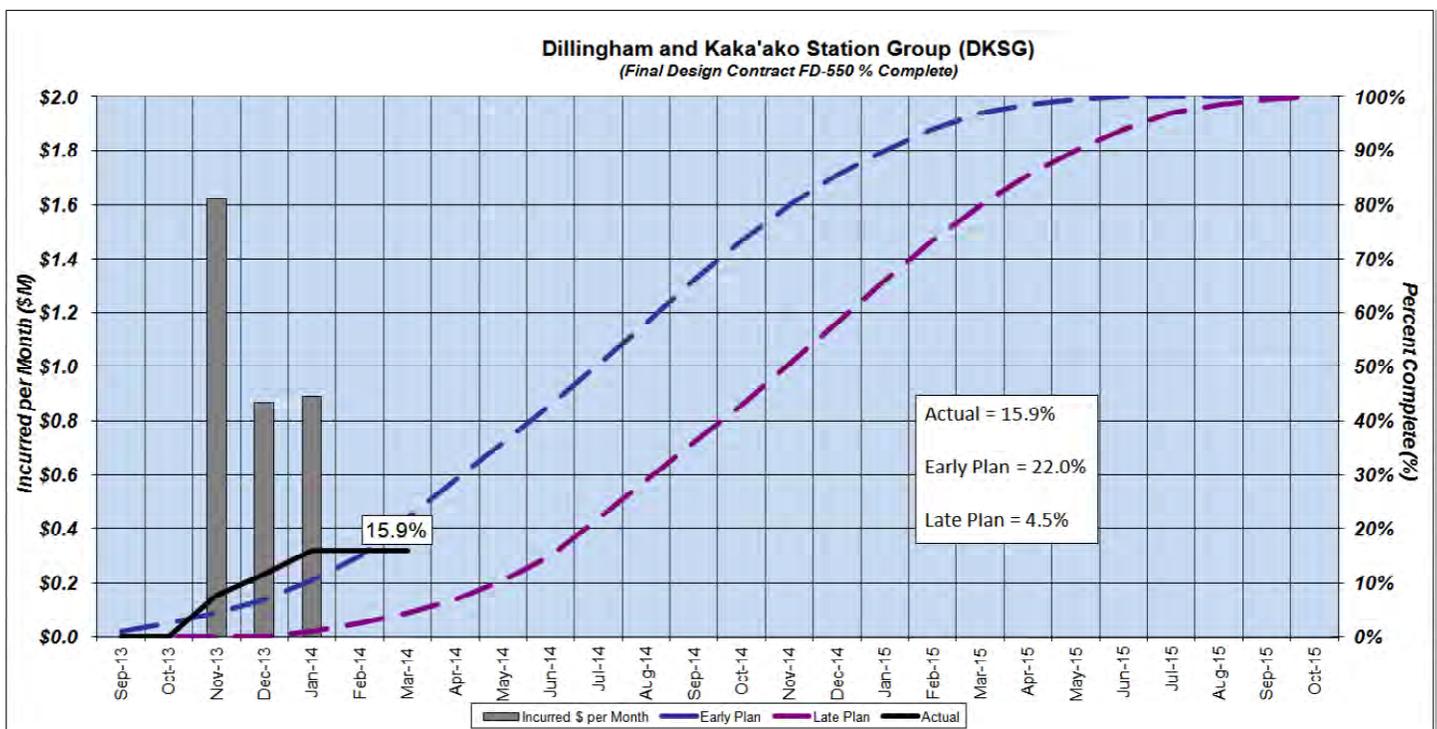
Base Contract:	\$18,321,918	NTP 1A:	\$1,305,204	NTP 1B:	\$4,593,942
Committed ¹ :	\$18,321,918	NTP 2:	\$5,763,606		
Authorized ² :	\$11,662,752 (63.7%)				
Incurred-to-Date:	\$3,384,031				
Incurred in March:	\$0				

¹Commitment = Contract value (not including contingency) with Design Allowance + executed Change Orders
²Total Authorized for Expenditure (AFE) = NTP dollar values + executed Change Orders

Disadvantaged Business Enterprise (DBE) Participation	
Actual DBE Participation:	\$0
DBE % Attained:	0%

March Notices to Proceed
None

March Change Orders	
Scope	Amount (\$)
None	---
Cumulative to Date	\$0



SCHEDULE:

March 2014 Update					Data Date: 28-Mar-14, Printed On: 16-Apr-14 15:37																				
Activity ID	Activity Name	Start	Finish	Orig Dur	2013			2014			2015			2016			2017			2018			2019		
					Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
City Center (CC) - Section 4		15-Oct-12 A	28-Dec-18	2164																					
Dillingham Station Group		15-Oct-12 A	15-Oct-18	2090																					
Design - Dillingham Station Group		15-Oct-12 A	15-Oct-18	2090																					
Construction - Dillingham Station Group		23-Feb-16	03-Aug-18	606																					
Kalihi Station		23-Feb-16	03-Apr-18	521																					
Kapalama Station		07-Apr-16	29-May-18	530																					
Iwilei Station		19-May-16	18-Jun-18	513																					
Chinatown Station		05-Aug-16	03-Aug-18	493																					
Kaka'ako Station Group		15-Oct-12 A	28-Dec-18	2132																					
Design - Kaka'ako Station Group		15-Oct-12 A	14-Nov-15	991																					
Construction - Kaka'ako Station Group		02-Dec-14	28-Dec-18	1488																					
Downtown Station		14-Nov-15	26-Jun-18	956																					
Civic Center Station		05-Jul-16	03-Aug-18	516																					
Kaka'ako Station		02-Dec-14	17-Sep-18	1386																					
Ala Moana Center Station		25-Oct-16	28-Dec-18	537																					

WORK PROGRESS:

Activities this Month:

- Design is 30% complete.
- Continued weekly progress/design and interface meetings.
- Coordinated with various private developers and third party stakeholders.
- Alternative design concepts developed for Civic Center and downtown stations.
- Evaluated cost savings measures to mitigate design budget impacts.
- Presented PE level designs to Consulting Parties for Kalihi, Kapalama, Iwilei, Chinatown and Downtown stations.
- Generated interface loads.
- Continued geotechnical borings.

Look Ahead:

- Continue updating preliminary design development.
- Continue interface loads.
- Start interim design on some of the stations.
- Continue geotechnical borings.

CRITICAL PATH ISSUES:

- Coordination with other contractors on design and construction interface milestones.
- Coordination with property owners/developers on station integration.

QUALITY MANAGEMENT:

- Monitoring P+W QA/QC activities.
- Participated in the training of P+W design organization on 4/15-4/16 at their Honolulu office.
- Reviewing revised QAP.

5 OVERALL PROJECT-WIDE ACTIVITIES

5.1 Interface

- **Activities this month**

- Held Interface Partnering meetings.
- Facilitated 40 interface definition meetings with various contractors.

Requests for Interface Data (RFIDs)	
Total Submitted	Closed
1,289	887

- **Look Ahead**

- Continue Interface Partnering meeting with WOFH, KHG, MSF, station designers and CSC contractors.
- Continue monitoring contractor RFIDs and Interface Control Documents (ICDs) pertaining to the Final Design Baseline (Revision 0).
- Continue with assessment process of elevated issues for path forward to construction.
- Support interface efforts during construction.

Interface Issues Elevated					
Total	New	Open	Closed	On Hold	OSR
48	5	1	6	2	34

5.2 Other Design Activities

- **Activities this month**

- Prepare community meeting presentations.
- Coordination with various private developers and third party stakeholders.
- Support weekly maintenance of traffic coordination.
- Continued work on Pearl Highlands Transit Center and Garage procurement package.
- Technical review of Request for Changes.

- **Look Ahead**

- Continue working on the procurement package for Pearl Highlands Transit Center and Garage Design-Build Package.

5.3 Permits

- **Activities this month**

- HART submitted the revisions to the Section 404 Permit application to the Army Corps of Engineers for work in Waiawa Stream and Tributary on April 11, 2014.
- HART submitted the revisions to the Section 401 Water Quality Certification permit application to the Hawai'i Department of Health (HDOH) for work in Waiawa Stream and Tributary on April 21, 2014.
- Received the City Center Community Noise Permit and Variance permit application from AECOM on April 15, 2014 and review comments were submitted to AECOM on April 23, 2014.
- Received the Airport preconstruction Community Noise Permit and Community Noise Variance extensions from HDOH on April 9, 2014 and April 14, 2014, respectively.
- Met with HDOT third party reviewers regarding comments on the KHG Dewatering HDOT Municipal Separate Storm Sewer System (MS4) on April 16, 2014. Comment issues were resolved and responses were resubmitted to HDOT on April 21, 2014.

- **Look Ahead**

- Upcoming significant permit activity:
 - AECOM will submit the Airport and City Center Guideway National Pollution Discharge Elimination System (NPDES) permit application, which correlate to the applicable MS4s application which were reviewed by HART.
 - The Coastal Zone Management (CZM) Consistency application for work at Waiawa Stream Tributary and Waiawa Stream will be submitted to the Department of Business, Economic Development and Tourism (DBEDT) once completeness notifications have been received for the Section 401 from HDOH.
 - The Airport Section 404 Army Corps of Engineers application submission for permanent in-water construction is being drafted.

5.4 Hawai'i 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.
- Kiewit is responsible for maintenance of Farrington Highway and Kamehameha Highway as part of the Master Agreement.
- SSFM, the HDOT Design Coordination Consultant for the Airport and City Center Guideway sections (contract MM-922), is reviewing guideway design submittals for HDOT.

5.5 Utility Agreements

Figure 16. Utility Agreements Status

Utility Agreements Status Matrix									
Utility Owner	Status	WOFH		KHG		Airport		City Center	
		ESA	UCA	ESA	UCA	UCA	COMBINED ESA	UCA	
AT&T	Executed	5/11/11	12/20/11			Submitted draft to AT&T (will include City Center)	Agreement Executed		
	NTP	5/12/11	12/21/11	5/18/12	Submitted draft to AT&T				
Chevron	Executed	12/4/09		11/4/11					
	NTP	12/22/09		11/15/11					
Hawaiian Telcom	Executed	5/20/10	HART completed review of comments from HTI and returned to HTI		Pending negotiation of WOFH Template		HTI agreement executed 9/27/13		
	NTP	6/14/10		5/10/12					
HECO	Executed	By Agreement with PB	4/20/12 (to be vacated once Design and Construction Services Agreements Executed)	7/12/12 (Agreement to be vacated once Design and Construction Services Agreements are Executed)		Airport Bridging Agreement (Expired 11/29/13) City Center Bridging Agreement (Expired 11/29/13)			
	NTP								
		Pre-Construction		Pre-Construction		Pre-Construction			
	Executed	10/30/13		10/4/13		n/a			
	Expired	11/29/13		11/29/13		n/a			
		Design Services	Construction Services	Design Services	Construction Services	Design Services	Construction Services	Design Services	Construction Services
	Executed	11/20/13	11/29/13	11/20/13	11/29/13	11/20/13		11/25/13	
	NTP	11/20/13	11/29/13	11/20/13	11/29/13	11/20/13		11/25/13	
Oceanic Time Warner Cable	Executed	12/8/09	12/21/11	1/9/12	Reviewed Oceanic comments and returned draft with HART comments to Oceanic	Executed 4/4/2013			
	NTP	12/22/09							
Pacific Lightnet/Wavecom	Executed	4/28/10	3/12/12	2/15/12					
	NTP	4/29/10	3/13/12	2/16/12					
Sandwich Isle Communications	Executed	5/20/10	Submitted draft to SIC	4/20/12	Submitted draft to SIC	Submitted draft to SIC			
	NTP	6/8/10							
Hawai'iGAS	Executed	12/18/09	6/30/11	6/1/12	4/14/14	Submitted draft to Hawai'iGAS	9/27/13		
	NTP	12/22/09	7/12/11						
tw telecom	Executed	12/2/09		2/14/12	No Scope – Oceanic to relocate for tw telecom for KHG	Executed 10/11/12			
	NTP	12/22/09		2/16/12					
Tesoro	Executed			2/15/12	Agreement executed 9/12/13	Agreement executed 9/3/13			
	NTP			2/16/12					

Legend: = Action this month
 = Not applicable
 COR = Corporation Counsel
 ESA = Engineering Services Agreement
 UCA = Utility Construction Agreement
 UFRCA = Combined Engineering and Construction Utility Agreement

5.6 Right-of-Way (data as of April 24, 2014)

• **Budget**

- \$54.1M was spent to acquire 26 properties. The budgeted amount for the 26 parcels was \$60.1M, resulting in a budget underrun of \$6.0M.
- \$2.7M has been expended to date for relocations.

Figure 17. Right-of-Way Status for the Parcels [data provided by Real Estate Acquisition database (READ)]

Right-of-Way Status for the Parcels*											
	# Parcels Impacted	Current # Parcels Needed	Appraisals In Process	Appraisals Completed	Letters of Offer Sent	Offers Accepted	Possession Granted For Condemnation	Agreements Executed	Acquisitions Completed	Relocations Completed	Properties Available for Contractor
Full Acquisition	36	36	2	30	31	27	1		27	13	18
Partial Acquisition	115	84	4	5	5	1	1	5	4		7
Easement	83	77	7	1	1			41	35		35
GRAND TOTAL	234	197	13	36	37	28	2	46	66	13	60

* During design development, the real estate requirements have been adjusted to accommodate the design refinements. Parcel requirements are adjusted as design is finalized.

Figure 18. Relocation Status for the Occupants (data provided by READ)

Relocation Status for the Occupants								
	Residential Relocations (a)	Business Relocations (b)	Not-For-Profit Relocations (c)	Total Relocations (a+b+c)	Relocation Assessment Completed	90-Day Notice Sent	30-Day Notice Sent	Relocations Completed for Occupants
GRAND TOTAL	21	72	1	94	34	42	15	41

Figure 19. Third-Party Agreement Status

Third-Party Agreement Status				
Agreement	Status	Target	Section	Notes/Remarks
University of Hawai'i (UH) Master Agreement	Pending	September 2014	WOFH, KHG, City Center	Final negotiations are underway. Will secure Right of Construction as not to delay the project.
UH -West O'ahu (UHWO) Consent to Construct	Pending	May 2014	WOFH	Secured design right of entry. Construction ROE pending.
UH - West O'ahu (UHWO) Sub-agreement	Pending	May 2014	WOFH	In negotiations.
Leeward Community College (LCC) Consent to Construct	Pending	May 2014	WOFH	Secured design right of entry.
Leeward Community College (LCC) Sub-agreement	Pending	May 2014	WOFH	In negotiations. Secured design right of entry.
UH Urban Garden Consent to Construct	Pending	May 2014	KHG	Secured design right of entry. In negotiations.
UH Urban Garden Sub-agreement	Pending	May 2014	KHG	In negotiations. Secured design right of entry.
D.R. Horton Agreement for Construction	Executed		WOFH	Allows for construction to proceed.
D.R. Horton Final Easement Agreement	Pending	December 2014	WOFH	Document in process with D.R. Horton.
Honolulu Community College (HCC) Consent to Construct	Pending	May 2014	City Center	In negotiations. Secured design right of entry.
Honolulu Community College (HCC) Sub-agreement	Pending	May 2014	City Center	In negotiations. Secured design right of entry.
Department of Land and Natural Resources (DLNR) Right of Entry	Executed		WOFH	Right of entry is in place.

Third-Party Agreement Status				
Agreement	Status	Target	Section	Notes/Remarks
Department of Land and Natural Resources (DLNR) Easement	Pending	Dec 2014	WOFH	ROE received. Easement documents in process.
Department of Education Master Agreement and Consent to Construct	Executed		WOFH	ROE is pending to allow entry for work to proceed; Master Agreement is pending.
Aloha Stadium / Department of Accounting & General Services (DAGS) Right of Entry	Executed		KHG	Limited ROE granted for staging for Kiewit for KHG Contract.
Aloha Stadium / Department of Accounting & General Services (DAGS) Easement	Pending	September 2014	KHG	Easement in process.
DHHL Master Agreement	Executed		WOFH, MSF	
DHHL Consent to Construct	Executed		WOFH, MSF	Consent to construct in place.
DHHL License	Pending	June 2014	WOFH, MSF	License agreement approved by City Council. Awaiting final execution.
HDOT Master Agreement	Executed		WOFH	
HDOT Joint Use & Occupancy (JU&O) Sub-agreement	Executed		WOFH	
HDOT Master Agreement for KHG, Airport and City Center	Executed		KHG, Airport, City Center	
HDOT JU&O Sub-agreement	Executed		KHG, Airport, City Center	
HDOT SOA MOU	Executed		Program	
OCCC/Hawai'i Department of Public Safety Agreement Dillingham Blvd	Pending	Dec 2014	City Center	Finalizing requirements.
HI Community Development Agreement (HCDA)	Pending	Oct 2014	City Center	Awaiting final design requirements for the guideway.
DAGS	Pending	Oct 2014	City Center	Awaiting final design requirements for the guideway.
U.S. Navy / General Services Administration (GSA)	Pending	N/A	Airport	Easements and fee taking are being processed by the Navy. Under new directive Navy will charge for all licenses and easements.
U.S. Post Office Honolulu Processing Center	Pending	April 2015	Airport	Finalized design. Title Search and mapping have been initiated.
Federal Court House/GSA	Pending	Oct 2014	City Center	Awaiting final design requirements for the guideway
Pacific Guardian Center	Pending	Jun 2015	City Center	Awaiting final design requirements for the guideway and Downtown station.
Howard Hughes Corporation – Joint Development Agreement	Pending	Jun 2015	City Center	Awaiting final design requirements for the guideway and Kaka'ako station.
Sam House Development LLC – Joint Development Agreement	Pending	Jun 2015	City Center	Awaiting final design requirements for the guideway and Ala Moana Center station.
GGP Ala Moana LLC – Joint Development Agreement	Pending	Jun 2015	City Center	Awaiting final design requirements for the guideway and Ala Moana station.

5.7 Safety and Security Project-Wide Contracts

Figure 20. Project-Wide Contracts

Project-Wide Contracts						
Contract	Event Type	Total Number of Events since 1/1/2007	Total Number of Events for April 2014	Loss Type	Date	Event Description
Archaeological Inventory Survey	Environment	1	0			
	Loss or Damage	1	0			
	Near Miss	3	0			
	*Reportable Occupational Injury/Illness	0	0			
	**Loss Time Occupational Injury/Illness	0	0			
	Road/Vehicle - Driving	3	0			
	Security	3	0			
MM-905 General Engineering Consultant (EIS/PE)	Road/Vehicle - Driving	1	0			
MM-910 General Engineering Consultant II (Final Design & Construction)	Road/Vehicle - Driving	1	0			

*Reportable incidents: Requires OSHA to be notified within 8 hours, and includes the death of an employee or hospitalization of three or more employees.
 **Loss Time Injury: Time away from work due to injury.

6 MANAGEMENT & ADMINISTRATIVE UPDATES

6.1 Safety and Security

Figure 21. Safety and Security Issues Overview

Overview of Safety and Security Issues		
Period/Date	Number	Comments
2011	1 in 2011	
2012	22 in 2012	
2013	27 in 2013	
Q1 2014	10 in Q1 2014	January (0), February (5), March (5)
April 2014	3 in April	
2014	13 to date in 2014	

- **Activities this month**

- HART reviewed submittals from KKJV, AHJV, DKSG, AECOM, WOFH, WOSG, and MSF for compliance and technical specifications.
- HART staff continues to meet with HDOT bi-weekly to address FTA, HDOT, and HART concerns.
- Continued to hold Sensitive Security Information (SSI) Implementation working group meeting.
- 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 Safety and Security Certification Working Group (SSCWG) meeting.
- SSI Program to be presented to HART staff, as needed.
- Working with the Department of Emergency Management to include HART in the 2014 Hurricane Drill.
- Working with the Department of Emergency Management concerning evacuation zones during a Great Aleutian Tsunami (GAT) event.
- Continue to meet with the fire and police departments to review design packages for compliance.

- **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.
- Continued development of the Safety and Security Management Plan, Safety and Security Information Procedures, and Safety and Security Certification Plan.
- Safety and Security staff will provide SSI Training to employees that need to be trained.
- Safety and Security staff will begin developing and implementing training programs related to Safety and Defensive Driving for HART employees.
- Certified CPR-AED Training Class scheduled for May 22 and 23.
- Continue to work with the Department of Emergency Management concerning Hurricane Drill and Tsunami event.
- Will develop Personal Protective Equipment (PPE) Orientation training for all HART employees as a Brown Bag Luncheon.
- Continue with Brown Bag Lunch Training for HART employees.

6.2 Quality Management

• Activities this month

- HART Quality Assurance (QA) staff holds a weekly meeting to discuss overall Project QA/Quality Control (QC) issues with consultants, contractors, subs and internal staff. The QA staff also reviews the Weekly To Do List.
- Continued training and mentoring 2-Management Systems Lead Auditors (1 – Quality Assurance Engineer and 1-Planning and Environmental staff).
- Continued updating and implementing the 1) QA Audits and 2) Environmental Compliance Audits Schedules for 2014. Also closing 2013 Audits Schedules.
- Continued updating and reviewing appropriate Project Baseline Plans and Procedures due to new policies, re-organization, process improvement and lessons learned from the internal audits. Updates to the appropriate Baseline Plans and Procedures have been prioritized for completion by 2014.
- Conducted bi-weekly Quality Task Force (QTF) meetings with 12-contractors and consultants’ QA teams to discuss the status of: design and construction activities; procurement activities; inspection and testing; Non Conformance Report (NCRs) and Corrective Actions (CARs); quality compliance; various process improvements; and Buy America compliance.
- Met with GEC III and 2-CE&I (URS-East and PGH Wong-West) management teams and HART Director of Design and Construction to discuss supplemental QAP requirements to HART QMP. HART QA/QC is reviewing CE&I and GEC III draft QAP(s).
- Conducted a Combined Internal QA and Safety & Security Audit of HART (3/18 – 4/1).

HART NCR Log		
Total NCRs Issued To Date	CLOSED	OPEN
26 (Audits)	15	11

• Look Ahead

- Continue mentoring and training personnel on approved Project Plans and Procedures.
- Continue qualification and certification of 2-Lead Auditors on Management Systems Audits.
- Continue QA/QC and Environmental Compliance monitoring and oversight of contracts executed to date.
- Update and implement the 2014: QA and Environmental Audit Schedules.
- Close-out 2013: QA, Safety and Security, and Environmental Audit Schedules.
- Follow up on and close corrective and preventative actions on all NCRs and Observations issued to all contracts, if any.
- Review and approve Contractor/Consultant QAPs, Inspection and Test Plans (ITPs) and implementing procedures (new and updates).

6.3 Buy America Compliance (49 CFR 661 and 49 CFR 663)

Core Systems

• Activities this month

- 49 CFR 661 and 49 CFR 663 requires that Rolling Stock, Train Control Equipment, Communication Equipment, and Traction Power Equipment shall have 60% of US contents and be Finally Assembled in the USA.
- Continued discussion on procurement status and Buy America updates with AHJV (ASTS/AB):
 - E Cars (Breda): 69.3% Pre-Award Audit US contents - April 2014 Monthly Report shows 71% US contents. The higher value includes the proposed manufacturing of Truck Frames and Bolsters at the Finmeccanica (DRS) facilities in West Plains, MO.
 - M Cars (Breda): Prepare Buy America Compliance Matrix (BACM) upon completion of contract negotiation.
 - Train Control System Wayside Portion (ASTS USA): 90% US contents HART- approved BACM; no changes during this reporting period.
 - Supervisory Control and Data Acquisition (SCADA) System (ASTS USA): 92.8% US contents HART-approved BACM; no changes during this reporting period.

- Traction Electrification System (Siemens): 69.9% US contents HART-approved BACM; no changes during this reporting period.
- Communication System Wayside Portion (Alcatel-Lucent): 80.7% US contents HART-approved BACM; no changes during this reporting period.
- MOW Multi-purpose Vehicle (Modern Track Machinery, Inc. [MTM]): 100% US contents HART-approved BACM; no changes during this reporting period.
- MOW 15 Ton Flatbed Trailer (MTM): 100% US contents HART-approved BACM; no changes during this period.
- MOW Rail Grinder Equipment (MTM): 69.3% US contents HART-approved BACM; changed to 66.7% (-2.6%).
- MOW Tamper (MTM): 85% US contents HART-approved BACM; changed to 82% (-3%).
- MOW Geometry Car (MTM): 71.9% US contents HART-approved BACM; no changes during this reporting period.
- MOW High Reach Lift Truck (MTM): 100% US contents HART-approved BACM; no changes during this period.
- MOW Rail Car Mover (MTM): 100% US contents HART-approved BACM; no changes during this reporting period.
- MOW Enclosed Trailer (MTM): 71% US contents HART-approved BACM; changed to 73.9% (+2.9%).
- Fire Detection & Alarm System Components (Johnson Controls): 100% US contents HART-approved BACM; no changes during this reporting period.
- Uninterrupted Power Supply (UPS) System: TBD
- Platform Screen Gates System, a Train Control Subsystem (Stanley Access Technologies, LLC): 96.4% US contents HART-approved BACM; no changes during this reporting period.

- **Look Ahead**

- Monitoring AHJV/AB Buy America compliance.
- The Ticket Vending Equipment will be removed from the Core Systems Contract.

Construction

- **Activities this month**

- 49 CFR 661 requires that all iron, steel and manufactured products, which apply to all construction materials used in infrastructure projects such as transit or maintenance facilities, rail lines, and bridges must be manufactured in the USA.
- Monitored Final Design consultants to include Buy America requirements into Design and Specifications.
- Included Buy America compliance on QA Audit Checklist of Final Design consultants.
- Monitored DB contractors' compliance to Buy America requirements.
- Update and implement the 2014: Buy America Audit Schedule.
- Close-out 2013: Buy America Audit Schedule.
- Resolving one Noncompliance Report (sand from B.C., Canada) on the MSF Project.

- **Look Ahead**

- Monitoring KIWC (WOFH and KHG) and KKJV (MSF) Buy America compliance.

Utilities

- **Activities this month**

- 49 CFR 661 requires that all iron, steel and manufactured products, which apply to all construction materials used in infrastructure projects such as transit or maintenance facilities, rail lines, and bridges must be manufactured in the USA.
- AT&T has provided a list of materials they will use in their work. HART has reviewed the list and determined which items are considered components. AT&T is 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.
- HART reviews HECO material purchase orders as needed to verify materials that must be made in the USA.

- HART received a request for a waiver to Buy America requirements to purchase modular fiberglass poles made in Canada. HART rejected the request, as the Project has encountered this problem already and located a manufacturer in the USA.
- **Look Ahead**
 - Monitoring Utilities Buy America compliance.

6.4 Disadvantaged Business Enterprise (DBE)

● **Activities this month**

- \$15,809,409 = total dollar participation for all DBEs on all HART contracts from 9/24/07 to 4/30/14
 - 6.41% = DBE utilization on total disbursed FTA funds received to date (\$15,809,409 divided by \$246,728,945)
 - 0.90% = DBE utilization to date on total Project FTA funds (\$15,809,409 divided by \$1,763,903,901)

*Total DBE Participation = \$15.8M
(previous report = \$15.6M)*

Figure 22. DBE Participation this Month

DBE Participation in April		
DBE Firm	Contract Number	Participation
Bright Light Marketing Group	SC-HRT-1200149 FD-530	\$7,677
Bright Light Marketing Group	SC-HRT-1200038 FD-430	\$5,704
Lawson & Associates	SC-HRT-11H0131 MM-905	\$18,906
AMR Estimating Services	SC-HRT-11H0131 MM-905	\$28,675
Gary K. Omori	SC-HRT-11H0131 MM-905	\$11,626
LKG-CMC	SC-HRT-11H0131 MM-905	\$101,685
Pat Lee & Associates	SC-HRT-11H0131 MM-905	\$11,265
TOTAL FOR THE MONTH		\$185,538

● **Look Ahead**

- There is a formal HART outreach function planned for May 5. HART is planning another Industry Day because it was a very successful event last year. It brought together all the potential prime contractors and more than 200 small businesses including DBEs. Everyone was updated on the status of the project and future contracting opportunities at HART. It also gave all the businesses the opportunity to meet face-to-face and develop business relationships that hopefully will be beneficial to everyone. HART is looking forward to an equally successful event this year.
- HART staff will continue to review, tabulate, and evaluate DBE participation reports submitted by prime contractors with their requests for payments, and take action to ensure DBEs and other small businesses have an equal opportunity to participate in our contracts at all levels. For all contracts, HART shall require prime contractors to identify elements of a contract, or a specific subcontract that are of a size that small businesses, including DBEs, can reasonably perform and actively recruit.
- The plan is to continue to disseminate the prime contractor and potential prime contractor contact information to the certified DBEs and other points of contact for small businesses to inform them of opportunity. HART’s mission is to breakdown as many barriers as possible by acting as a liaison between the primes, subcontractors, DBEs and small businesses to develop mutually beneficial business relationships.
- An extensive outreach program directed to the minority small business community through their leaders and organizations is planned for 2014, as well as conducting periodic pre-bid conferences, seminars, workshops and business fairs to inform and encourage participation. HART staff will be readily available to address and satisfy any special assistance needs that arise.

- HART's commitment is to meet the maximum feasible portion of its overall goals through race-neutral means. HART is aware there may be concerns that certain minority groups are being underutilized in the DBE participation process. Race-neutral participation is being closely monitored and contract goals or other race or gender conscious means will be utilized if it becomes apparent that the overall goal cannot be met through race-neutral means.

Note: For a full listing of DBE participation to date, please see Appendix F.

6.5 Planning and Environment

• Activities this month

- Programmatic Agreement (PA) [by PA Stipulation number]
 - III. Identification and Protection of Archaeological Sites and Burials - Archaeological Inventory Surveys (AIS):
 - Project staff continues the data recovery fieldwork in the City Center section. During data recovery in February and March, seven additional human bone fragments were found. HART continues consultation with SHPD, OIBC and cultural descendants. The Burial Treatment Plan will be finalized after fieldwork is complete.
 - Consultation with recognized descendants continues; a meeting was held on April 2 in order to continue consultation with recognized descendants.
 - IV. Design Standards:
 - A HART/Kāko'o meeting with a focus on Aloha Stadium Station Design was held on April 24.
 - HART is developing a Treatment Management Plan for Historic and Cultural Resources at Aloha Stadium Station.
 - As of March 19, Consulting Parties have come to agreement on a list of 8 stations where Secretary of the Interior (SOI) standards will be applied. HART distributed the list to Consulting Parties on March 28 and requested further input by April 25.
 - V. Recordation and Documentation:
 - Historic Context Study - HART has completed an internal review and update of the context study outline and will be circulating it to Consulting Parties.
 - Cultural Landscape Reports - Identified resources for study are Mother Waldron Park and Irwin Park. No activities occurred during this reporting period.
 - HART has completed review of Historic American Buildings Survey/ Historic American Engineering Record/ Historic American Landscape Survey (HABS/HAER/HALS) documentation for the CINPAC HQ Building, Naval Station, Pearl Harbor Library/Navy Relief/Ossipoff's Aloha Chapel (Facility 1514), and Makalapa Navy Housing District. Native files for all HABS/HAER documentation were received from Parsons Brinckerhoff and its subconsultants during the month of April.
 - VI. National Register of Historic Places/Historic Landmark Nominations:
 - The Kāko'o facilitated a meeting between FTA, HART and the Consulting Parties on April 7, regarding mitigation measures for Aloha Stadium Station. The FTA and HART developed a Treatment Management Plan (TMP), which was released to Consulting Parties at a follow-up meeting on April 24.
 - Preparation of National Register (NR) nomination forms for adversely affected historic properties is in progress. Native files for all NR nominations were received from Parsons Brinckerhoff and its subconsultants during the month of April.
 - IX. B. Historic Preservation Program:
 - Completed Historic Preservation Fund (HPF) applications were received by HART on April 21.
 - XIV.E. Monitoring and Reporting:
 - Implementation Schedule - HART is developing a comprehensive schedule that also incorporates the construction schedule.

- XIII.C. Public Information
 - No update.
- Mitigation Monitoring Program (MMP)
 - MMP Reporting:
 - Monthly Reporting for April 2014 was completed.
- Planning Activities
 - Continued coordination on Transit-Oriented Development (TOD) with the Department of Planning and Permitting (DPP) and Department of Transportation Services (DTS). Monthly meeting was held on April 25.
 - Staff continues coordination on station design.
 - HART continues to support other various city initiatives, including the Age-Friendly Cities initiative as members of the Transportation Focus Group Citizen's Advisory Board; Transit-Oriented Development; and Transportation Investment Generating Economic Recovery (TIGER) grant applications.
- **Looking Ahead**
 - Revision 1 of the Mitigation Monitoring Program (Baselined July 17, 2012) is in progress and scheduled for submittal to the FTA for review in May 2014.
 - Continued consultation on Aloha Stadium Station.
 - Conduct monthly HART/Kākoʻo meeting with Consulting Parties.
 - Conduct monthly OIBC and cultural descendant meetings.
 - Continue data recovery work in City Center section.

6.6 Risk Management (data as of March 28, 2014)

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."

Figure 23. Risk Matrix

Risk Matrix					
Legend	Low (1)	Med (2)	High (3)	Very High (4)	Significant (5)
Probability	< 10%	10><50%	> 50%	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	

The risk matrix is used to score and rank identified risks. The rating is the average cost and schedule impact score multiplied by the probability score.

Figure 24. Top 10 Project Risks

Top 10 Risks March 2014								
Risk ID	Contract Package	Risk Description	Prob	Prob Rating	Cost Impact	Time Impact	March Risk Rating	Feb. Risk Rating
PMOC26	Project wide	Change in station designs may affect guideway and result in additional construction costs.	90%	5	5	2	17.5	17.5
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
187	Project Wide	HECO maintenance clearance may be a greater distance than HECO originally agreed to resulting in additional ROW.	50%	3	5	5	15	15
58	Project Wide	Core Systems design interface may result in changes to fixed facility design resulting in formal change orders.	90%	5	4	2	15	15
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
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 designers and contractors may affect Project schedule.	75%	4	4	3	14	14
28	Project Wide	Permits and approvals by other agencies may not be provided in a timely manner and delay the project.	90%	5	3	2	12.5	12.5
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
59	Project Wide	Traffic disruptions may result in revised constraints imposed by City or HDOT.	75%	4	4	2	12	12

Risks are placed in order based on highest risk rating for the month. The Top 10 list represents risks that could have a major impact on the Project and require additional focus by management. There are many other high rated risks that are not listed and are in the process of being mitigated.

Figure 25. Risks Deleted

Risks Deleted in March					
Current Risk ID	Contract Package	Risk Description	February 2014 Comments	Risk Rating	
				March '14	Feb '14
168	Project Wide	3rd party signatures of IFC (Issued for Construction) drawings may expire, requiring reapproval.	Risk has been deleted as there are no expired signatures on drawings that have been issued for construction.		4
60c	Maintenance & Storage Facility Contract	If soil conditions extremely vary from GDR, additional costs may result.	Risk has been deleted since mass grading is complete.		1.5
15	Project Wide	The Contractor may sever one or more utilities during construction resulting in a stoppage of work and impacting not only itself, but other concurrent contractors.	Risk has been deleted as it is a contractor risk and will be covered through insurance. Contractors need to do one call prior to start of digging, which reduces the probability of the risk occurring.		3
81	Maintenance & Storage Facility Contract	The utility connections required for the MSF facility may be greater than expected and/or the layout of the final facility required by the Core System contractor may impact the Utility scope and costs.	Risk has been deleted. Design is complete and utility connections are being installed.		1.5
14d	Airport Guideway	HDOT Use and Occupancy Agreement with utility owners could delay utility relocations in the state ROW.	Risk has been deleted since HDOT has agreed to allow HART to use conditional letters of agreement for both Airport and City Center. Letters for WOFH and KHG need to be resigned by HART.		4
15d	Airport Guideway	The Contractor may sever one or more utilities during construction resulting in a stoppage of work and impacting not only itself, but other concurrent contractors.	Risk has been deleted as it is a contractor risk and will be covered through insurance. Contractors need to do one call prior to start of digging, which reduces the probability of the risk occurring.		3
15e	City Center Guideway	The Contractor may sever one or more utilities during construction resulting in a stoppage of work and impacting not only itself, but other concurrent contractors.	Risk has been deleted as it is a contractor risk and will be covered through insurance. Contractors need to do one call prior to start of digging, which reduces the probability of the risk occurring.		3
18a	West Side Stations	Ongoing/upcoming projects throughout the island may require modifications to utility relocation designs.	Risk has been deleted. Station construction contract is about to go to bid and designs have been finalized.		10
101	Airport Guideway	Slight change in alignment could cause changes in required ROW which has not been included in estimate, schedule or EIS.	Risk has been deleted since design is almost complete and any slight alignment shift will not result in additional ROW. Budget and estimate has been updated accordingly.		8
169	City Center Guideway	Federal court delays lifting ROW injunction resulting in a delay to purchase ROW for City Center Guideway and East Side Stations.	Risk has been deleted since injunction has been lifted. Overall potential impact has not been realized in cost and schedule, see risk #147c.		14
146	Project Wide	Due to obtaining the casting yard additional costs may be incurred.	Risk has been deleted since impacts have been covered in the change log.		8
178	Airport Guideway	Additional geotechnical verification required for Airport Guideway results in additional design cost.	Risk has been deleted. A change order has been issued for City Center and Airport.		5
104	Airport Guideway	Staging, schedule and cost may be greater than assumed for the Keehi interchange.	Risk has been deleted since alignment has been revised to avoid Keehi interchange.		3
110	East Side Stations	Kaka'ako Station currently requires partial demolition of private property and may result in additional costs and delays.	Risk has been deleted because demolition costs are in station construction budgets.		3

Risks Deleted in March					
Current Risk ID	Contract Package	Risk Description	February 2014 Comments	Risk Rating	
				March '14	Feb '14
82	Maintenance & Storage Facility Contract	The Navy may not have cleared all contaminated material from the Navy Drum Site.	Risk has been deleted since mass grading is complete.		2
12b	Kamehameha Highway Guideway	More fiber optic cable lines than estimated may need to be relocated (number and type of cables in ducts to be relocated not known).	Risk has been deleted because design is almost complete.		3
163b	Kamehameha Highway Guideway	FTA requirement that all utility companies conform to Buy America requirements may cause delays and additional costs.	Risk has been deleted as most agreements are in place and already include the requirement.		3
163c	Airport Guideway	FTA requirement that all utility companies conform to Buy America requirements may cause delays and additional costs.	Risk has been deleted as most agreements are in place and already include the requirement.		2
163d	City Center Guideway	FTA requirement that all utility companies conform to Buy America requirements may cause delays and additional costs.	Risk has been deleted as most agreements are in place and already include the requirement.		2

Note: Risks by Contract Package and a Comparison of Risk Ratings can be found in Appendix G.

6.7 Community Outreach

- **Activities this month**

- With the production of guideway segments underway, HART’s outreach this month included a media tour of the casting yard site. The tour successfully explained in detail the construction process of the guideway segments. The event included Mayor Kirk Caldwell, City Councilmember Breene Harimoto, and staff members of Hawai’i’s congressional delegation. The event was one of two dozen presentations, meetings and events HART’s outreach team participated in this month.

To date, HART’s outreach team has participated in:

- 1,604 presentations and events
- 860 Neighborhood Board meetings

Figure 26. HART’s communications team organized a media tour at the casting yard in Kalaeloa, which was one of 24 presentations, meetings and events in the month of April.



City Councilman Breene Harimoto, Kiewit’s Lance Wilhelm, Honolulu Mayor Kirk Caldwell, HART’s Executive Director and CEO Dan Grabauskas, HART Board Chairman Ivan Lui-Kwan and HART Board Project Oversight Committee Chairman Damien Kim participating in the casting yard tour.

Figure 27. More than 5,200 guideway segments will be used to build the first 10 miles of the rail system, from Kapolei to Aloha Stadium.



A Kiewit crane lifts one of the guideway segments at the casting yard. Each segment weighs about 50 tons, and is 30 feet wide, by 11 feet long, by 7 feet tall.

- **Construction Outreach**

- Traffic impacts continue to be a key part of HART's outreach efforts, particularly in the West O'ahu area. Traffic briefings twice a month, traffic notices on Facebook and Twitter, and weekly news releases all help keep the community informed about detours, traffic delays and road closures. Canvassing in areas along Kamehameha Highway and in urban Honolulu to update both businesses and residents about the work in their area also continued this month, in collaboration with HART's construction and design contractors. In addition to specific project details, HART also provides our 24-hour hotline number for people to call with any questions, comments or concerns. In preparation for the balanced cantilever work, discussions at community meetings, with elected officials and with business and community groups and neighborhood boards are in full swing. A separate outreach communications plan has been developed and implemented specifically for this work and includes using print and broadcast media to reach the broadest segments of our community, as well as prominent signage and partnerships to help get the word out. Regular traffic media briefings, social media, canvassing, news conferences, and community meetings and presentations are all included in that plan.

- **Community Input**

- HART's public information team responded to more than 70 public inquiries and requests in April that came in via the agency's website, email and 24-hour hotline. Inquiries this month primarily focused on construction activities and employment opportunities.

- **Look Ahead**

Coming in May:

- The first guideway segments are installed
- HART launches pilot anti-graffiti community art program
- Ho'opili Station Design community meeting
- Industry Day II provides updates and information for construction companies regarding upcoming work on the rail project
- Traffic updates and information for motorists continues

6.8 Staffing

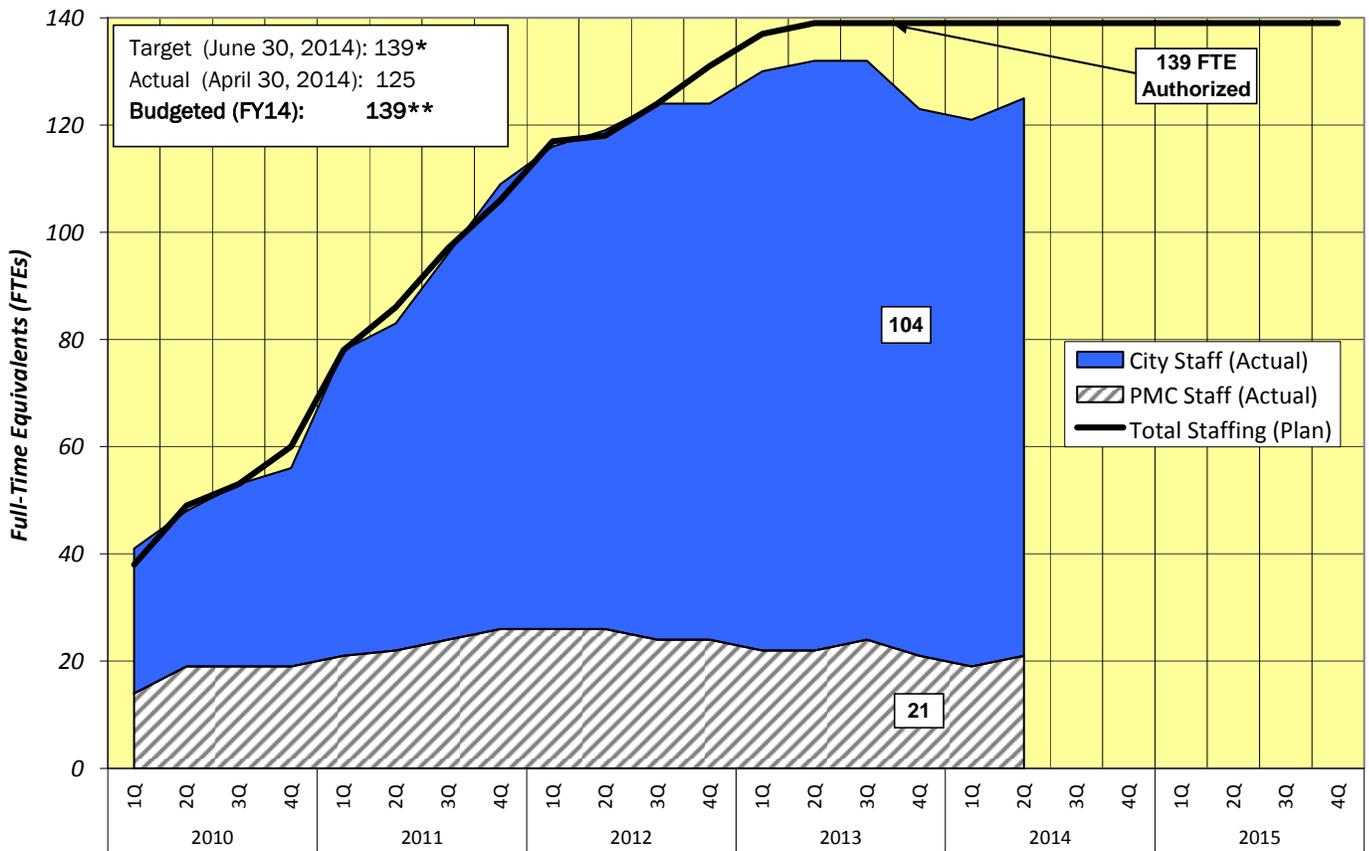
Figure 28. Staffing Activities

Staffing Activities				
Title	Group	New/Existing HART position (City or PMC)	Position Status	Start Month
Design and Construction				
Change Order Manager	Design and Construction	Existing (City or PMC)	Filled (PMC)	April
Change Order Specialist	Design and Construction	Existing (City)	Filled	May
Assistant Project Manager	Design and Construction (KHG)	New (City)	Recruiting/Interviewing	
Assistant Project Manager	Design and Construction (WOFH)	New (City)	Recruiting/Interviewing	
Deputy Director of Construction	Construction	Existing (PMC)	Filled (PMC)	April
Assistant Deputy Director	Design	New (City or PMC)	Recruiting	
Assistant Deputy Director	Construction	New (City or PMC)	Recruiting	
HECO Coordinator	Utilities & Traffic Engineering	New (City)	Recruiting	
Budget and Finance				
Transit Grants Planner*	Grants/Financial	Existing (City)	Filled	April
Transit Contracts Manager* (3)	Procurement and Contracts	Existing (City)	Recruiting/Interviewing	
Procurement & Specifications Specialist	Procurement and Contracts	Existing (City)	Filled	May
Project Controls				
Clerk	Document Controls	Existing (City)	Selected	May
Planning, Utilities, Permits & Right-of-Way				
Secretary	Planning	New (City)	Filled	May
Deputy Director of Planning	Planning	Existing (City)	Filled	May
Right-of-Way Agent	Right-of-Way	New (City)	Recruiting	
Assistant Deputy Director	Right-of-Way	New (City or PMC)	Filled (PMC)	May
Administrative Services				
Project Network Administrator	Administrative Services	New (City)	Filled	April
Personnel Clerk	Administrative Services	Existing (City)	Recruiting	
Senior Clerk	Administrative Services	Existing (City)	Selected	May

*Per qualifications.

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 29. Project Staffing (Actual vs. Planned)



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

The actual number of employees reflects employees hired during this period as well as employees who left the project from both HART and the PMC staffs.

Note: For a project organization chart, see Appendix H.

APPENDICES

Appendix A. Project Fact Sheet



HONOLULU AUTHORITY FOR RAPID TRANSPORTATION PROJECT FACT SHEET
AS OF APRIL 2014

	April Report	March Report	Variance		April Report	March Report	Variance
FINANCIAL & PROJECT DATA							
Progress (Pg. 9-10)				ROW (Pg. 57-58)			
Overall Project Progress	22.7%	22.4%	0.3%	Total # Properties Acquired	26	23	3
Overall Construction Progress	12.7%	11.8%	0.9%	Total \$ Spent on Acquisitions	\$54.1M	\$42.5M	\$11.6M
Overall Design Progress	70.6%	67.1%	3.5%	Total \$ Expended for Relocations	\$2.7M	\$2.7M	\$0
Overall Utilities Progress	5.8%	5.5%	0.3%	Safety/Security Incidents (Pg. 60)			
Incurred Cost (Pg. 11)				# of Incidents for the Month			
Total Incurred Cost	\$904.5M	\$885M	\$19M		3	5	N/A
Monthly Incurred Cost	\$19M	\$36M	N/A	NCRs (Pg. 61)			
Committed Amount (Pg. 11)				Total Open NCRs for the Month			
Total Committed	\$2.698B	\$2.694B	\$0.0049B		28	11	N/A
Authorized for Expenditure (AFE) (Pg. 11)				DBE (Pg. 63-64)			
Total AFE by way of NTP	\$1.922B	\$1.916B	\$0.006B	Total Participation			
Monthly AFE	\$6.3M	\$237M	N/A		\$15.8M	\$15.6M	\$0.2M
Project Contingency (Pg. 12-13)				Risks (Pg. 65-68)			
Current Balance	\$608.2M	\$608.2M	\$0	Total # of Risks			
Monthly Drawdown	\$0	\$1M	N/A		238	257	(19)
Known Changes Balance	\$32.5M	\$32.5M	\$0	Community Outreach (Pg. 68-69)			
Funding (Pg. 14-16)				Presentations and Events			
Cash Received Since PE	\$1,355M	\$1,338M	\$17M		1,604	1,580	24
Ending Cash Balance	\$436.3M	\$452M	N/A	Neighborhood Board Meetings			
\$ 5309 New Starts Received	\$243M	\$226M	\$17M		860	852	8
GET Received Since PE	\$808.5M	\$808.5M	\$0	Staffing (Pg. 70-71)			
GET Received Since 2007	\$1,187M	\$1,187M	\$0	Actual			
					125	121	4

CONSTRUCTION & DESIGN CONTRACTS EXPENDITURES STATUS							
CONSTRUCTION				DESIGN			
CSC DBOM-920 (Pg. 20-21)				WOSG FD-140 (Pg. 28-29)			
Committed / Incurred	\$603M / \$65M	\$603M / \$62.5M	\$0 / \$2.5M	Committed / Incurred	\$7.8M / \$5.9M	\$7.8M / \$5.9M	\$0 / \$0
% Complete	11.3%	10.9%	0.4%	% Complete	96.7%	96.7%	0.0%
Elevators & Escalators MI-930 (Pg. 22-23)				FHSG FD-240 (Pg. 30-31)			
Committed / Incurred	\$51M / \$0	\$51M / \$0	\$0 / \$0	Committed / Incurred	\$12.2M / \$9.6M	\$12.2M / \$9.6M	\$0 / \$0
% Complete	0.0%	0.0%	0.0%	% Complete	87.0%	87.0%	0.0%
WOFH DB-120 (Pg. 24-27)				KHSG FD-340 (Pg. 40-41)			
Committed / Incurred	\$556.8M / \$213.1M	\$556.8M / \$208.4M	\$0 / \$4.7M	Committed / Incurred	\$8.7M / \$7.4M	\$8.7M / \$7.3M	\$0 / \$0.1M
% Complete	36.9%	36.1%	0.8%	% Complete	87.0%	85.7%	1.3%
MSF DB-200 (Pg. 32-34)				Airport Section Guideway and Utilities FD-430 (Pg. 42-44)			
Committed / Incurred	\$225.3M / \$87.1M	\$225.3M / \$84.4M	\$0 / \$2.7M	Committed / Incurred	\$42.3M / \$31.6M	\$42.3M / \$30.4M	\$0 / \$1.2M
% Complete	39.4%	38.2%	1.2%	% Complete	84.2%	81.0%	3.2%
KHG DB-320 (Pg. 36-39)				ASG FD-440 (Pg. 46-47)			
Committed / Incurred	\$378.9M / \$89.9M	\$378.9M / \$89.9M	\$0 / \$0	Committed / Incurred	\$10.2M / \$7.8M	\$10.2M / \$7.7M	\$0 / \$0.1M
% Complete	23.7%	23.7%	0.0%	% Complete	78.7%	77.6%	1.1%
CONTRACTS TOTAL (Construction + Design)				City Center Section Guideway and Utilities FD-530 (Pg. 48-50)			
Committed	\$1.96B	\$1.96B	\$0	Committed / Incurred	\$44.9M / \$23.4M	\$44.9M / \$20.8M	\$0 / \$2.6M
Incurred-to-Date	\$544.2M	\$530.2M	\$14M	% Complete	55.3%	49.1%	6.2%
				DKSG FD-550 (Pg. 52-53)			
				Committed / Incurred	\$18.3M / \$3.4M	\$18.3M / \$3.4M	\$0 / \$0
				% Complete	15.9%	15.9%	0.0%

Appendix B. Action Items

The following are the Action Items for HART and/or the PMOC from the Quarterly Meeting.

Action Items						
Item No.	Item	Responsible Party	Date Identified	Date Due	Date Completed	Status
1	Provide technical specification on opaque wall panels for Federal Courthouse	HART	Oct-13	Apr-14		Open
2	Schedule PMP & QMP compliance audit	PMOC	Nov-13	May-14		Open – HART to conduct an internal audit in advance during March/April
3	Status of HART’s request for waiver from Navy related to fair market value compensation for easements/licenses/acquisition	HART	Nov-13	May-14		Open – Navy waiver request moving through the process.
4	HART to provide summaries of bidability/constructability reviews performed by GEC and CE&I	HART	Dec-13	Mar-14		Open – In progress
5	Add major development agreements to MPS	HART	Feb-14	Apr-14		Open
6	Resolve HECO 50-foot offset requirement	HART	Mar-14	May-14		Open
8	Process Kiewit submission of first claim for materials escalation due to AIS/NTP delay	HART	Mar-14	May-14		Open
9	Receive confirmation that license agreement with DHHL has been executed	HART	Mar-14	Jun-14		Open
10	Resolve issue with AHJV regarding cost savings associated with change to 4-car trains	HART	Mar-14	Jun-14		Open
11	Resolve HECO issue with Davis-Bacon requirements	HART/FTA	Mar-14	May-14		Open
12	Update primary and secondary mitigation measures	HART	May-13	Apr-14		Open – In progress
13	Update MPS to include realistic schedule for City Center ROW acquisitions	HART	Jun-13	Apr-14		Open – In progress
14	Revisit Hold Points when after MPS is updated	HART/PMOC	Sept-13	Apr-14		Open – will occur after Risk Refresh
15	Provide System-wide TVA to PMOC	HART	Apr-14	May-14		Open
16	Provide CE&I cost estimate for Westside Stations Group to PMOC	HART	Apr-14	May-14		Open
17	Provide CE&I cost estimate for Airport/City Center Guideway to PMOC	HART	Apr-14	Jul-14		Open
18	Re-baseline MPS	HART	Apr-14	Jun-14		Open
19	Re-baseline budget	HART	Apr-14	Jul-14		Open
20	Re-baseline Financial Plan	HART	Apr-14	Jul-14		Open
21	Provide interim opening date for UH West O’ahu Park and Ride Project	HART	Apr-14	May-14		Open
22	Provide list of ROW parcels requiring FTA review over next three months	HART	Apr-14	May-14		Open

Appendix C. Project Contingency Management General Background and Clarifications

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.

Current Contingency Balance = \$608.2M

Current Known Changes Contingency = \$32.5M

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.

As the project progresses, budget savings will be realized due to a combination of favorable contract awards and through contract savings methods, such as contract re-packaging, and those savings will be transferred into contingency absorbing the cost of AIS related change orders. Project Contingency will continue to be drawdown as the project progresses. 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.

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) is complete. It is consistent with the FFGA submittals, including the CPP, MPS, Project Budget and Financial Plan. The RCMP includes cost and schedule contingency drawdown curves, which 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.

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 the 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.

Appendix D. Project Cost Reports (data as of March 28, 2014)

Project Costs by Contract

Cost reports are run from the HART Contract Management System (CMS)



Costs Reported as of Month Ending: March 2014
Project Monthly Cost Report by Contract - One Line Summary

Page: 1 of 3

CPP No.	Title	A		B		C-A+B		D		E		F
		Original	Changes	COMMITTED	Changes	Current*	AFE**	AFE**	Incurred To Date	Incurred To Date	PERCENT %	
ART	Project Wide ART	0	0	0	0	0	0	0	0	0	0	0%
CCH-100	Inactive HART/CTC	15,348,483	0	0	0	15,348,483	0	0	14,825,228	0	0	97%
CCH-101	HART/CTC Dept of BES	105,082	0	0	0	105,082	0	0	0	0	0	0%
CCH-102	HART/CTC DDC Land Division	256,201	0	0	0	256,201	0	0	173,182	0	0	68%
CCH-107	HART/CTC Corporation Counsel (COR)	1,645,806	0	0	0	1,645,806	0	0	77,171	0	0	5%
CCH-108	Board of Water Supply (BWS)	828,325	0	0	0	828,325	0	0	828,325	0	0	100%
DB-20	West Oahu/Farrington Hwy Guideway	482,924,000	73,847,464	556,771,464	556,771,464	225,268,244	159,298,978	87,102,133	213,118,569	0	0	38%
DB-200	Maintenance & Storage Facility DB	185,258,000	30,010,244	215,268,244	215,268,244	225,268,244	159,298,978	87,102,133	87,102,133	0	0	39%
DB-320	Kamehameha Hwy Guideway DB	372,150,000	6,710,981	378,860,981	378,860,981	378,860,981	169,877,062	89,867,143	89,867,143	0	0	24%
DBB-185	West Side S.G. Construction	0	0	0	0	0	0	0	0	0	0	0%
DBB-275	Pearl Highlands Pkg. Str. Crtr. OLD	0	0	0	0	0	0	0	0	0	0	0%
DBB-470	Airport Station Group Crstr.	0	0	0	0	0	0	0	0	0	0	0%
DBB-505	Airport Section Utilities Crstr.	0	0	0	0	0	0	0	0	0	0	0%
DBB-510	City Center Section Utilities Crstr.	0	0	0	0	0	0	0	0	0	0	0%
DBB-520	Airport-CTC Center Guideway Crstr.	0	0	0	0	0	0	0	0	0	0	0%
DBB-580	Dillingham/Kaka'ako S.G. Construction	0	0	0	0	0	0	0	0	0	0	0%
DBB-600	UHWO Pkwy/Hoopili Str. Finishes Crstr.	0	0	0	0	0	0	0	0	0	0	0%
DBO M-920	Core Systems Design/Built O/M	573,782,793	29,187,360	602,970,153	602,970,153	514,430,732	65,025,069	0	65,025,069	0	0	11%
FD-140	West Oahu Station Group Final Design	7,789,000	339,28	7,812,928	7,812,928	5,999,507	5,871,205	0	5,871,205	0	0	75%
FD-240	Farrington Highway Stations Group 2	8,300,696	2,907,349	11,208,045	11,208,045	9,867,090	9,620,070	0	9,620,070	0	0	79%
FD-245	Pearl Highlands Pkg. Str. FD OLD	0	0	0	0	0	0	0	0	0	0	0%
FD-340	Kamehameha Hwy Station Group H2P2 FD	8,702,532	0	8,702,532	8,702,532	7,937,781	7,393,143	0	7,393,143	0	0	85%
FD-490	Airport Sect. Guideway/Utilities FD	38,840,960	3,427,422	42,268,382	42,268,382	40,680,368	31,616,009	0	31,616,009	0	0	75%
FD-440	Airport Station Group FD	10,177,365	0	10,177,365	10,177,365	9,129,022	7,834,158	0	7,834,158	0	0	77%
FD-530	City Center Guideway/Utilities FD	49,948,220	938,933	50,887,153	50,887,153	41,884,415	23,417,204	0	23,417,204	0	0	52%
FD-550	Dillingham and Kaka'ako SG FD	18,321,918	0	18,321,918	18,321,918	11,662,752	3,384,031	0	3,384,031	0	0	18%
FD-600	UHWO Pkwy-Hoopili Station Finishes FD	0	0	0	0	0	0	0	0	0	0	0%
HRT-200	HART Labor	22,751,942	0	22,751,942	22,751,942	22,751,942	22,564,211	0	22,564,211	0	0	99%
HRT-201	HART ODC	15,188,833	0	15,188,833	15,188,833	15,188,833	12,874,938	0	12,874,938	0	0	85%
MF930	Elevators & Escalators Install/Maint	50,982,714	0	50,982,714	50,982,714	5,442,108	0	0	5,442,108	0	0	0%

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* Current Committed = Original Contract + CCO/Amendment

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

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Costs Reported as of Month Ending: March 2014
 Project Monthly Cost Report by Contract - One Line Summary

CPP No	Title	A		B		C=A+B		D		E		F	
		Original	Changes	COMMITTED	Current*	AFE**	Incurring To Date	INURRED	PERCENT				
MM-280	WDFH/HSG CE&I	0	0	0	0	0	0	0	0%				
MM-280	Construction Engrg & Inspection West	54,232,479	0	54,232,479	16,650,000	0	0	0%					
MM-385	Pearl Highlands Garage and Ramps CEI	0	0	0	0	0	0	0%					
MM-300	Airport-City Center Utilities CEI	0	0	0	0	0	0	0%					
MM-325	Airport-City Center Guideways CEI	0	0	0	0	0	0	0%					
MM-590	Airport/Wiltingham/Maka'aho SG CE&I	0	0	0	0	0	0	0%					
MM-595	Construction Engrg & Inspection East	63,063,417	0	63,063,417	45,237,000	0	0	0%					
MM-600	URW/O Pkg/Hoodlii Shin Finishes CEI	0	0	0	0	0	0	0%					
MM-900	Program Mgt Support Constt (PMSC-1)	36,727,162	0	36,727,162	20,700,000	0	0	0%					
MM-901	Program Mgt Support Constt (PMSC-2)	33,376,897	0	33,376,897	21,240,730	18,134,163	54%						
MM-905	MM-905 Gen Engrg Constt EIS/PE	0	78,564,342	78,564,342	78,564,342	74,157,822	94%						
MM-910	MM-910 Gen Engrg Constt FD-Construct	150,000,000	0	150,000,000	150,000,000	146,643,593	98%						
MM-913	MM-913 Gen Engrg Recomplete	46,143,277	0	46,143,277	43,59,403	541,089	1%						
MM-915	HDOOT Traffic Mgmt. Consult.	1,600,000	-600,000	1,000,000	1,000,000	915,297	92%						
MM-920	HDOOT Coordination Constt WDFH	3,000,000	7,500,000	10,500,000	6,000,000	5,262,623	50%						
MM-921	HDOOT Coordination Constt KHG	10,000,000	-1,400,000	8,600,000	4,000,000	1,088,715	13%						
MM-922	HDOOT Coord. Constt. Airport	12,000,000	-5,600,000	6,400,000	3,000,000	1,442,785	23%						
MM-923	HDOOT Coordination Constt City Center	0	0	0	0	0	0%						
MM-925	HDOOT Labor - Highway Group	550,000	0	550,000	550,000	604,063	110%						
MM-925	HDOOT Labor - Airport Group	0	0	0	0	0	0%						
MM-930	HDOOT State SQA Manager & Consultant	1,272,400	363,142	1,855,542	322,233	264,953	14%						
MM-935	Real Estate Consultant	3,000,000	0	3,000,000	4,767,177	415,576	14%						
MM-940	Kako'o Consultant	1,000,000	0	1,000,000	740,516	343,167	34%						
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	2,100,016	665,274	22%						
MM-950	OCIP Consultant	1,250,000	0	1,250,000	833,750	608,281	49%						
MM-951	Owner-Controlled Insurance Program	0	0	0	0	0	0%						
MM-960	Archaeological & Cultural Monitoring	459,517	0	459,517	0	0	0%						
MM-962	CORE Systems Support	43,988,989	0	43,988,989	0	0	0%						
MM-975	LEED Commissioning Services for MSF	278,630	0	278,630	278,630	58,860	21%						

* 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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Costs Reported as of Month Ending: March 2014
Project Monthly Cost Report by Contract - One Line Summary

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Cpp No	Title	A		B	C=A+B		D	E	F
		Original	Changes		COMMITTED	Current*			
				Changes			AFE**	Incurred To Date	%
DM	Project Wide Operating/Maintenance	0	0	0	0	0	81,000	0	0%
OTHER	Project Wide	0	0	0	0	0	0	0	0%
PA-101	Programmatic Agreement Humanities	0	0	0	0	0	0	0	0%
PA-102	Programmatic Agreement HP C	400,000	0	0	400,000	0	3,559,111	42,247	11%
PA-103	Programmatic Agreement HP C Park Inpr	0	0	0	0	0	0	0	0%
ROW	Real Estate / Right-of-Way	58,019,536	0	0	58,019,536	0	0	53,234,620	92%
UTIL	Utilities by Utility Companies	79,414,585	1,010,000	0	80,424,585	0	61,465,592	4,393,547	5%
Total Project:		2,474,209,788	227,091,776	2,698,301,564	2,698,301,564	1,922,707,359	904,543,270		

* Current Committed = Original Contract + CCO/Amendment

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

Project Costs by SCC – Summary

Cost reports are run from the HART Contract Management System (CMS)



Costs Reported as of Month Ending: March 2014
Project Monthly Cost Report by SCC Summary

Page: 1 of 1

SCC	Title	A		B		C=A+B		D		E		F		G		H=C-G		I	
		Baseline	Transfers	BUDGET	Transfers	Current	Current	COMMITTED	Current*	AFE**	AFE**	Changes ID'd***	ESTIMATE AT COMPLETION	Est. At Completion****	Variance	Incurred To Date			
1. Subtotal 10 - 80 SCC Costs																			
10	Guideway & Track Elements	1,114,215,147	23,427,149	1,137,642,296	1,137,642,296	523,846,879	523,846,879	14,106,318	14,106,318	12,481,875	1,137,642,296	1,137,642,296	0	44,724,453					
20	Stations/Stops/Terminals/Intermodal	421,804,740	(25,138,472)	396,666,268	396,666,268	50,982,714	50,982,714	0	0	0	396,666,268	396,666,268	0	0					
30	Support Facilities/Yards/Shops, Av.	32,335,015	11,822,042	104,357,057	104,357,057	104,357,057	104,357,057	8,013,393	8,013,393	2,155,129	104,357,057	104,357,057	0	22,122,286					
40	Sitework & Special Conditions	983,178,121	(24,279,935)	958,898,185	958,898,185	600,484,439	600,484,439	141,088,935	141,088,935	845,638	958,898,185	958,898,185	0	274,596,323					
50	Systems	221,284,301	24,396,822	245,681,123	245,681,123	230,520,910	230,520,910	25,138,930	25,138,930	0	245,681,123	245,681,123	0	39,450					
60	ROW, Land, Existing Improvement	197,997,947	277,800	197,997,947	197,997,947	61,297,396	61,297,396	35,549,777	35,549,777	52,020	197,997,947	197,997,947	0	53,927,996					
70	Vehicles	186,828,020	4,713,937	191,541,957	191,541,957	191,543,017	191,543,017	1,514,720	1,514,720	0	191,543,017	191,543,017	0	6,191,924					
80	Professional Services	1,087,830,119	(12,312,866)	1,075,517,253	1,075,517,253	927,060,112	927,060,112	103,462,438	103,462,438	(11,327,318)	1,075,517,253	1,075,517,253	0	502,940,837					
Subtotal:		4,305,074,410	2,906,696	4,307,981,106	4,307,981,106	2,690,092,464	2,690,092,464	296,859,551	296,859,551	4,016,746	4,307,981,106	4,307,981,106	0	904,543,270					
2. NTP																			
NTP	Authorized For Expenditure	0	0	0	0	0	0	1,624,744,891	1,624,744,891	0	0	0	0	0					
Subtotal:		0	0	0	0	0	0	1,624,744,891	1,624,744,891	0	0	0	0	0					
3. Contingency																			
CNTR	Contingency	541,689,343	10,214,419	551,903,762	551,903,762	8,209,100	8,209,100	1,102,917	1,102,917	151,889,388	551,903,762	551,903,762	0	0					
PRJ	Contingency	101,871,170	(13,121,115)	88,750,055	88,750,055	0	0	0	0	0	88,750,055	88,750,055	0	0					
Subtotal:		643,560,513	(2,906,696)	640,653,817	640,653,817	8,209,100	8,209,100	1,102,917	1,102,917	151,889,388	640,653,817	640,653,817	0	0					
4. Finance Charges - Eligible																			
OTH	Finance Charges	173,058,243	0	173,058,243	173,058,243	0	0	0	0	0	173,058,243	173,058,243	0	0					
Subtotal:		173,058,243	0	173,058,243	173,058,243	0	0	0	0	0	173,058,243	173,058,243	0	0					
ETA TOTAL PROJECT COSTS: \$124,893,166																			
ETA TOTAL PROJECT COSTS: \$124,893,166																			
4. Finance Charges - Ineligible Costs																			
FMC	Finance Charges	42,000,000	0	42,000,000	42,000,000	0	0	0	0	0	42,000,000	42,000,000	0	0					
Subtotal:		42,000,000	0	42,000,000	42,000,000	0	0	0	0	0	42,000,000	42,000,000	0	0					
INELIGIBLE COSTS: \$2,000,000																			
INELIGIBLE COSTS: \$2,000,000																			
Total Project:		5,163,693,166	0	5,163,693,166	5,163,693,166	2,698,391,564	2,698,391,564	1,922,707,359	1,922,707,359	165,700,144	5,163,693,166	5,163,693,166	0	904,543,270					

Report: M_C10_gmccr_proj14y_Scc_Summary

* 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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Project Costs by SCC – Level 2

Cost reports are run from the HART Contract Management System (CMS)



Costs Reported as of Month Ending: March 2014
Project Monthly Cost Report SCC Level 2

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SCC	Title	A		B		C-A+B		D		E		F		G		H=C-G		I
		Baseline	Transfers	Budget	Transfers	Current	Current	Current	Current	Current	AFE**	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	23,427,149	1,137,642,296	323,846,879	1,137,642,296	0	1,137,642,296	0	1,137,642,296	0	1,137,642,296	0	1,137,642,296	0	1,137,642,296	0	44,724,453
10.04	Guideway: Aerial Structure	1,022,380,671	20,033,225	1,042,413,896	498,126,279	1,042,413,896	0	1,042,413,896	0	1,042,413,896	0	1,042,413,896	0	1,042,413,896	0	1,042,413,896	0	16,870,888
10.08	Guideway: Retained Cut or Fill	7,482,944	(1,065,889)	6,417,055	6,417,055	6,417,055	0	6,417,055	0	6,417,055	0	6,417,055	0	6,417,055	0	6,417,055	0	0
10.09	Track: Direct Fixation	79,347,205	3,515,585	82,862,790	75,052,534	82,862,790	0	82,862,790	0	82,862,790	0	(417,763)	0	82,862,790	0	82,862,790	0	27,743,594
10.11	Track: Ballasted	3,298,724	(935,848)	2,362,876	2,697,875	2,697,875	0	2,697,875	0	2,697,875	0	0	0	2,697,875	0	2,697,875	0	0
10.12	Track: Special (Switches, turnouts)	1,700,603	1,530,876	3,231,479	1,530,876	3,231,479	0	3,231,479	0	3,231,479	0	0	0	3,231,479	0	3,231,479	0	0
20	Stations/Steps/Terminals/Tiermor	421,804,740	(5,570,471)	416,234,269	396,666,268	416,234,269	0	416,234,269	0	416,234,269	0	0	0	416,234,269	0	416,234,269	0	0
20.01	At-grade station, stop, shelter...	6,111,332	0	6,111,332	6,111,332	6,111,332	0	6,111,332	0	6,111,332	0	0	0	6,111,332	0	6,111,332	0	0
20.02	Aerial Station, stop, shelter, mall	294,563,457	(21,400,000)	273,163,457	273,163,457	273,163,457	0	273,163,457	0	273,163,457	0	0	0	273,163,457	0	273,163,457	0	0
20.06	Automobile parking multi-story str	66,408,765	0	66,408,765	66,408,765	66,408,765	0	66,408,765	0	66,408,765	0	0	0	66,408,765	0	66,408,765	0	0
20.07	Belevators, Escalators	54,721,186	(8,739,472)	45,981,714	50,982,714	50,982,714	0	50,982,714	0	50,982,714	0	0	0	50,982,714	0	50,982,714	0	0
30	Support Facilities: Yards/Stores, B...	92,535,015	(1,822,042)	90,712,973	104,857,057	104,857,057	0	104,857,057	0	104,857,057	0	2,155,129	0	104,857,057	0	104,857,057	0	22,122,286
30.02	Light Maintenance Facility	7,591,898	(5,095)	7,586,793	7,586,793	7,586,793	0	7,586,793	0	7,586,793	0	0	0	7,586,793	0	7,586,793	0	180,000
30.03	Heavy Maintenance Facility	39,089,138	1,123,425	40,212,563	39,222,563	40,212,563	0	40,212,563	0	40,212,563	0	1,385,533	0	40,212,563	0	40,212,563	0	2,975,374
30.04	Storage or Maintenance of Way Buil	7,979,460	88,572	8,068,032	7,886,032	8,068,032	0	8,068,032	0	8,068,032	0	150,122	0	8,068,032	0	8,068,032	0	127,806
30.05	Yard and Yard Track	39,046,529	10,615,140	49,661,669	49,661,669	49,661,669	0	49,661,669	0	49,661,669	0	1,665,129	0	49,661,669	0	49,661,669	0	18,889,306
40	Sitework & Special Conditions	983,176,121	(9,457,331)	973,718,790	800,484,439	973,718,790	0	973,718,790	0	973,718,790	0	843,888	0	973,718,790	0	973,718,790	0	274,586,328
40.01	Demolition, Clearing, Earthwork	29,980,158	(2,806,147)	27,174,011	27,872,011	27,872,011	0	27,872,011	0	27,872,011	0	56,171,822	0	27,872,011	0	27,872,011	0	241,537
40.02	Site Utilities, Utility Relocation	299,449,756	4,444,187	303,893,943	153,197,991	303,893,943	0	303,893,943	0	303,893,943	0	824,856	0	303,893,943	0	303,893,943	0	11,290,408
40.03	Haz. mat l, contain'd soil removal	8,189,237	(5,421,634)	2,767,603	3,777,603	3,777,603	0	3,777,603	0	3,777,603	0	(891,304)	0	3,777,603	0	3,777,603	0	681,359
40.04	Environmental Mitigation	26,979,122	4,976,801	31,955,923	16,543,497	31,955,923	0	31,955,923	0	31,955,923	0	58,049,297	0	31,955,923	0	31,955,923	0	4,282,105
40.05	Site structures, retaining walls,	7,988,960	1,062,414	9,051,374	8,902,848	9,051,374	0	9,051,374	0	9,051,374	0	36,046,608	0	9,051,374	0	9,051,374	0	575,388
40.06	Pedestrian/bike access/landscaping	41,073,897	799,143	41,873,040	5,049,834	41,873,040	0	41,873,040	0	41,873,040	0	58,100,008	0	41,873,040	0	41,873,040	0	50,000
40.07	Auto, bus, veh accessways	181,879,367	(111,380,007)	70,499,360	35,486,316	70,499,360	0	70,499,360	0	70,499,360	0	38,785,008	0	70,499,360	0	70,499,360	0	2,089,938
40.08	Temporary Facilities/Indirect Cost	386,517,624	(16,252,713)	370,264,911	370,264,911	370,264,911	0	370,264,911	0	370,264,911	0	134,226,724	0	370,264,911	0	370,264,911	0	255,365,637
50	Systems	221,254,301	24,386,822	245,641,123	230,520,910	245,641,123	0	245,641,123	0	245,641,123	0	0	0	245,641,123	0	245,641,123	0	39,450
50.01	Train control and signals	81,962,556	23,296,140	105,258,696	105,219,696	105,258,696	0	105,258,696	0	105,258,696	0	22,816,050	0	105,258,696	0	105,258,696	0	0
50.02	Traffic signals and crossing prot.	10,458,226	(206,890)	10,251,336	10,251,336	10,251,336	0	10,251,336	0	10,251,336	0	0	0	10,251,336	0	10,251,336	0	0
50.03	Traction power supply: substation	29,500,926	1,526,385	31,027,311	31,027,311	31,027,311	0	31,027,311	0	31,027,311	0	59,020	0	31,027,311	0	31,027,311	0	0
50.04	Traction power distribution: cat	32,878,190	(1,153,703)	31,724,487	26,809,570	31,724,487	0	31,724,487	0	31,724,487	0	1,721,574	0	31,724,487	0	31,724,487	0	39,450
50.05	Communications	55,691,399	1,102,104	56,793,503	54,793,443	56,793,503	0	56,793,503	0	56,793,503	0	542,046	0	56,793,503	0	56,793,503	0	0

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* 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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Costs Reported as of Month Ending: March 2014
Project Monthly Cost Report SCC Level 2

SCC	Title	A		B		C=A+B		D		E		F		G		H=C-G		I	
		Baseline	Transfers	Budget	Transfers	Current	Current	Current*	COMMITTED	AFE**	AFE***	Changes ID's****	ESTIMATE AT COMPLETION	Variance	Incurred To Date				
1. Subtotal 10 - 80 SCC Costs																			
50	Systems	221,284,301	24,386,822	245,671,123	245,671,123	245,671,123	245,671,123	245,671,123	0	0	0	245,671,123	0	0	38,450				
50.06	Fare collection system and equipment	9,159,277	58,822	9,218,099	9,218,099	9,218,099	9,218,099	9,218,099	0	0	0	9,218,099	0	0	0				
50.07	Central Control	3,613,827	(160,036)	3,453,791	3,453,791	3,453,791	3,453,791	3,453,791	0	0	0	3,453,791	0	0	0				
60	ROW, Land, Existing Improvement	197,397,847	277,800	197,675,647	197,675,647	197,675,647	197,675,647	197,675,647	52,020	52,020	0	197,675,647	0	0	58,827,986				
60.01	Purchase or lease of real estate	179,360,664	0	179,360,664	179,360,664	179,360,664	179,360,664	179,360,664	3,277,177	3,277,177	0	179,360,664	0	0	50,327,256				
60.02	Relocation of existing households	18,037,283	277,800	18,315,083	18,315,083	18,315,083	18,315,083	18,315,083	3,554,977	3,554,977	0	18,315,083	0	0	3,400,740				
70	Vehicles	186,829,020	4,719,997	191,549,017	191,549,017	191,549,017	191,549,017	191,549,017	0	0	0	191,549,017	0	0	6,181,324				
70.01	Light Rail	186,721,386	5,915,687	192,637,073	192,637,073	192,637,073	192,637,073	192,637,073	1,514,720	1,514,720	0	192,637,073	0	0	5,879,024				
70.06	Non-revenue vehicles	14,346,923	(1,320,375)	13,026,548	13,026,548	13,026,548	13,026,548	13,026,548	0	0	0	13,026,548	0	0	212,900				
70.07	Spare parts	5,760,711	118,685	5,879,396	5,879,396	5,879,396	5,879,396	5,879,396	0	0	0	5,879,396	0	0	0				
80	Professional Services	1,087,880,119	(13,313,646)	1,074,566,473	1,074,566,473	1,074,566,473	1,074,566,473	1,074,566,473	1,075,517,493	(1,075,517,493)	0	1,075,517,493	0	0	502,340,887				
80.01	Preliminary Engineering	94,055,262	24,274,618	118,329,880	118,329,880	118,329,880	118,329,880	118,329,880	30,083,023	30,083,023	0	118,329,880	0	0	99,205,571				
80.02	Final Design	228,321,632	(28,007,105)	200,314,527	200,314,527	200,314,527	200,314,527	200,314,527	18,068,436	18,068,436	0	200,314,527	0	0	97,263,985				
80.03	Project Management Design & Cons	363,849,768	(2,864,198)	360,985,570	360,985,570	360,985,570	360,985,570	360,985,570	72,246,182	(15,373,901)	0	360,985,570	0	0	231,584,777				
80.04	Const. Admin. & Management	199,656,728	(37,681,047)	161,975,681	161,975,681	161,975,681	161,975,681	161,975,681	10,070,108	0	0	161,975,681	0	0	43,245,435				
80.05	Professional Liability & other ins	46,549,724	(3,333,408)	43,216,316	43,216,316	43,216,316	43,216,316	43,216,316	10,247,408	0	0	43,216,316	0	0	2,474,214				
80.06	Legal; Permits/Review Fees ect..	67,641,005	76,305	67,717,310	67,717,310	67,717,310	67,717,310	67,717,310	10,063,327	0	0	67,717,310	0	0	11,066,875				
80.07	Surveys, Testing, Investigation, I	21,759,336	42,564,742	64,324,078	64,324,078	64,324,078	64,324,078	64,324,078	9,965,422	36,762	0	64,324,078	0	0	10,831,937				
80.08	Start up	65,996,664	(1,432,598)	64,564,066	64,564,066	64,564,066	64,564,066	64,564,066	9,546,308	(775,809)	0	64,564,066	0	0	7,262,044				
NT	Authorized For Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
NTP	Notice To Proceed	0	0	0	0	0	0	0	1,624,744,891	0	0	1,624,744,891	0	0	0				
Subtotal:		4,305,074,410	2,306,636	4,307,381,046	4,307,381,046	4,307,381,046	4,307,381,046	4,307,381,046	1,321,604,442	4,016,746	0	4,307,381,046	0	0	304,543,270				
2. Contingency																			
CNTR	Contingency	541,889,343	10,214,419	552,103,762	552,103,762	552,103,762	552,103,762	552,103,762	131,838,388	0	0	552,103,762	0	0	0				
90.02	Allocated Contract Contingency	540,101,329	(26,596,778)	513,504,551	513,504,551	513,504,551	513,504,551	513,504,551	2,306,450	121,194,579	0	513,504,551	0	0	0				
90.03	Allowances	1,588,014	4,314,636	5,902,650	5,902,650	5,902,650	5,902,650	5,902,650	(1,208,533)	4,466,677	0	5,902,650	0	0	0				
90.07	Known Change Contingency	0	32,496,261	32,496,261	32,496,261	32,496,261	32,496,261	32,496,261	0	26,022,141	0	32,496,261	0	0	0				
PRJ	Contingency	(91,871,170)	(13,161,115)	(105,032,285)	(105,032,285)	(105,032,285)	(105,032,285)	(105,032,285)	0	0	0	(105,032,285)	0	0	0				
90.01	Unallocated Project Contingency	(91,871,170)	(13,161,115)	(105,032,285)	(105,032,285)	(105,032,285)	(105,032,285)	(105,032,285)	0	0	0	(105,032,285)	0	0	0				
Subtotal:		643,566,513	(2,506,696)	641,059,817	641,059,817	641,059,817	641,059,817	641,059,817	1,102,917	151,663,398	0	641,059,817	0	0	0				

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



Costs Reported as of Month Ending: March 2014
Project Monthly Cost Report SCC Level 2

SCC	Title	BUDGET			COMMITTED	AFE	ESTIMATE AT COMPLETION	H-C-G	I	
		A	B	C-A+B						D
		Baseline	Transfers	Current	Current*	AFE**	Changes ID'd***	Est. At Completion****	Variance	Incurred To Date
3. Finance Charges - Eligible										
OTH	Finance Charges	173,058,243	0	173,058,243	0	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										
4. Finance Charges - Ineligible Costs										
FINC	Finance Charges	42,000,000	0	42,000,000	0	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										
Total Project: 5,163,693,166										
				5,163,693,166	2,698,301,564	1,922,707,359	155,700,144	5,163,693,166	0	904,543,270

* 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
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Appendix E. Contract Status

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

Procurement Tracking Report						
Contract No.	Contract Name	Contractor	Dates	Issue RFP	Issue NTP	Contract Completion
Design-Build Contracts						
DB-120	West O'ahu/Farrington Highway Guideway (WOFH)	Kiewit Infrastructure West Company (KIWC)	Current Forecast Actual Date	Apr 03 '09	Dec 01 '09	Feb 29 '16
DB-200	Maintenance and Storage Facility (MSF)	Kiewit / Kobayashi Joint Venture (KKJV)	Current Forecast Actual Date	Jul 24 '09	Jul 25 '11	Dec 27 '15
DB-275	Pearl Highlands Parking Structure / Bus Transit Center		Current Forecast Actual Date	Mar 03 '14	Dec 28 '14	Apr 30 '18
DB-320	Kamehameha Guideway (KHG)	Kiewit Infrastructure West Company (KIWC)	Current Forecast Actual Date	Mar 19 '10	Jul 12 '11	Jul 29 '16
Design-Build-Operate-Maintain Contract						
DBOM-920	Core Systems Contract	Ansaldo Honolulu JV	Current Forecast Actual Date	Aug 17 '09	Jan 13 '12	Mar 31 '19
Manufacture - Install - Test - Maintain						
MI-930	Elevators and Escalators	Schindler Elevator Corporation	Current Forecast Actual Date	Dec 18 '12	Aug 02 '13	Mar 15 '18

Procurement: Final Design (FD) Contracts

Procurement Tracking Report						
Contract #	Contract Name	Contractor Name	Dates	Issue RFQ	Issue NTP	Contract Completion
Final Design Contracts						
FD-140	West O'ahu Station Group Final Design	URS Corporation	Current Forecast Actual Date	Jun 14 '10	Jun 15 '12	Jun 30 '16
FD-240	Farrington Highway Station Group Design Support	URS Corporation	Current Forecast Actual Date	Jun 10 '13	Sep 30 '13	Nov 14 '16
FD-340	Kamehameha Highway Station Group Final Design (includes H2/R2 Ramp)	Anil Verma Associates, Inc.	Current Forecast Actual Date	Jun 28 '11	Nov 26 '12	Oct 31 '16
FD-430	Airport Section Guideway and Utilities Final Design	AECOM Technical Services, Inc.	Current Forecast Actual Date	Jan 26 '11	Jan 05 '12	Jun 30 '17
FD-530	City Center Section Guideway and Utilities Final Design	AECOM Technical Services, Inc.	Current Forecast Actual Date	Dec 16 '11	Jul 31 '12	Apr 30 '18
FD-440	Airport Station Group Final Design	AECOM Technical Services, Inc.	Current Forecast Actual Date	Mar 30 '12	Nov 14 '12	Jul 15 '17
FD-550	Dillingham and Kaka'ako Station Groups "East Side Stations" Final Design	Perkins+Will	Current Forecast Actual Date	Nov 16 '12	Jul 31 '13	Jul 30 '18
FD-600	UH West O'ahu Park-and-Ride and Ho'opili Station Finishes Final Design		Current Forecast Actual Date	Sep 10 '14	Mar 12 '15	Sep 29 '18

Procurement: Design-Bid-Build (DBB) Contracts

Procurement Tracking Report						
Contract No.	Contract Name	Contractor Name	Dates	Advertise for Bids	Issue NTP	Contract Completion
Design-Bid-Build (DBB) Contracts						
DBB-505	Airport Section Utilities Construction		Current Forecast Actual Dates	Dec 17 '13	Jun 02 '14	Dec 22 '15
Re-Pkg DBB-185	West O'ahu/Farrington Hwy/Kamehameha Hwy Station Groups "West Side Stations" Construction [Airport Station not included]		Current Forecast Actual Dates	May 15 '14	Sep 08 '14	Nov 15 '16
DBB-470	Airport Station Group Construction		Current Forecast Actual Dates	Nov 01 '14	Mar 01 '15	Jul 15 '17
Re-Pkg DBB-580	Dillingham/Kaka'ako Station Groups "East Side Stations" Construction		Current Forecast Actual Dates	Aug 15 '15	Dec 15 '15	Aug 14 '18
DBB-520	Airport and City Center Sections Guideway Construction / City Center Section Utilities Construction		Current Forecast Actual Dates	Jul 01 '14	Dec 15 '14	Apr 29 '18
DBB-600	UH West O'ahu Park-and-Ride and Ho'opili Station Finishes Construction		Current Forecast Actual Dates	Mar 15 '16	Sep 15 '16	Aug 15 '18

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

Procurement Tracking Report						
Contract No.	Contract Name	Contractor Name	Dates	Advertise RFQ	Issue NTP	Contract Completion
<i>Construction Engineering & Inspection (CE&I) Services Contracts</i>						
MM-290	Construction Engineering & Inspection West Side Sections	PGH Wong Engineering, Inc.	Current Forecast Actual	Jul 26 '13	Jan 09 '14	Mar 01 '19
MM-595	Construction Engineering & Inspection East Side Sections	URS Corporation	Current Forecast Actual	Jul 26 '13	Jan 09 '14	Mar 01 '19

Procurement: Project Management and Specialty Consultant Services Contracts

Procurement Tracking Report						
Contract No.	Contract Name	Contractor Name	Dates	Issue RFQ	Issue NTP	Contract Completion
<i>Project Management and Specialty Consultant Services Contracts</i>						
MM-901	Program Management Support Consultant - 2 (PMSC-2)	InfraConsult LLC	Current Forecast Actual	Aug 03 '11	Mar 08 '12	Feb 28 '15
MM-910	General Engineering Consultant II (GEC-2) (Final Design and Construction)	Parsons Brinckerhoff	Current Forecast Actual	Sep 03 '09	Aug 02 '11	Aug 01 '14
MM-913	General Engineering Consultant III (GEC-3)	CH2M HILL	Current Forecast Actual	Jul 26 '13	Dec 05 '13	Mar 01 '19
MM-935	Real Estate Consultant	Paragon Partners Ltd.	Current Forecast Actual	Apr 01 '11	Mar 14 '12	Mar 13 '17
MM-937	Real Estate Mapping & Surveying		Current Forecast Actual	Nov 15 '13	May 09 '14	Dec 30 '17
MM-940	Kako'o Consultant	Pacific Legacy, Inc.	Current Forecast Actual	May 20 '11	Mar 30 '12	Feb 14 '17
MM-945	On-Call Construction Contractor		Current Forecast Actual	May 15 '14	May 23 '14	Mar 03 '19
MM-950	Owner Controlled Insurance Program (OCIP) Consultant	Marsh USA, Inc.	Current Forecast Actual	Jan 31 '12	Jun 05 '12	May 09 '17
MM-951	Owner Controlled Insurance Program (OCIP) Brokerage Services	Aon Risk Services, Inc., of Hawaii	Current Forecast Actual	Jun 04 '13	TBD	Mar 30 '19
MM-960	Archeological & Cultural Monitoring	Cultural Surveys Hawai'i	Current Forecast Actual	Sep 10 '13	Jan 15 '14	May 30 '18
MM-962	CORE Systems Support - Recompete	Lea+Elliot, Inc.	Current Forecast Actual	Sep 13 '13	Dec 30 '13	Mar 01 '19
MM-964	Safety / Security Support	Lawson & Associates, Inc.	Current Forecast Actual	Oct 23 '13	May 01 '14	Dec 14 '17
MM-966	Financial Support Services		Current Forecast Actual	Jun 01 '14	Aug 15 '14	Dec 30 '15
MM-975	LEED Commissioning Services for the Maintenance and Storage Facility (MSF)	Enovity, Inc.	Current Forecast Actual		Oct 07 '10	Jan 14 '16
PA-102	Historic Architecture Design Services	Fung Associates, Inc.	Current Forecast Actual	Mar 15 '13	Aug 01 '13	May 01 '16

Procurement: HDOT Consultant Services and Other Contracts

Procurement Tracking Report						
Contract No.	Contract Name	Contractor Name	Dates	Issue RFQ	Issue NTP	Contract Completion
<i>Hawai'i Department of Transportation (HDOT) Consultant Services Contracts</i>						
MM-915	HDOT Traffic Management Coordination Consultant	ICX Transportation Group, Inc.	Current Forecast Actual	Aug 15 '11	Jun 12 '12	Jul 01 '17
MM-920	HDOT Design Coordination Consultant - West O'ahu/Farrington Highway Guideway Section	AECOM Technical Services, Inc.	Current Forecast Actual		Jun 08 '11	Jun 15 '18
MM-921	HDOT Design Coordination Consultant - Kamehameha Highway Guideway Section	AECOM Technical Services, Inc.	Current Forecast Actual		Jun 29 '12	Jul 15 '15
MM-922	HDOT Design Coordination Consultant - Airport and City Center Guideway Sections	SSFMI International, Inc.	Current Forecast Actual		Jun 12 '12	Jun 15 '18
<i>Other Contracts</i>						
MM-946	On-Call HazMat Contractor	CH2M HILL	Current Forecast Actual		Sep 07 '12	Feb 15 '17

Appendix F. DBE Participation

HART has established a Disadvantaged Business Enterprise (DBE) program in accordance with the regulations of the U.S. Department of Transportation (USDOT), Title 49, Code of Federal Regulations, Part 26 (49 CFR Part 26). To be certified as a DBE, a firm must be small business owned and controlled by socially and economically disadvantaged individuals.

FTA funds totaling approximately \$1.764 billion in year of expenditure dollars (\$1.550 billion New Starts funds plus \$0.214 billion Section 5307/ARRA funds) will be expended for Project related goods and services. A project goal of 13% or approximately \$229 million dollars has been established for awards to DBEs through Federal Fiscal Year 2018.

It is the policy of HART to ensure that DBEs as defined in 49 CFR Part 26 have an equal opportunity to receive and participate in USDOT-assisted contracts.

DBE Participation (9/24/07 to 4/30/14)						
DBE Firm	NAICS Code	Race	Sex	Contract Number	Participation to Date	Total DBE Participation
David's Fencing	238990	APA	M	CT-HRT-10H0137 DB-120	\$6,800	
				CT-DTS-1100195 DB-320	\$129,816	\$136,616
Glad's Landscaping	561730	APA	M	CT-HRT-10H0137 DB-120	\$303,790	\$303,790
Don's Makiki	484110	APA	M	CT-HRT-10H0137 DB-120	\$546,067	
				CT-HRT-10H0449 DB-200	\$20,894	
				CT-DTS-1100195 DB-320	\$60,714	\$627,675
Pacific Preferred Contractors Corp.	237310	APA	M	CT-HRT-10H0137 DB-120	\$13,610	\$13,610
PAC Electric	238210	APA	F	CT-HRT-10H0137 DB-120	\$1,415,789	\$1,415,789
PMJ Builders	238310	APA	M	CT-HRT-10H0137 DB-120	\$43,866	
				CT-DTS-1100195 DB-320	\$107,100	\$150,966
Standard Sheetmetal & Mechanical	236220	APA	M	CT-HRT-10H0449 DB-200	\$2,846	\$2,846
LP&D Hawaii	541320	APA	M	SC-DTS-1100013 FD-240	\$216,109	\$216,109
Ace Land Surveying	541370	NA	M	SC-DTS-1100013 FD-240	\$38,700	\$38,700
Integrated Security Tech.	561621	O	F	CT-HRT-1200106 DBOM-920	\$105,180	\$105,180
LKG-CMC	541618	O	F	SC-HRT-11H0131 MM-905	\$2,414,029	
				SC-DTS-0700001 **** MM-910	\$2,783,277	\$5,197,306

DBE Participation (9/24/07 to 4/30/14)						
DBE Firm	NAICS Code	Race	Sex	Contract Number	Participation to Date	Total DBE Participation
Lawson & Associates	541690	O	F	SC-HRT-11H0131 MM-905	\$674,302	
				SC-DTS-0700001 **** MM-910	\$150,141	\$824,443
Gary K. Omori	541618	APA	M	SC-HRT-11H0131 MM-905	\$371,629	
				SC-DTS-0700001 **** MM-910	\$392,920	\$764,549
Pat Lee & Assoc.	541618	APA	M	SC-HRT-11H0131 MM-905	\$388,070	
				SC-DTS-0700001 **** MM-910	\$374,110	\$762,180
212 Harakawa	541430	APA	F	SC-HRT-11H0131 MM-905	\$325,320	
				SC-DTS-0700001 **** MM-910	\$354,758	\$680,078
JAD & Associates	541330	APA	M	SC-DTS-0700001 **** MM-910	\$508,355	\$508,355
Pacific Architects	541310	APA	M	SC-DTS-0700001 **** MM-910	\$39,273	\$39,273
Nagame Okawa*	541310	APA	M	SC-DTS-0700001 MM-910	\$67,014	\$67,014
Consulting Structural Hawaii	541330	APA	M	SC-DTS-0700001 **** MM-910	\$298,557	\$298,557
Bright Light Marketing Group	541613	APA	F	SC-HRT-1200038 FD-430	\$162,813	
				SC-HRT-1200149 FD-530	\$180,267	
				SC-HRT-1300022 FD-440	\$151,849	\$494,929
Ki Concepts	541320	APA	M	SC-HRT-1200077 MM-922/923	\$17,100	\$17,100
Miyabara Associates	541320	APA	M	SC-HRT-1300022 FD-440	\$99,850	\$99,850
Anil Verma Associates, Inc.**	541350	HA	M	SC-HRT-1200111 FD-340	\$2,955,827	\$2,955,827
AMR Estimating Services ***	541330	HA	M	SC-HRT-11H0131 MM-905	\$84,824	\$84,824
The Nakoa Companies	541620	NA	M	CT-HRT-1200106 DBOM-920	\$3,843	3,843
Total						\$15,809,409

* Nagame Okawa's countable participation is limited to the period from 1/2/09 to 2/16/10. The company graduated from the DBE program on 2/16/10.

** Anil Verma Associates, Inc. is a prime contractor and was certified as a DBE effective 6/26/13.

*** AMR Estimating Services, Inc. was certified as a DBE effective 10/25/13.

**** DBE participation from 9/24/07 to 9/17/13.

Race Categories

APA	Persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands, (Republic of Palau), the Commonwealth of the Northern Marianas Islands, Macao, Fiji, Tonga, Kiribati, Juvalu, Nauru, Federated States of Micronesia or Hong Kong
BA	Persons having origins in any of the black racial groups of Africa
HA	Persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin regardless of race
NA	Persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians
SAA	Persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka
O	Any other group whose members are designated as socially and economically disadvantaged by the SBA

Appendix G. Risk (data as of March 28, 2014)

Risk by Contract Package							
Contract Packages	February 2014 # of Risks		March 2014 Update				
			Total # of Risks		NewlySub-Divided Risks	New Risks	Deleted Risks
Project Wide	63	24	60	23*	0	0	3
WOFH	30		30		0	0	0
MSF	12		9		0	0	3
KHG	31		29		0	0	2
Core Systems Contract	16		16		0	0	0
Airport Guideway	40		34		0	0	6
City Center Guideway	49		46		0	0	3
Project Wide Stations	2		2		0	0	0
West Side Stations	8		7		0	0	1
Airport Section Stations	2		2		0	0	0
City Center Section Stations	4		3		0	0	1
Total	257	118	238	201*	0	0	19

*37 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 238. There are a total of 201 risks when excluding the duplicated Project Wide risks.

Comparison of Risk Ratings								
Contract Package/Section	March 2014 Update # of Risks				February 2014 # of Risks			
	Total	High	Medium	Low	Total	High	Medium	Low
Project Wide	60	21	33	6	63	20	36	7
WOFH Guideway	30	9	15	6	30	8	15	7
Maintenance & Storage Facility	9	3	5	1	12	3	4	5
Kamehameha Highway Guideway	29	7	15	7	31	3	19	9
Core Systems Contract	16	4	7	5	16	4	7	5
Airport Guideway	34	4	25	5	40	4	28	8
City Center Guideway	46	10	31	5	49	10	32	7
Project Wide Stations	2	1	1	0	2	1	1	0
West Side Stations	7	1	5	1	8	2	5	1
Airport Stations	2	1	1	0	2	1	1	0
City Center Stations	3	0	3	0	4	0	3	1
Total	238	61	141	36	257	56	151	50

Appendix H. Project Organization Chart

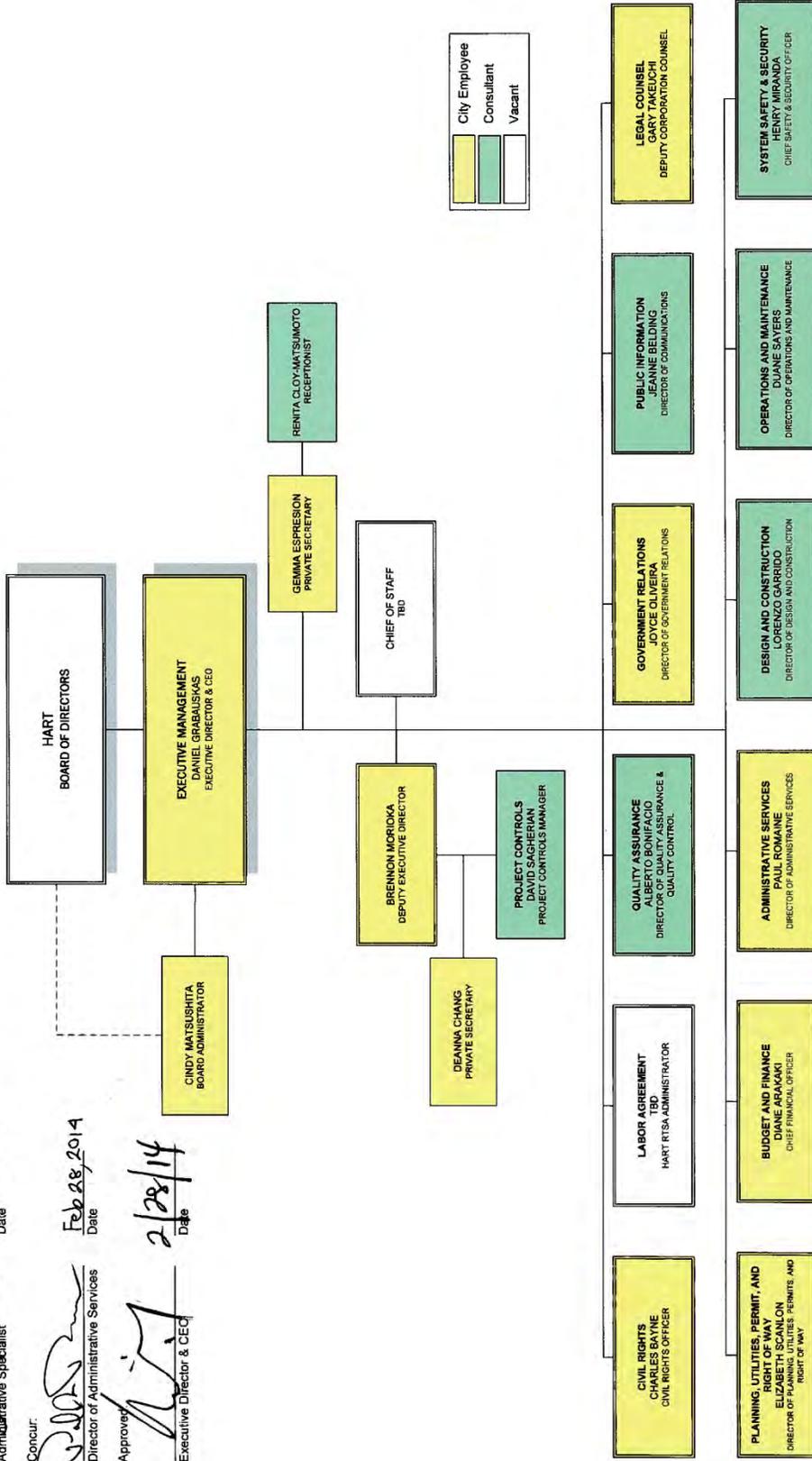
MARCH 1, 2014

HONOLULU AUTHORITY FOR RAPID TRANSPORTATION (HART)

Prepared by: *[Signature]*
 Administrative Specialist
 Date: Feb 28, 2014

Concur: *[Signature]*
 Director of Administrative Services
 Date: Feb 28, 2014

Approved: *[Signature]*
 Executive Director & CEO
 Date: 2/28/14



	City Employee
	Consultant
	Vacant

Appendix I. List of Acronyms

AFE	Authorized for Expenditure
AHJV	Ansaldo Honolulu Joint Venture
AIS	Archeological Inventory Survey
ARRA	American Recovery and Reinvestment Act
ASG	Airport Station Group
BA	Buy America
BACM	Buy America Compliance Matrix
BFS	Budget and Fiscal Services
BMP	Best Management Practice
BUE	Bottom-Up Estimate
CAR	Corrective Actions
CE&I	Construction Engineering and Inspection
CMS	Contract Management System
COR	Corporation Counsel
CPP	Contract Packaging Plan
CSC	Core Systems Contract
CSL	Cross Hole Sonic Logging
CZM	Coastal Zone Management
DAGS	Department of Accounting & General Services
DB	Design-Build
DBB	Design-Bid-Build
DBE	Disadvantaged Business Enterprise
DBEDT	Department of Business, Economic Development and Tourism
DBOM	Design-Build-Operate-Maintain
DDC	Department of Design and Construction
DHHL	Department of Hawaiian Homelands
DHR	Department of Human Resources
DIT	Department of Information Technology
DKSG	Dillingham and Kaka'ako Station Group
DLNR	Department of Land and Natural Resources
DPM	Deputy Project Managers
DPP	Department of Planning and Permitting
DPS	Department of Public Safety
DTS	Department of Transportation Services
E/E	Elevator/Escalator
ESA	Engineering Services Agreement
FAA	Federal Aviation Administration
FAI	First Article Inspections
FD	Final Design
FEIS	Final Environmental Impact Statement
FFC	Fixed Facility Contractors
FFGA	Full Funding Grant Agreement
FHSG	Farrington Highway Station Group
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
GAT	Great Aleutian Tsunami
GEC	General Engineering Consultant
GET	General Excise Tax

GSA	General Services Administration
HABS	Historic American Buildings Survey
HAER	Historic American Engineering Record
HALS	Historic American Landscape Survey
HART	Honolulu Authority for Rapid Transportation
HCC	Honolulu Community College
HCDA	Hawai'i Community Development Authority
HCSD	Hawai'i Capital Special District
HDOH	Hawai'i Department of Health
HDOT	Hawai'i Department of Transportation
HDPE	High-density polyethylene
HFD	Honolulu Fire Department
HPC	Historic Preservation Committee
HPD	Honolulu Police Department
HPF	Historic Preservation Fund
H RTP	Honolulu Rail Transit Project
HTI	Hawaiian Telcom
ICD	Interface Control Documents
ITP	Inspection and Test Plan
ITS	Intelligent Transportation Systems
JTMS	Joint Traffic Management System
JU&O	Joint Use & Occupancy
KHG	Kamehameha Highway Guideway
KHSG	Kamehameha Highway Station Group
KIWC	Kiewit Infrastructure West Company
KKJV	Kiewit/Kobayashi Joint Venture
LCC	Leeward Community College
LEED	Leadership in Energy and Environmental Design
MIM	Manufacture-Install-Maintain
MMP	Mitigation Monitoring Program
MOT	Maintenance of Traffic
MOW	Maintenance of Way
MPS	Master Project Schedule
MPSS	Master Project Schedule Summary
MS4	Municipal Separate Storm Sewer System
MSF	Maintenance and Storage Facility
MTM	Modern Track Machineries
NCR	Non-Conformance Report
NOI	Notice of Intent
NPDES	National Pollution Discharge Elimination System
NPS	National Park Service
NR	National Register
NTP	Notice to Proceed
OCIP	Owner-Controlled Insurance Program
OIBC	O'ahu Island Burial Council
OSB	Operation and Servicing Building
OSHA	Occupational Safety and Health Administration
OTWC	Oceanic Time Warner Cable
PA	Programmatic Agreement
PB	Parsons Brinckerhoff, Inc.
PE	Preliminary Engineering

PM	Project Managers
PMC	Project Management Consultant
PMOC	Project Management Oversight Contractor
PMSC	Program Management Support Consultant
PPE	Personal Protective Equipment
QA	Quality Assurance
QC	Quality Control
QMP	Quality Management Plan
QTF	Quality Task Force
RCMP	Risk and Contingency Management Plan
READ	Real Estate Acquisition Database
RFI	Requests for Information
RFID	Requests for Interface Data
RFMP	Rail Fleet Management Plan
RFP	Request for Proposals
RFQ	Request for Qualifications
ROD	Record of Decision
ROE	Right of Entry
ROW	Right-of-Way
RR	Risk Register
RSD	Revenue Service Date
SCADA	Supervisory Control and Data Acquisition
SCC	Standard Cost Category
SHPD	State Historic Preservation Division
SIC	Sandwich Isle Communications
SOI	Secretary of the Interior
SQP	Supplemental Quality Plan
SSCWG	Safety and Security Certification Working Group
SSI	Sensitive Security Information
SWPPP	Storm Water Pollution Prevention Plan
TIGER	Transportation Investment Generating Economic Recovery
TOD	Transit-Oriented Development
TPSS	Traction Power Sub-Station
TSA	Transportation Security Administration
TSI	Transportation Safety Institute
TVA	Threat and Vulnerability Analysis
UCA	Utility Construction Agreement
UFR CRA	Utility Facilities Relocation and Cost Reimbursement Agreement
UH	University of Hawai'i
UHOW	University of Hawai'i West O'ahu
UPS	Uninterrupted Power Supply
USDOT	U.S. Department of Transportation
WOFH	West O'ahu/Farrington Highway
WOSG	West O'ahu Station Group
YOE	Year of Expenditure

HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

Construction and Traffic Update May 15, 2014

H O N O L U L U R A I L T R A N S I T P R O J E C T

WWW.HONOLULUTRANSIT.ORG

HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

Maintenance & Storage Facility



Maintenance & Storage Facility



MSF Construction Activities



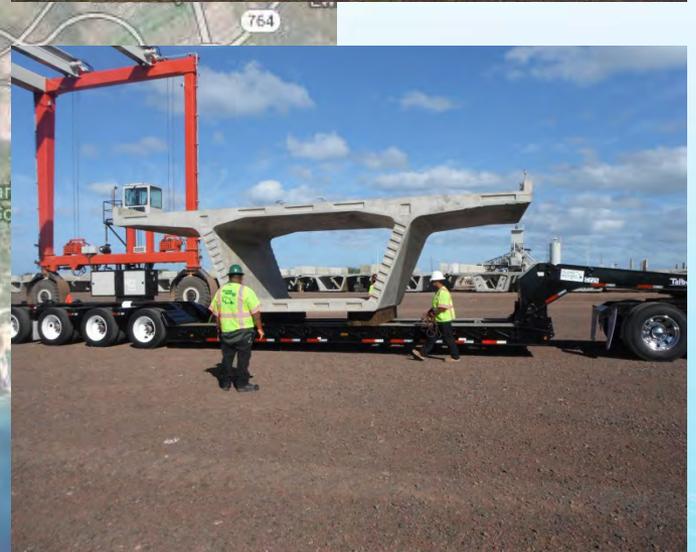
MSF Construction Activities



Guideway



Precast Yard



-Segment hauling
-Storage

Utilities, Balanced Cantilever & Underpass



- North Access Underpass
- Power Line Relocation
- Pier Foundation at H-1

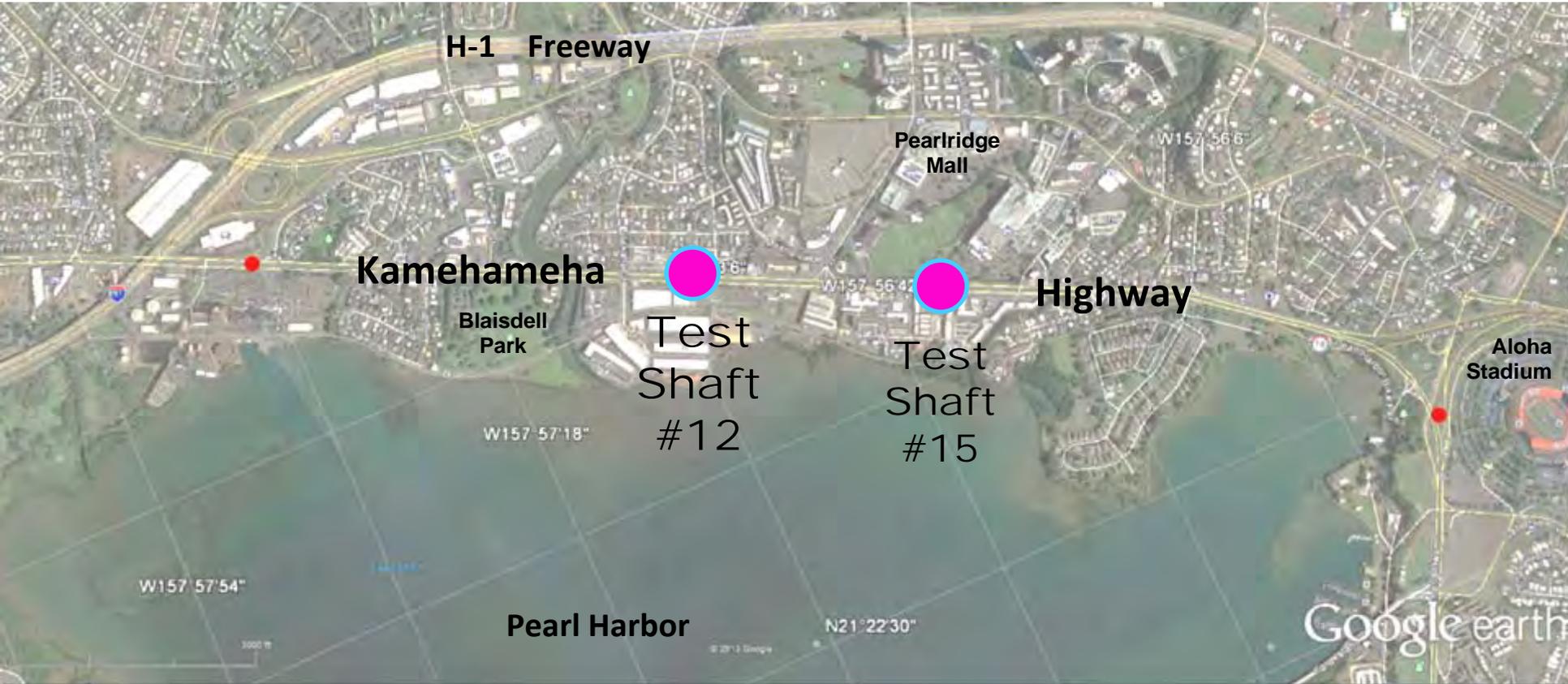


Columns, Shafts and Segments



- Segment Erection
- Columns in Farrington Hwy
- Shafts near E Kapolei Station

Kamehameha Highway Guideway



Test Shaft Locations

Kamehameha Highway Guideway



Roadway Widening, Test Shafts & Utility Relocations

Traffic Update

Location: Kunia on-ramp at Ft. Weaver Road

Work: Installation of shaft and column at Ft. Weaver Rd. overpass



Traffic Update

Location: Near Waipahu High School

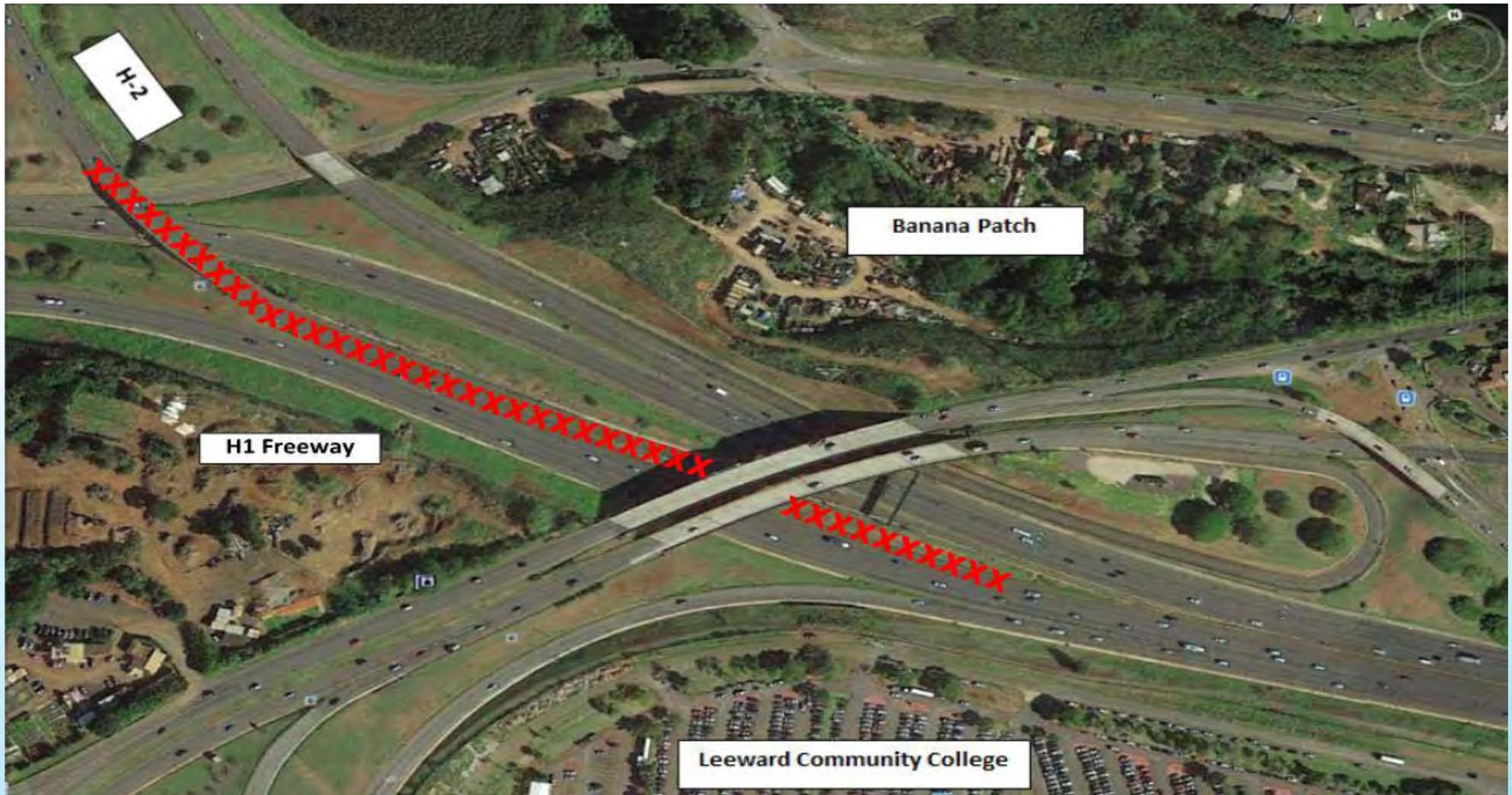
Work: Restripe, Utility relocations, K-rail set up and Column/Shaft work



Traffic Update

Location: H-1/H-2 merge (Waiawa Interchange)

Work: Preparation work for balanced cantilever work later this summer

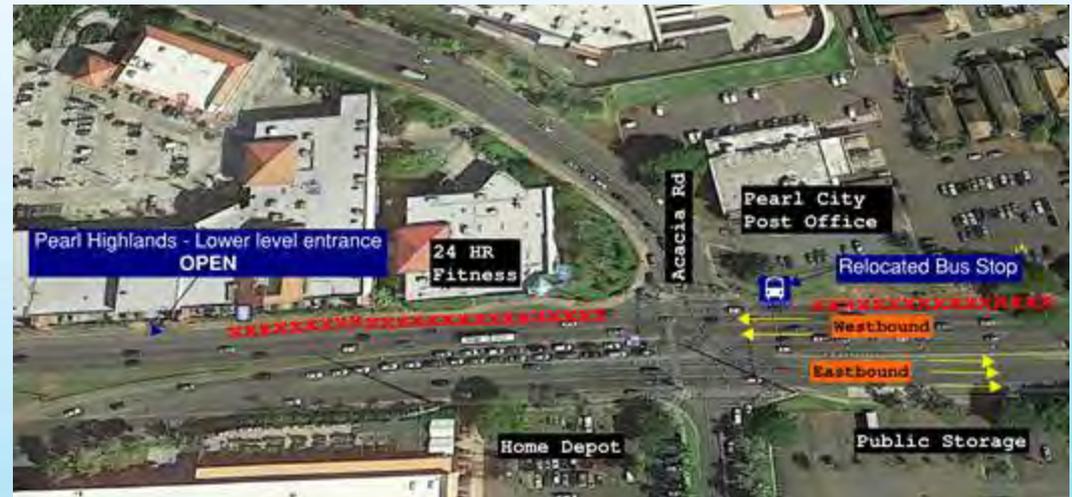


Completed Significant Closures



Farrington Highway Closure
Completed April 30, 2014

Kamehameha Highway Closure
Completed May 5, 2014



Traffic Update

Location: Kuala St to Waimano Home Rd – Near Home Depot

Work: Relocation of utility lines includes potholing, sawcutting and excavation



Traffic Update

Location: Puu Poni St to Kuleana Rd

Work: Relocation of utility lines includes potholing, sawcutting and excavation



Traffic Update

Location: Kamehameha Highway between Lipoa Place and Pali Momi Street

Work: Drill shaft work



Mahalo!

