



HONOLULU AUTHORITY for RAPID TRANSPORTATION

## MINUTES

**Project Oversight Committee Meeting  
Thursday, July 5, 2012, 9:30 A.M.  
Mission Memorial Annex Conference Room  
550 South King Street, Honolulu, Hawaii**

|  |   |   |
|--|---|---|
| PRESENT:   | William "Buzz" Hong<br>Don Horner   | Wayne Yoshioka<br>Ivan Lui-Kwan<br>Carrie Okinaga   |
| ALSO IN ATTENDANCE:<br>(Sign-In Sheet and Staff) | Paul Migliorato<br>Cliff Slater<br>Russ Honma<br>John Burns<br>Andrea Tantoco | Dan Grabauskas<br>Gary Takeuchi<br>Joyce Oliveira<br>Jeanne Mariani-Belding<br>Cindy Matsushita |
| EXCUSED:   | Damien Kim<br>Keslie Hui  | Robert "Bobby" Bunda  |

### I. Call to Order by Committee Chair

At 9:30 a.m., the meeting of the Project Oversight Committee was called to order by Committee Vice Chair William "Buzz" Hong.

### II. Public Testimony

Mr. Hong called for public testimony. Cliff Slater provided testimony that HART should clarify its position on whether it speaks for taxpayers or if it is just selling rail. He called for more transparency, saying that traffic congestion will be worse with rail than without it. Mr. Slater stated that HART is misleading the public by saying that rail will take 40,000 car trips off the road without providing the context behind the number. Board member Don Horner stated that figure is taken from the Environmental Impact Statement, and has not been challenged by the federal government.

Mr. Hong invited Mr. Slater to point to specific instances in which he thinks HART has been dishonest with the public. Board member Ivan Lui-Kwan stated that HART's charter mandates it to plan, design and build the rail system. Although he stated he respects the differing opinions of others, the HART Board is fulfilling its mandate.

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Board member Wayne Yoshioka stated that Mr. Slater was making statements that contained many omissions.

III. Approval of April 5, 2012 Project Oversight Committee Minutes

Mr. Hong called for the approval of the April 5, 2012 Project Oversight Committee minutes. He noted that Mr. Horner should be included as one of the attendees. Mr. Yoshioka also suggested some changes to the naming convention. The minutes were approved with the suggested changes.

IV. Business Plan FY 2013

Mr. Lui-Kwan stated that the FY 2013 Business Plan was discussed in a prior Finance Committee meeting, which received excellent comments for submission to the Board of Directors. He stated that Mr. Hong, who is not a Finance Committee member, did not have an opportunity to comment. The Business Plan is attached hereto as Attachment A.

Board Member Carrie Okinaga summarized the Finance Committee's comments. She stated that the Full Funding Grant Agreement (FFGA) submittal had not been made at the time the FY 2013 Business Plan was drafted, so the operating and capital budget numbers would be updated in the Business Plan. Another suggestion was to add a transit oriented development metric to the Balanced Scorecard. Ms. Okinaga also requested that HART staff confirm that the software acquisition detailed on page eight was conducted in conjunction with the City Department of Information Technology. Lastly, Ms. Okinaga recalled a suggestion that the Business Plan should speak to HART moving away from City processes and systems, taking advantage of synergies in City & County of Honolulu. HART Executive Director and CEO Dan Grabauskas also recalled a suggestion that right of way projected and actual costs be added to the balanced scorecard.

Mr. Lui-Kwan made a motion to recommend approval of the FY 2013 Business Plan to the Board, and Mr. Yoshioka seconded the motion. All being in favor, the motion passed unanimously.

V. May 2012 Monthly Progress Report

Mr. Grabauskas introduced the discussion of the May 2012 Monthly Progress Report, which Ms. Okinaga noted was based on data gathered prior to the FFGA submittal. Mr. Grabauskas stated that the next Monthly Progress Report would contain more current financial information.

Mr. Horner asked whether the General Excise Tax (GET) revenues on page eight, which reflect a collection of \$845.1 million received as of April, were understated. Project Controls Manager John Burns stated that the number is understated because some GET revenues were collected prior to the Preliminary Engineering Phase (the start of the project), and the report contains revenues from the start of the project. Mr. Grabauskas stated that this is an excellent example of the difference between reporting for Federal

Transit Administration purposes and the total GET revenues, which is what the Board is interested in.

Mr. Horner expressed his concern that the differences in numbers are confusing to the public. He stated that he wants to know how much money was paid by taxpayers and received by the City/HART from the day the GET began. He pointed out that some of those revenues were spent before the inception of HART. He stated that although we collect through the end of March, HART does not receive the monies until the end of April. Mr. Horner also asked what quarter the revenues are being reported in. Lastly, he asked if the \$120 million received to date from the FTA is included in the \$845.1 million. Chief Operating Officer Toru Hamayasu clarified that the \$845.1 million in the May Monthly Progress Report includes \$62 million in federal New Starts funding. Mr. Grabauskas stated that he would clarify the difference.

Mr. Hong asked about the monies retained by the state for the administration of the GET. Mr. Horner stated that the figures contained in the report are net figures. Mr. Grabauskas stated that HART receives 90% of the revenues collected. Mr. Horner stated that there should be a reconciliation of the accounts at the end of each year.

#### VI. Construction and Project Schedule Update

Mr. Grabauskas suggested it would be beneficial and informative for the Board to plan a trip to the construction site, and stated that HART staff would be arranging the visit.

Mr. Grabauskas introduced Assistant Project Manager for Design-Build Contracts Lorenzo Garrido, who would be giving the committee a Powerpoint construction update. A copy of the presentation is attached hereto as Attachment B. Mr. Garrido stated he would be updating the committee on the first ten miles of the alignment, in the West Oahu/Farrington Highway (WOFH) section and the Maintenance and Storage Facility (MSF).

In east Kapolei, work to date has included utility relocations and soil investigative work along Kualaka'i Parkway. Column and shaft construction is currently being done in Ho'opili. Utility relocation is also occurring along Farrington Highway and adjacent to Waipahu High School, along with soil investigations. At Waipahu High School, improvements have started, including arsenic abatement found in ceiling tiles. Mr. Garrido stated that grading work is expected to start within the next month at the MSF site. Soil investigations are ongoing on Kamehameha Highway, and would continue for the remainder of the month.

Turning to column construction, Mr. Garrido pointed to a rendering of the guideway and the drilled shaft foundation. He detailed pre-construction activities that include drilling foundation test shafts and utility relocations. He then described the process of foundation shaft and column construction.

Mr. Garrido stated that one column is completed, with two additional columns being poured the following day. Five additional column rebar cages are ready, and 22

foundation shafts have been completed. In the Ho‘opili area, there are about 60 columns planned.

Mr. Lui-Kwan asked about the pace of column completion. Mr. Garrido stated that Kiewit has been going at a slower pace than scheduled, due to HART’s insistence on holding Kiewit to its high quality standards. He hoped that six more columns would be completed in the next three weeks. He said that as construction methods are refined, so will the productivity rate improve. Kiewit eventually plans to have one column placed every day.

Mr. Garrido went on to describe the process of constructing the spans between the columns, utilizing precast segmental construction. The spans will be approximately 125 feet between each column, and each span is expected to be completed in two to three days. Neoprene bearing pads will be placed between the capital (top of the column) and the segment for structural interaction, and in order to comply with seismic requirements.

Mr. Lui-Kwan asked where the segments would be constructed. Mr. Garrido replied that Kiewit would be constructing the segments in their Kalaeloa precast yard. Mr. Hong asked if the segments would be reinforced with rebar. Mr. Garrido stated that there would be full rebar and tensioning within the segments, and post-tensioning between the segments. Steel bands would be run through the segments, which would be pulled tight with hydraulic jacks.

Mr. Lui-Kwan asked how many employees Kiewit used to construct the spans. Mr. Garrido did not know, but stated he would research and provide the information. Mr. Horner asked if the workers were working in one shift. Mr. Garrido replied that they are working on one shift for now, but that could change. He stated that the majority of the project would be constructed utilizing the span by span method. However, for longer crossings, such as over freeways, balanced cantilevered spans will be used. Balanced cantilevers can span over 300 feet between columns, and employ steel trusses that support the structure while segments are being put into place.

Mr. Horner asked whether the design element on the columns depicted in the presentation would actually be put into place. Mr. Garrido confirmed they would be in place near the stations.

Mr. Hong asked whether there had been any problems with the quality of the concrete or steel. Mr. Garrido advised that one concrete pour was canceled and subsequently rescheduled because the concrete didn’t meet “slump test.”

Mr. Horner asked for an update on the Kroc Center site. Mr. Garrido said that Kiewit would finish the borings in the next couple of months. Mr. Horner stated that the Kroc Center’s membership numbered approximately 7,000, so there was a lot of public interest. Mr. Grabuaskas suggested doing a presentation at the Kroc Center and setting up informational design boards in its lobby. Mr. Hong thanked Mr. Garrido for his presentation.

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Mr. Grabauskas stated that the second part of the presentation would be on the schedule update. Mr. Burns explained that he was giving the committee an advance look at the June Monthly Progress Report based on a re-baselined Master Project Schedule (MPS). The MPS tracks 4,000 activities maintained in the project schedule. Also included was a Contract Status report, which tracks progress on all contracts by section. The MPS and Contract Status report are attached hereto as Attachment C.

Ms. Okinaga asked whether the right of way consultant mentioned in the Business Plan was Paramount Partners. Mr. Grabauskas confirmed that it was.

Mr. Hong called for any further public testimony. Russell Honma provided testimony suggesting the need for a symposium to get back the public's trust. Mr. Hong asked Mr. Grabauskas about his experience with symposia. Mr. Grabauskas stated that symposia are a good way to get the public involved, and to get experts from around the world to share their knowledge. Ms. Okinaga stated that she thought the City had held two symposia on rail, and that however valuable, Councilmembers had raised questions about use of public taxpayer dollars and private dollars to sponsor the symposia. Mr. Hong thanked Mr. Honma for his comments.

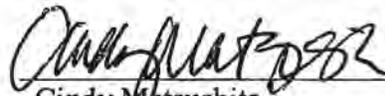
VII. Executive Session

There was no reason for executive session.

VIII. Adjournment

Having no other pending business, Mr. Hong adjourned the meeting at 10:34 a.m.

Respectfully Submitted,



Cindy Matsushita  
Board Administrator

Approved:



Damien T.K. Kim  
Project Oversight Committee Chair

1/10/13  
Date

## ATTACHMENT A

# **HART**

HONOLULU AUTHORITY for RAPID TRANSPORTATION

**HONOLULU AUTHORITY FOR RAPID  
TRANSPORTATION**

**BUSINESS PLAN  
for  
FY2013**

**June 28, 2012**

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## **HART Business Plan**

### **INTRODUCTION**

This document provides a second year Business Plan for the Honolulu Authority for Rapid Transportation (HART) covering fiscal year 2013 (July 1, 2012, through June 30, 2013). It is designed to describe HART's business activities and resource allocations during the agency's second year of operations in accordance with its responsibility for building and ultimately operating the Honolulu Rail Transit Project, from East Kapolei in West O'ahu to Ala Moana Center (HRTP).

The FY2013 HART Business Plan describes why HART exists as an organization, the goals and performance measures the agency has established, what it will seek to accomplish during the second year of operations, and how it will go about performing its responsibilities. The HART Board of Directors (BOD) will review and approve the FY2013 Business Plan in conjunction with its review and approval of a FY2013 Budget. In the future, it is envisioned that HART will prepare an annual Business Plan with a three-year moving timeframe. The annual Business Plan will provide a projection of key operating and financial information for the two years beyond the fiscal year which is the focal point of the Plan in order to provide a look-ahead for management planning and performance trend oversight purposes.

#### **Summary of FY2012 Progress**

FY2012 was HART's first year of existence. During the year, the HART BOD, staff, and consultant team made substantial progress toward achieving the vision of bringing rapid transportation to O'ahu. Shown below is a brief summary of what was accomplished during HART's first year:

- The HART BOD adopted a series of policies to guide agency activities including Board operating rules, a comprehensive Financial Policy, policies on ethics, procurement, change orders, Equal Employment Opportunity, and transparency as well as an Operating and Capital Budget and a Six-Year Capital Improvement Program.
- The BOD completed the recruitment of a permanent Executive Director/Chief Executive Officer (CEO), hiring Daniel Grabauskas, an experienced former CEO of the Massachusetts Bay Transportation Authority in Boston.
- HART recruited its Chief Financial Officer (CFO), Diane Arakaki, who has extensive experience in governmental financial management.
- Management developed and implemented a series of administrative policies and procedures to ensure that good business practices are being employed by HART.
- The agency received several key approvals from the Federal Transit Administration (FTA) for advancing the HRTP, including approval to enter Final Design and approval to begin construction on the first major components of the future rapid transit system, bringing the project closer to securing FTA Section 5309 New Starts Funding.

- Procurement of a contractor for systems and vehicles as well as future operations of the rapid transit line was completed and the contract awarded following a thorough financial and technical vetting of the selected contractor.
- The design contractor for the Airport guideway segment was selected.
- Continued Archaeological Inventory Survey work along the alignment with no *'iwi kupuna* discovered to date.
- Commenced construction in April 2012 in the West O'ahu /Farrington Highway section with the drilling of the first of approximately fifty structural columns in that 2.5 mile section of the project.
- The first completed column, located in East Kapolei, was unveiled on June 8, 2012.
- HART recently received reaffirmations of support from the highest levels of government, including President Barack Obama, U.S. Secretary of Transportation Ray LaHood, FTA Administrator Peter Rogoff, U.S. Senators Daniel Inouye and Daniel Akaka, and U.S. Representatives Mazie Hirono and Colleen Hanabusa.
- General Excise Tax Surcharge (GET) collections to date total \$858 million -- \$8 million more than forecast in the September 2011 Financial Plan, and 25% of total needed.
- Partnerships with stakeholders along the alignment have been forged, and include Leeward Community College, the Department of Hawai'ian Homelands, and the Queen's Medical Center.
- Public outreach in the form of Community Informational Meetings, HART informational booths at various public events, and "Walk the Line" events helped increase public awareness of the project.
- In its commitment to transparency, over 150,000 pages of project documents have been made available to the public on the HART website.
- HART, in coordination with FTA, worked to complete many items required for the Full Funding Grant Agreement (FFGA), and on June 29, 2012, submitted to FTA the request for an FFGA. This also included completion of the Financial Plan.

## **HART Business Strategy**

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

This section of the FY2013 HART Business Plan describes the basic elements of the business strategy for the agency. These elements are described below and include statements on why the agency exists and what it is trying to achieve, as well as a framework for how HART will go about accomplishing what the public has asked it to do. This framework includes Goals and a "Balanced Scorecard" (BSC) for measuring and tracking over time how well HART is doing its job. (Note: A later section of the FY2013 Business Plan describes the organizational development strategy HART is utilizing to achieve its Mission and Vision and accomplish the Goals the BOD has established.)

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

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

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

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

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

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

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

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

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

**Performance Metrics**

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

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

As shown in Appendix A, the HART BSC is structured to provide performance measures and metrics for each of the six Goals the BOD has approved. The BSC establishes the fiscal year targets or objectives for each measure. The BSC indicates whether a specific performance measure or metric is a "Lead" or "Lag" indicator<sup>1</sup>. Space is provided for HART management to

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<sup>1</sup> A "lead" indicator implies that the item being measured is intended to drive or create an end result whereas a "lag" indicator is intended to simply measure the end result from a particular activity.

provide information on actual results or status for each of the performance measures and metrics delineated in the BSC during its periodic reports to the HART BOD.

In 2013 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 2016. As such, the BSC shown in Appendix A is heavily oriented toward project implementation. The BSC does include some measures dealing with Service Delivery as it relates to the current project implementation stage of the project. Additional metrics will become meaningful when actual revenue service begins; illustrative examples of such metrics include:

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

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

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

## FY2013 Work Program

### Agency Business Operations

HART came into existence July 1, 2011, and has functioned to date as a semi-autonomous agency of the City & County of Honolulu government. During FY2013, HART will continue to use various City business systems and administrative practices when conducting the agency's business activities (e.g. Department of Transportation Services (DTS) procedures and the City's accounting and payroll systems). In addition, HART will continue to receive services provided by other City Departments (e.g. Budget and Fiscal Services, Information Technology, Corporation Counsel, and Human Resources). Memoranda of Understanding (MOU) or Memoranda of Agreement (MOA) with the City Departments set forth the scope and terms of the services to be provided. This support from the City will enable the agency to continue to concentrate its resources on the implementation of the HRTP. During FY2013 and beyond, HART will evaluate the extent to which it should develop its own business systems.

HART will need to complete a number of steps during FY2013 to further develop the organizational capacity and capability to fulfill its Mission as described in the preceding section. Several of the actions that will be taken are designed to ensure that HART will be able to establish and maintain eligibility to receive Federal funding for the HRTP. A preliminary listing of the tasks that will be undertaken in FY2013 is as follows:

- Continue to update BOD operating procedures and practices.
- Recruit key management, technical, and support staff.
- As required, adopt or modify BOD and HART policies guiding the agency business activities (e.g. financial policy and procurement policy).
- Continue to add and modify administrative procedures and practices that are specific to a transit agency in areas such as procurement and contract administration, safety and security, employee relations, and management reporting.
- Develop a management reporting system on key performance metrics.
- Prepare within the first six months of FY2013 a six-year capital improvement plan for the agency.
- Begin development of a brand identity for HART.
- Regularly update and communicate with stakeholders, including the Mayor and City Council, to ensure a flow of information regarding the progress of the Project.
- Continue the creation of an organizational structure and culture that will enable the fulfillment of the agency's Mission and Vision.

## **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 Maintenance and Storage Facility and the Leeward Community College Station, is elevated above existing highways and arterial roadways. The rail line includes 21 stations from East Kapolei, in West O'ahu, to Ala Moana Center. Initial service is scheduled to start in 2016 from the western end of the alignment at the East Kapolei Station to the Aloha Stadium Station with full service operations to Ala Moana Center starting in 2019. Full service is anticipated to operate 20 hours per day, with 3-minute headways during peak periods and 6-minute headways in the midday. End-to-end travel time is estimated to be 42 minutes. Service will be provided by 2-car trains. Average weekday rail boardings in 2030 are projected to be about 116,000 passengers. A peak hour directional maximum load of about 8,000 passengers per hour is anticipated in 2030.

The rail line will serve the urbanized southern shore of O'ahu, a narrow corridor between the Pacific Ocean and two mountain ranges. The rail line will serve key employment centers including Downtown Honolulu, Joint Base Pearl Harbor-Hickam, Honolulu International Airport, and Ala Moana Center. The area served by the rail line includes 'Ewa, a portion of Central O'ahu, and the Primary Urban Center, having a population of about 700,000 or approximately 80 percent of O'ahu's total. About 40 percent of this population is in the Primary Urban Center area. These areas also include about 440,000 employment opportunities or about 88 percent of O'ahu's total. Over 60 percent of this employment is in the Primary Urban Center area.

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

### **Project Status:**

- Currently H RTP is in final design phase of project development. An FFGA with the FTA for \$1.55 billion of New Starts funding is expected in the second quarter of FY2013. As part of the documentation required for the FFGA, the Project cost estimate has been updated to reflect the status of design and contracts awarded to date. The Financial Plan for the Project was revised to reflect the updated cost estimate and the latest projections for project funding sources. The Contract Packaging Plan, Master Project Schedule, and Risk Analysis have also been updated.
- Contracts for Program Management Support and General Engineering services are continuing. The HART Operating Budget provides funding for 142 positions for the Project.
- A contract has been awarded to the right-of-way consultant to assist HART staff with continuing property acquisition and relocation activities primarily for Airport and City Center sections.
- Environmental permitting and compliance work is continuing for all construction contracts.

- For the Design-Build (DB) contracts:
  - The West O‘ahu /Farrington Highway Guideway design is essentially complete. Utility relocations, shafts, and columns are underway. At the end of FY2013 overall construction is scheduled to be 50% complete.
  - The Kamehameha Highway Guideway contract design will be completed by the end of FY2013 with construction scheduled to be 20% complete.
  - Supporting the guideway construction is the essential guideway deck section casting yard which will be operational in FY2013.
  - The Maintenance and Storage Facility design will be completed and construction is scheduled to be 50% complete at the end of FY2013.
  
- The Design-Build-Operate-Maintain (DBOM) Core Systems contract for train control, communications, operations and maintenance, and Revenue Vehicles is in the design phase and this effort will continue throughout FY2013 with contract completion at that time estimated at 15%.
  
- For the Design-Bid-Build (DBB) contracts:
  - The Airport Guideway and Utilities design is underway and will continue throughout FY2013.
  - The City Center Guideway and Utilities design will begin in August 2012 and continue throughout FY2013.
  - The Farrington Highway Station Group design is underway and will be completed in FY2013.
  - The West O‘ahu Station Group design has been initiated and will be substantially complete at the end FY2013.

Land Use Connection: Transit-Oriented Development

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

HART is the steward of a large-scale public investment, which includes important real property assets essential to HART’s operation. These assets can also contribute to the ongoing financial viability of the transit system. Federal, State, and regional policy direction to concentrate growth around transit stations further enhances the value of these assets. By promoting high quality, more intensive development on and near transit properties purchased or created by HART, the agency can increase ridership, support long-term system capacity and generate new revenues for transit, such as increased fare collection from increased ridership and changes in the fare policy, and joint development (JD) of transit properties, not anticipated during project planning. Also, such development creates attractive investment opportunities for the private sector and facilitates local economic development goals.

The State and City control the planning and permitting authority for most 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 station area plans and revisions to the land use regulatory

requirements, which will provide the policy framework for private development. In this regard, HART will assist in the development of a program to implement a transit-oriented redevelopment district by working with the City (including City Council and the Department of Planning and Permitting (DPP)), related State entities (including the Hawai'i Community Development Authority), and private developers for planning districts located in and around rail transit stations. The program would redevelop the surrounding area into a vibrant mixed-use neighborhood consisting of workforce and affordable housing, retail shopping locations, and other infrastructure improvements necessary to improve safety, promote healthy lifestyle habits such as walking and biking, and increase rail ridership.

For the City, DPP is responsible for developing transit-oriented development (TOD) neighborhood plans and zoning regulations for station TOD areas for the eventual adoption by the City Council. During FY2013, HART planning staff will continue to provide technical support in areas such as system description, modal connectivity, station access, and safety and security to DPP in its planning efforts, which will include coordination with other cognizant City and State agencies, special interest groups (e.g. disabled, and elderly), the private sector, and the public at community meetings to develop the TOD plans for the areas surrounding the transit stations.

In addition to providing TOD planning support, HART planning staff will focus efforts on identifying opportunities for JD near to or integrated with stations. This work will build upon TOD planning currently underway or planned, and will conform to the community plans and zoning proposed by DPP and adopted by the City Council. HART planning staff will seek advice, planning, urban design support, and targeted recommendations from DPP in an effort to explore potential JD opportunities (transit agency owned land within an easy walk to transit) at various stations. HART could also look for the assistance of the State's Public Land Development Corporation (PLDC) in identifying potential private and public partners in the joint development of HART right-of-way. In the event that HART decides to partner with the PLDC, an MOU or MOA that outlines the responsibilities of each entity shall be executed.

During FY2013, HART staff will actively pursue, develop, and execute MOUs and MOAs with public and/or private owners of land within close proximity of each planned transit station to directly access the station from their proposed development. The DPP will be a critical partner in developing these connections, but need not be a signatory to the MOUs and MOAs.

### **Procurement Plan**

#### **Agency Business Operations**

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

Two information technology acquisitions will be undertaken in FY2013 to improve the efficiency of agency business operations:

- Creation of a project-wide network for the Contract Management System using new local servers housed in rented space at the DRFortress facility near the Honolulu Airport.
- Acquisition of AutoCAD® equipment.

### Project Implementation

The current Contract Packaging Plan for the H RTP includes 49 separate contracts. Of these contracts, 18 were awarded and notices to proceed (NTP) were issued through the end of FY2012. The awarded contracts include three DB contracts and one DBOM contract, along with multiple smaller contracts. The total value of all contracts awarded to date is approximately \$3.3 billion including the \$823 million Operate & Maintain (O&M) portion of the DBOM contract. All of the awarded contracts are in various stages of implementation and will be subject to contract administration and oversight by HART staff and support consultants during FY2013.

During FY2013, the following H RTP contracts will be in procurement with key milestones in the FY2013 quarter (Q) shown:

#### Construction & Installation:

|         |   |              |
|---------|---|--------------|
| MI-930  | Elevators & Escalators Furnish & Maintain | Award 4Q     |
| DBB-505 | Airport Section Utilities Construction    | Advertise 3Q |

#### Final Design:

|        |  |                |
|--------|--|----------------|
| FD-440 | Airport Section Stations                 | Award & NTP 2Q |
| FD-530 | City Center Section Guideway & Utilities | Award & NTP 1Q |
| FD-540 | Dillingham Section Stations              | Award & NTP 4Q |
| FD-545 | Kakaako Section Stations                 | RFQ issued 2Q  |

#### Construction Engineering & Inspection Services:

|        |  |                |
|--------|--|----------------|
| MM-180 | W. O'ahu & Farrington Highway Stations | Award & NTP 2Q |
| MM-380 | Kamehameha Highway Stations            | RFQ issued 3Q  |
| MM-500 | Airport & City Center Utilities        | Award & NTP 2Q |

#### H DOT Consultant Services & Other Agreements:

|         |                                 |               |
|---------|---------------------------------|---------------|
| MM- 945 | On-Call Construction Contractor | RFQ issued 3Q |
|---------|---------------------------------|---------------|

## **HART Organizational Development Strategy**

### **Background**

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

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

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

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

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

### **FTA Requirements**

Because the HRTP will be funded in part with Federal dollars through the FTA, HART must demonstrate that it meets FTA requirements for grantees pursuing a major investment project like the HRTP. Principal among these requirements is that the grantee must exhibit the “technical capacity and capability to efficiently and effectively” carry out the project. The FTA conducts an assessment of a grantee’s technical capacity and capability by looking at a number of things including the following:

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

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

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

### **HART Organization**

Work on the Project is now in the final design phase of FTA’s New Starts process. Work continues on property acquisitions and owner/tenant relocations and utility relocation. Limited construction work authorized by FTA through Letters of No Prejudice on DB portions of the Project has begun.

The organizational approach embodied in the PMP for FFGA includes an expansion of staff to 142 positions and continues the role of the PMC as seconded staff within HART. **Appendix B**

provides an organizational chart that depicts what the Authority's functional structure will look like as a semi-autonomous agency within the structure of the City and County of Honolulu. Also provided is a series of staff organization charts which shows the 139 positions that make up the proposed FY2013 HART staff. Of these positions, 30 or roughly 20% of them are expected to be PMC provided staff.

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

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

#### **Future Organizational Development**

At present and for the next three to four years, HART is a project development agency with no daily operating or service delivery responsibilities. This, of course, will change as the rail transit project gets completed and actual revenue service begins operating initially in 2016 with full service along the entire alignment starting in 2019. The staffing needs and business systems needs of the agency will evolve over time as the change from project development to operations and service delivery occurs. How well this transformation is accomplished will be important to the success of the agency in accomplishing its Mission and Vision. The strategy for managing this evolution is outlined below:

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

- Current PMC contract expires in February 2015; the contract may need to be extended for an additional period depending on HART's success in staff recruitment.
- GEC and EDCs will continue their roles/scope until the project construction, system integration and testing, and start-up work is completed.
- Develop internal business processes and systems that fit the needs of the transit system. Move away from using City processes and systems wherever it makes the most sense for HART to achieve its Mission, Vision, and Goals.
- Develop a seamless multi-modal (bus and rail) transit system.
  - Engage in joint planning with DTS and "TheBus" management (O'ahu Transit Services) for reconfiguration of the bus system to complement rail.
  - Establish a joint bus-rail fare collection system (hardware and software) and a revenue processing set-up to reduce interface problems and achieve economy of scale cost savings.
  - Encourage DTS to update /improve the bus fare collection system prior to the start of rail operations.
- Future issues that will need to be addressed:
  - Programming of bus fare collection system improvements to interface with rail fare collection needs to be pursued in the very near future.
  - The process for setting fares between the HART BOD and City Council will need to be addressed.
  - Operating support from the City for the rapid transit operation will be required as delineated in the Financial Plan.
  - The possibility of extending the GET surcharge to cover all transit system operating subsidy needs (bus and rail) may warrant exploration.
  - Development of operating policies and rules and the identification of any implications for project design and the operating and capital improvement budget.
  - Pursuing opportunities to make joint use of transit facilities and assets to generate income.

## FY2013 Operating and Capital Budgets

HART staff prepared and submitted preliminary FY2013 Operating and Capital Budgets to the HART BOD Finance Committee in November 2011. On December 1, 2011, the HART Interim Executive Director transmitted the proposed FY2013 budgets to the Mayor and the City Council. This section of the FY2013 Business Plan describes in summary form the Operating and Capital Budgets. An original request was presented to the City Council Budget Committee on March 17, 2012. The Operating Budget portion of this request was subsequently amended by the HART Finance Committee on May 3, 2012, based upon recommendations of the new Chief Executive Officer and re-submitted to City Council. The final version of the FY2013 Business Plan will reflect the final FY2013 Operating and Capital Budgets adopted by the HART BOD.

The total budget request for FY2013 approved by the HART BOD Finance Committee on June 28, 2012, was as follows:

|                                     |                      |
|-------------------------------------|----------------------|
| Operating Budget                    | \$ 21,069,193        |
| Capital Improvements                | <u>491,584,960</u>   |
| <b>Total FY 2013 Budget Request</b> | <b>\$512,654,153</b> |

### **FY2013 Operating Budget**

The FY2013 Operating Budget has three major expense categories: Personnel, Current Expenses, and Equipment/Software (unit cost of \$5,000 or more and a useful service life of less than 5 years). The table below provides a breakdown of these three cost components for FY2013 and a comparison against the budgeted amounts for FY2012. The FY2012 expended/encumbered amounts presented in the table are preliminary; there will be adjustments made through August 2012 to record payable amounts.

| Expense Category     | FY2012<br>Budget    | FY2012<br>Exp/Enc <sup>1</sup> | FY2013<br>Budget    |
|----------------------|---------------------|--------------------------------|---------------------|
| Personnel            | \$13,302,491        | \$ 7,681,905                   | \$12,971,682        |
| Current Expenses     | 7,280,135           | 4,371,588                      | 8,081,511           |
| Equipment & Software | --                  | --                             | 16,000              |
| <b>TOTAL</b>         | <b>\$20,582,626</b> | <b>\$12,053,493</b>            | <b>\$21,069,193</b> |

<sup>1</sup>Unadjusted expended/encumbered amounts as of 6/30/2012 (Accounting Period 12)

The Personnel category of the FY2013 Operating Budget includes funding for 139 positions. This compares to 136 positions authorized in the FY2012 Budget and 110 positions 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 for managing major "New Starts" projects that are receiving FTA funding. The following chart provides a summary breakdown of the positions reflected in the FY2013 Budget by major job category along with comparable information for the approved FY2012 Budget staffing plan:

| <b>Job Category</b>                            | <b>FY2012</b> | <b>FY2013</b> |
|--|---------------|---------------|
| Executive Management                           | 3             | 4             |
| Engineering/Design/Construction Management     | 43            | 43            |
| Project Control, Configuration and Real Estate | 39            | 33            |
| Budget, Finance and Procurement                | --            | 15            |
| Other Professional                             | 19            | 16            |
| Administration and Support                     | 32            | 28            |
| <b>TOTAL</b>                                   | <b>136</b>    | <b>139</b>    |

In FY2012, the office of the Executive Director/Chief Executive Officer was established consistent with the Charter Amendment that created HART. In addition, the CFO will oversee a new division within HART that will initially include the budget, finance, and procurement functions for the agency.

The following table provides a breakdown of the reimbursements to other City departments included in the proposed FY2013 Budget:

| <b>City Department/Purpose</b>                     | <b>Amount</b>       |
|--|---------------------|
| Corporation Counsel – Staff Salaries               | \$ 546,763          |
| Corporation Counsel – Current Expenses             | 37,500              |
| Design & Construction – Staff Salaries             | 151,017             |
| Budget & Financial Services – Staff Salaries       | 61,946              |
| Fringe Benefits Associated with Above Salary Items | 322,276             |
| 5% Reduction to Salaries and Fringe Benefits       | (54,100)            |
| CASE – Central Administrative Services Expenditure | 1,014,467           |
| <b>TOTAL</b>                                       | <b>\$ 2,079,869</b> |

### **FY2013 Capital Budget**

The FY2013 Capital Budget is made up primarily of expenses related to the design and construction of the HRTTP consistent with the work planned for the year as described in the Work Program section of this Business Plan. The table below compares the FY2013 planned expenditures by project budget component against the FY2012 budget. The FY2012 expended/encumbered amounts presented in the table are preliminary; there will be adjustments made through August 2012 to record payable amounts.

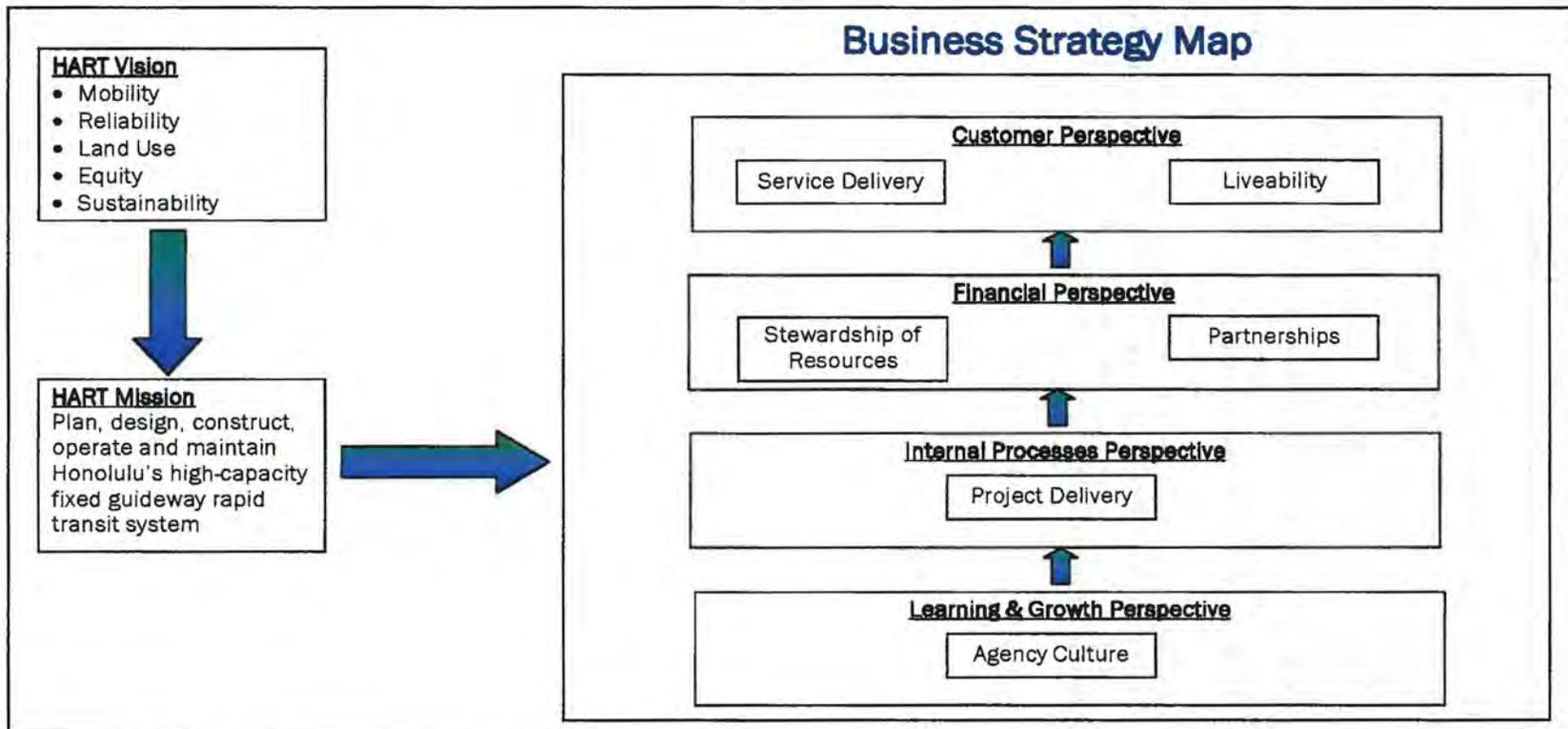
| <b>Capital Budget Elements</b> | <b>FY2012 Budget</b>  | <b>FY2012 Exp/Enc<sup>1</sup></b> | <b>FY2013 Request</b> |
|--------------------------------|-----------------------|-----------------------------------|-----------------------|
| Consultant Services            | \$ 41,188,800         | \$ 22,363,290                     | \$ 64,593,540         |
| Design Services                | 91,541,904            | 93,085,529                        | 72,673,230            |
| Programmatic Agreement         | 2,850,000             | 100,000                           | 100,000               |
| Utility Relocation             | 7,454,710             | 22,787,313                        | 17,342,190            |
| Construction                   | 127,843,243           | 64,841,133                        | 211,402,500           |
| Construction Mgmt./Inspection  | 7,301,000             | 0                                 | 32,563,920            |
| Equipment                      | 10,558,000            | 80,200,000                        | 55,556,510            |
| Land Acquisition               | 63,546,105            | 10,887,005                        | 34,181,200            |
| Relocation                     | 2,352,518             | 1,429,566                         | 3,171,870             |
| <b>TOTAL</b>                   | <b>\$ 354,636,280</b> | <b>\$295,693,836</b>              | <b>\$ 491,584,960</b> |

<sup>1</sup>Unadjusted expended/encumbered amounts as of 6/30/2012 (Accounting Period 12)

While the purposes of most of the elements listed in the above table are self-explanatory, three of the budget elements shown in the above table are further described below:

- The Consultant Services expense category includes costs (\$44 million) for various GEC work activities including planning activities (i.e. update of the Financial Plan and the O&M Plan), construction management and oversight of DB and DBOM contracts, and project management and support activities. This category also includes costs for: the PMC that is providing experienced personnel in various specialized and technical areas to augment agency staff (\$10.4 million); consultant services to conduct design reviews for Hawai'i Department of Transportation (\$8.9 million); management of the Project's Owner Controlled Insurance Program (\$0.4 million); a Right-of-Way Support Consultant (\$0.6 million); and a Federal Government Liaison (\$0.3 million).
- The Design Services line item is for final design services related to various DBB contracts including the station groups for West O'ahu /Farrington Highway, Airport, and Kaka'ako; Airport Guideway; City Center Guideway; Quality Audit Expenses; and allocated contingency for the three DB contracts.
- The Programmatic Agreement (PA) category covers funding for the Kako'o (independent PA Project manager).

**Appendix A**  
**HART Balanced Scorecard**





**BALANCED SCORECARD**  
Project Implementation/Pre-Revenue Operation

APPENDIX A  
Q3 FY12  
Data Date: March 31, 2012

| Goal                            | Current Quarter (Q3 FY12)             |        |          |        | Inception to Date (YTD)   |          |            |        | Comments and Legend  |
|---------------------------------|---------------------------------------|--------|----------|--------|---------------------------|----------|------------|--------|--|
|                                 | Jan, Feb, Mar 2012                    |        |          |        | October 2009 - March 2012 |          |            |        |  |
|                                 | Plan                                  | Actual | Variance | Status | Plan                      | Actual   | Variance   | Status |  |
| <b>SERVICE DELIVERY</b>         |                                       |        |          |        |                           |          |            |        |  |
| Customer Perspective            | Platform Gates                        |        |          |        |                           |          |            |        | To be determined - Projected for FY13  |
|                                 | Fare Collection System                |        |          |        |                           |          |            |        | To be determined - Projected for FY13  |
|                                 | Bus-Rail Integration Plan             |        |          |        |                           |          |            |        | To be determined - Projected for FY14  |
|                                 | HART Operating Organization Plan      |        |          |        |                           |          |            |        | To be determined - Projected for FY14  |
|                                 | HART Service Policy/Standards         |        |          |        |                           |          |            |        | To be determined - Projected for FY15  |
| <b>LIVABILITY</b>               |                                       |        |          |        |                           |          |            |        |  |
|                                 | HART TOD Policy                       |        |          |        |                           |          |            |        | To be determined - Projected for FY13  |
| <b>STEWARDSHIP OF RESOURCES</b> |                                       |        |          |        |                           |          |            |        |  |
| <b>Archaeological</b>           |                                       |        |          |        |                           |          |            |        |  |
|                                 | Archaeological Finds                  | ---    | 1        | ---    | ---                       | 2        | ---        |        | # Finds (No Iwi kupuna have been identified in the 2 archaeological finds to date.)  |
|                                 | AIS Progress                          | 20     | 20       | -0-    | 165                       | 165      | -0-        |        | # Archaeological Inventory Surveys Completed vs Planned (WOFH and KHG Sections trenching completed; City Center: 20 trenches completed; Allport: 0 trenches completed.)                                    |
| <b>Historic</b>                 |                                       |        |          |        |                           |          |            |        |  |
|                                 | Traditional Cultural Properties (TCP) | ---    | 0        | ---    | ---                       | 0        | ---        |        | # Affected Areas of Potential Effect (No TCPs were identified within the project Area of Potential Effect for Honolulu Ahupuaa (WOFH). Documentation was under SHPD review by the end of March.)           |
|                                 | HPC and PA Consulting Party Meetings  | 2      | 2        | -0-    | 10                        | 10       | -0-        |        | # Quarterly Historic Preservation Committee (HPC) (5 to date) and Consulting Party Meetings (5 to date) conducted vs required  |
| <b>Environmental</b>            |                                       |        |          |        |                           |          |            |        |  |
|                                 | Permit Violations                     | ---    | 0        | ---    | ---                       | 0        | ---        |        | # Permit Violations  |
|                                 | Mitigation Measures                   | ---    | 208      | ---    | ---                       | 208      | ---        |        | # Mitigation Measures Implemented vs Measures (MMDs) Identified in the Mitigation Monitoring Plan (MMP)  |
|                                 | Regulatory Actions                    | ---    | 0        | ---    | ---                       | 0        | ---        |        | # Regulatory Actions Taken   |
| <b>Operating Budget</b>         |                                       |        |          |        |                           |          |            |        |  |
|                                 | Operating Expenditures                | ---    | 0        | ---    | \$20.58                   | \$7.72   | (\$12.86)  |        | \$M Actual Expenditures/Encumbrances vs FY2012 Annual Appropriations   |
|                                 | Staffing Level                        | 136    | 116      | (20)   | 136                       | 116      | (20)       |        | # Full-Time Equivalents (FTEs) Actual vs Planned. [The HART FY12 Operating Budget authorized 136 FTEs. As of March 31, HART had 116 FTEs (50 HART/City + 26 Consultants).]                                 |
| <b>Capital Budget</b>           |                                       |        |          |        |                           |          |            |        |  |
|                                 | Capital Expenditures                  | ---    | 0        | ---    | \$354.74                  | \$213.31 | (\$141.43) |        | \$M Actual Expenditures/Encumbrances vs FY2012 Annual Appropriations   |
| <b>Revenues</b>                 |                                       |        |          |        |                           |          |            |        |  |
|                                 | GET Surcharge Receipts                | ---    | \$49     | ---    | \$3,452                   | \$730    | (\$2,722)  |        | \$M GET Surcharge Receipts Received vs Total Projected in Sept 2011 Financial Plan (Total Revenues includes \$432.1M received to date + Beginning Cash Balance of \$298M at entry into Pre-Im Engng phase) |
|                                 | Federal Grant Funds                   | ---    | \$1      | ---    | \$1,798                   | \$66     | (\$1,732)  |        | \$M Actual FTA Funds Received (5309 (\$62M) + 5307 (\$4)) vs Total Projected in Sept 2011 Financial Plan (5305 (\$1,550M) + 5307 (\$248M))   |
| <b>PARTNERSHIPS</b>             |                                       |        |          |        |                           |          |            |        |  |
|                                 | HART Joint Development Projects       | ---    | 1        | ---    | ---                       | 1        | ---        |        | # Joint Development Projects in Progress (Discussions in progress with one interested party; currently exploring other public/private ventures.)   |
|                                 | TOD Projects                          | ---    | 1        | ---    | ---                       | 1        | ---        |        | # Transit-Oriented Development (TOD) Projects in Process of Development (Department of Planning and Permitting (DPP) following up on 1 Inquiry.)   |



**BALANCED SCORECARD**  
Project Implementation/Pre-Revenue Operation

APPENDIX A  
Q3 FY12  
Data Date: March 31, 2012

| Goal   | Current Quarter (Q3 FY12) |            |          |        | Inception to Date (YTD)   |            |           |        | Comments and Legend   |
|--|---------------------------|------------|----------|--------|---------------------------|------------|-----------|--------|---|
|  | Jan, Feb, Mar 2012        |            |          |        | October 2009 - March 2012 |            |           |        |   |
|  | Plan                      | Actual     | Variance | Status | Plan                      | Actual     | Variance  | Status |   |
| <b>PROJECT DELIVERY - OVERALL</b>  |                           |            |          |        |                           |            |           |        |   |
| <b>Project Budget</b>  |                           |            |          |        |                           |            |           |        |   |
| Committed  | ---                       | \$8        | ---      | ●      | \$2,057                   | \$2,057    | -0-       | ●      | SM Committed (Awarded Contracts + Approved Changes + Other 3rd Party Agreements) versus Project Budget (minus Contingencies and Financing)  |
|  | ---                       | 0.2%       | ---      | ●      | 41.6%                     | 41.6%      | ---       | ●      |   |
| Incurring  | ---                       | \$63       | ---      | ●      | \$434                     | \$434      | -0-       | ●      | SM Incurred (Expenditures + Requests Approved for Payment) vs Project Budget (minus Contingencies and Financing)  |
|  | ---                       | 1.3%       | ---      | ●      | 8.8%                      | 8.8%       | ---       | ●      |   |
| Estimate at Completion (EAC) vs Project Budget                                       | \$5,122                   | \$5,122    | -0-      | ●      | \$5,122                   | \$5,122    | -0-       | ●      | SM Estimate at Completion vs Total Project Budget (as submitted to the FTA for the FFGA)  |
| <b>Project Progress</b>  |                           |            |          |        |                           |            |           |        |   |
| Overall Project Progress   | 3.1%                      | 1.2%       | (1.9%)   | ●      | 8.5%                      | 8.5%       | -0-       | ●      | % Complete Actual vs Planned  |
| Total Design Progress  | 25.9%                     | 21.1%      | (4.8%)   | ●      | 25.9%                     | 21.1%      | (4.8%)    | ●      | % Complete Actual vs Planned  |
| Total Construction Progress  | ---                       | 0.0%       | ---      | ○      | 0.0%                      | 0.0%       | -0-       | ○      | % Complete Actual vs Planned  |
| <b>Major Milestones</b>  |                           |            |          |        |                           |            |           |        |   |
| FTA Approval of Entry into Final Design  | ---                       | ---        | ---      | ○      | Oct 15 '11                | Dec 29 '11 | (75 days) | ●      | Actual vs Planned Date of Federal Transportation Administration (FTA) Approval for HART to enter the Final Design phase.  |
| FTA LONP2  | Feb 06 '12                | Feb 06 '12 | 0 days   | ●      | Feb 06 '12                | Feb 06 '12 | 0 days    | ●      | Actual vs Planned Date of FTA Letter of No Prejudice #2 authorizing Final Design/Construction actions.  |
| FFGA Request to FTA  | ---                       | ---        | ---      | ○      | Jun 29 '12                |            |           | ○      | Actual vs Planned Date of HART letter to the FTA requesting a Full Funding Grant Agreement (FFGA).  |
| Start of Congressional Review  | ---                       | ---        | ---      | ○      | Aug 15 '12                |            |           | ○      | Actual vs Planned Date start of Congressional Review of FFGA request.   |
| FFGA Approval  | ---                       | ---        | ---      | ○      | Oct 15 '12                |            |           | ○      | Actual vs Planned Date HART receives FTA approval of FFGA request.  |
| <b>Contingency</b>   |                           |            |          |        |                           |            |           |        |   |
| Available Cost Contingency   | \$644                     | \$644      | -0-      | ●      | \$644                     | \$644      | -0-       | ●      | Total Budgeted Contingency (Allocated + Unallocated) in \$M - Basis: Risk and Contingency Management Plan (RCMP), Revision 3, June 2012   |
| Drawdown from Starting Balance   | ---                       | -0-        | -0-      | ●      | ---                       | -0-        | -0-       | ●      | Actual = Drawdown to Date (\$M) and Variance = % from Available Contingency   |
| Available Schedule Contingency   | 21                        | 21         | -0-      | ●      | 21                        | 21         | -0-       | ●      | Total Buffer Float in Months - Basis: Risk and Contingency Management Plan (RCMP), Revision 3, June 2012  |
| Drawdown from Starting Balance   | ---                       | -0-        | -0-      | ●      | ---                       | -0-        | -0-       | ●      | Actual = Drawdown to Date (Months) and Variance = % from Starting Balance   |
| <b>PROJECT DELIVERY - SPECIFICS</b>  |                           |            |          |        |                           |            |           |        |   |
| <b>Contracting - Construction (DB, DBOM, Install/Maintain, On-Call Construction)</b> |                           |            |          |        |                           |            |           |        |   |
| Contracts Awarded  | 0                         | 0          | -0-      | ●      | 4                         | 4          | -0-       | ●      | # Actual vs Planned Contract Awards, Remaining: 1 (one) Install/Maintenance Contract planned for FY13.  |
| Commitments this Quarter (Contract Values + Executed Changes)                        | ---                       | 93%        | ---      | ●      | ---                       | 93%        | ---       | ●      | % Committed vs Budgeted (\$1,643M committed vs \$1,722M)  |
| Contracts Completed  | 0                         | 0          | -0-      | ○      | 0                         | 0          | -0-       | ○      | # Actual vs Planned Contract Completions  |
| <b>Contracting - Construction (DBB)</b>  |                           |            |          |        |                           |            |           |        |   |
| Contracts Awarded  | 0                         | 0          | -0-      | ●      | 0                         | 0          | -0-       | ●      | # Actual vs Planned Contract Awards, Remaining: 11 (eleven) DBB Contracts and two (2) On-Call Construction Contracts; 1 (one) DBB Contracts and two (2) On-Call Contracts planned for FY13. |
| Commitments (Contract Values + Executed Changes)                                     | ---                       | 0%         | ---      | ●      | ---                       | 0%         | ---       | ●      | No DBB Construction Contracts scheduled for execution until 4Q13/1Q14. (Budget = \$1,257M)  |
| Contracts Completed  | 0                         | 0          | -0-      | ○      | 0                         | 0          | -0-       | ○      | # Actual vs Planned Contract Completions  |
| <b>Contracting - Final Design Consultants</b>  |                           |            |          |        |                           |            |           |        |   |
| Contracts Awarded  | 0                         | 0          | -0-      | ●      | 2                         | 2          | -0-       | ●      | # Actual vs Planned Contract Awards   |
| Commitments (Contract Values + Executed Changes/Amendments)                          | ---                       | 0%         | ---      | ●      | ---                       | 27%        | ---       | ●      | % Committed vs \$Budgeted (\$45M committed vs \$164M)   |
| Contracts Completed  | 0                         | 0          | -0-      | ○      | 0                         | 0          | -0-       | ○      | # Actual vs Planned Contract Completions  |

Informational Purposes Only - Do Not Reproduce



**BALANCED SCORECARD**  
Project Implementation/Pre-Revenue Operation

APPENDIX A  
Q3 FY12  
Data Date: March 31, 2012

| Goal  | Current Quarter (Q3 FY12) |        |          |        | Inception to Date (YTD)   |        |          |        | Comments and Legend   |
|---|---------------------------|--------|----------|--------|---------------------------|--------|----------|--------|---|
|   | Jan, Feb, Mar 2012        |        |          |        | October 2009 - March 2012 |        |          |        |   |
|   | Plan                      | Actual | Variance | Status | Plan                      | Actual | Variance | Status |   |
| <b>Contracting - Other Consultants</b>                      |                           |        |          |        |                           |        |          |        |   |
| Contracts Awarded   | 0                         | 0      | -0-      | ○      | 13                        | 9      | (4)      | ●      | # Actual vs Planned Contract Awards, Remaining: 4 (four) Other Consultant Agreements  |
| Commitments (Contract Values + Executed Changes/Amendments) | ---                       | 0%     | ---      | ○      | ---                       | 65%    | ---      | ●      | % Committed vs \$Budgeted (\$333M committed vs \$513M)  |
| Contracts Completed   | 2                         | 2      | -0-      | ●      | 2                         | 2      | -0-      | ●      | PMSC-1 and GEC-1 Agreements complete and being closed out   |
| <b>Change Orders and Claims</b>                             |                           |        |          |        |                           |        |          |        |   |
| Change Orders Executed (# and \$M)                          | ---                       | 0      | ---      | ●      | ---                       | 4      | ---      | ●      | # Executed Change Orders: 3 Construction, 1 Final Design  |
|   | ---                       | \$0.0  | ---      | ●      | ---                       | \$19.1 | ---      | ●      | \$M of Executed Change Orders to date: \$19 Construction, \$0.1M Final Design   |
| Claims Filed  | 0                         | 0      | ---      | ●      | 0                         | 0      | ---      | ●      | # Claims Filed  |
| Claims Resolved   | 0                         | 0      | ---      | ●      | 0                         | 0      | ---      | ●      | # Claims Resolved   |
| <b>Utility Agreements</b>                                   |                           |        |          |        |                           |        |          |        |   |
| Utility Agreements completed                                | 26                        | 21     | (5)      | ●      | 26                        | 21     | (5)      | ●      | # Agreements Completed vs Required. HECO signed WOFH utility agreement. 45 agreements planned to be signed as of end Q1 FY13.   |
| <b>HDOT Agreements</b>                                      |                           |        |          |        |                           |        |          |        |   |
| HART-HDOT Agreements completed                              | 13                        | 3      | (10)     | ●      | 13                        | 3      | (10)     | ●      | # Agreements Completed vs Required. Remaining: 3 (three) of 4 Required Master Agreements: 3 (three) of 4 Required Joint Use and Occupancy Agreements.   |
| <b>Real Estate/Right-of-Way (ROW)</b>                       |                           |        |          |        |                           |        |          |        |   |
| Full Acquisitions   | 38                        | 5      | (33)     | ●      | 38                        | 10     | (28)     | ●      | # Properties Ready for Construction vs Plan. 38 parcels needed (vs original FEIS plan of 40). 4 (four) relocations underway.  |
| Partial Acquisitions  | 133                       | 3      | (130)    | ●      | 133                       | 6      | (127)    | ●      |   |
| <b>Safety</b>   |                           |        |          |        |                           |        |          |        |   |
| Performance against Standard                                | 4.3                       | 0.24   | (4.1)    | ●      | 4.3                       | 0.24   | (4.1)    | ●      | Actual Rate (%) vs Hawaii 2010 TRIR (%). [Incidence Rate = # of recordable injuries and illnesses occurring among a given # of full-time workers (usually 100) over a given period of time (usually 1 year): a Recordable Incident = a work-related injury or illness that results in: death, loss of consciousness, days away from work, restricted work activity or job transfer, or medical treatment beyond first aid. (29 CFR 1904)] |
| OSHA Reportable Injuries                                    | ---                       | 1      | ---      | ●      | ---                       | 3      | ---      | ●      | # Actual Occupational Safety and Health Agency (OSHA) reportable injuries   |
| OSHA Violations   | ---                       | 0      | ---      | ●      | ---                       | 0      | ---      | ●      | # Actual Occupational Safety and Health Agency (OSHA) violations  |
| <b>Quality Assurance (QA)</b>                               |                           |        |          |        |                           |        |          |        |   |
| QA Audits   | 4                         | 4      | -0-      | ●      | 8                         | 8      | -0-      | ●      | # Completed vs Planned QA Audits of HART, GEC, Contractors and Suppliers  |
| Design NCRs   | 7                         | 6      | (1)      | ●      | 7                         | 6      | (1)      | ●      | # Closed (Actual) vs Issued (Plan) Non-Conformance Reports (NCRs)   |
| Construction NCRs   | ---                       | ---    | ---      | ●      | ---                       | ---    | ---      | ●      | # Closed (Actual) vs Issued (Plan) Non-Conformance Reports (NCRs)   |
| DBE/SBE Participation                                       | 3.8%                      | 0.1%   | (3.7%)   | ●      | 3.8%                      | 0.1%   | (3.7%)   | ●      | % Actual vs Target Participation of Disadvantaged/Small Business Enterprises (DBE/SBE)  |
| Direct Jobs Created   | ---                       | ---    | ---      | ○      | ---                       | ---    | ---      | ○      | # Direct Jobs Created: Projections and criteria to be developed   |
| <b>Public Outreach</b>                                      |                           |        |          |        |                           |        |          |        |   |
| Public Meetings   | ---                       | 37     | ---      | ●      | ---                       | 645    | ---      | ●      | # Public Meetings Conducted   |
| Presentations/Presence at Events                            | ---                       | 89     | ---      | ●      | ---                       | 1,173  | ---      | ●      | # Events with HART Participation  |
| <b>AGENCY CULTURE</b>                                       |                           |        |          |        |                           |        |          |        |   |
| <b>Staff Training and Career Development</b>                |                           |        |          |        |                           |        |          |        |   |
| Training Opportunities                                      |                           |        |          | ○      |                           |        |          | ○      | Training opportunities provided vs Planned; Annual Training Plan to be Developed  |
| Employees Trained   |                           |        |          | ○      |                           |        |          | ○      | # of Employees Receiving Training. Objective to be Established  |
| <b>Internal Promotions</b>                                  |                           |        |          |        |                           |        |          |        |   |
| Internally-Filled Positions                                 |                           |        |          | ○      |                           |        |          | ○      | # of Positions Filled Internally divided by the Total # of Positions to be filled; Objective to be Established  |
| <b>PMSC/GEC Phase-Out</b>                                   |                           |        |          |        |                           |        |          |        |   |
| Positions Transitioned to HART                              |                           |        |          | ○      |                           |        |          | ○      | # Positions and Timing to be Transitioned from PMSC to HART in accordance with the Business Plan  |
| <b>Employee Satisfaction</b>                                |                           |        |          |        |                           |        |          |        |   |



**BALANCED SCORECARD**  
*Project Implementation/Pre-Revenue Operation*

APPENDIX A  
 Q3 FY12  
 Data Date: March 31, 2012

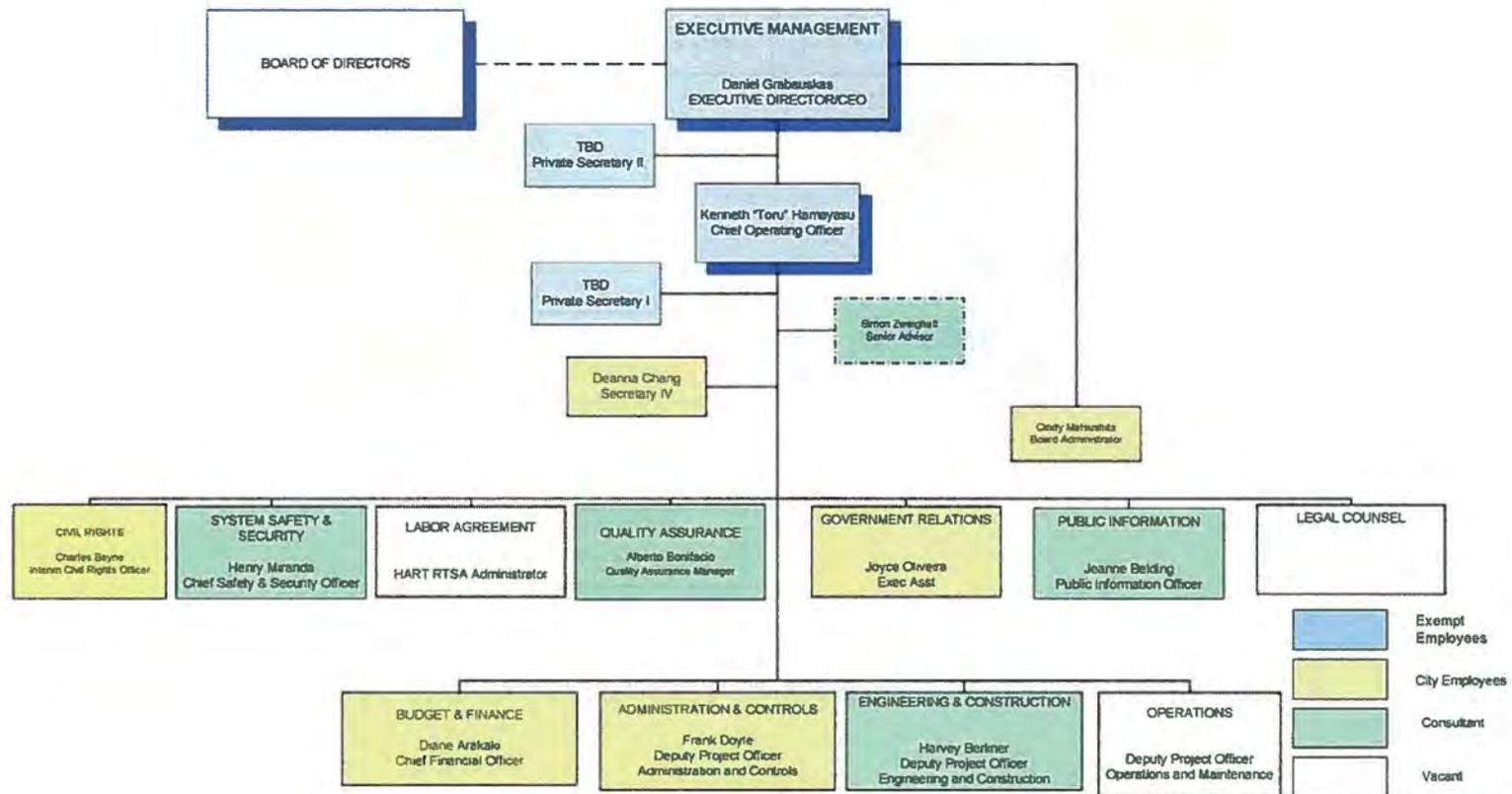
| Goal    | Current Quarter (Q3 FY12) |        |          |        | Inception to Date (YTD)   |        |          |        | Comments and Legend  |
|---------|---------------------------|--------|----------|--------|---------------------------|--------|----------|--------|----------------------|
|         | Jan, Feb, Mar 2012        |        |          |        | October 2009 - March 2012 |        |          |        |                      |
|         | Plan                      | Actual | Variance | Status | Plan                      | Actual | Variance | Status |                      |
| Surveys |                           |        |          | ○      |                           |        |          | ○      | Plan to be Developed |

On track or ahead of/better than plan.      Immediate attention needed; Requires recovery/resolution.  
 Monitoring and needs attention.      No current target/activity to date. Action pending.

## Appendix B

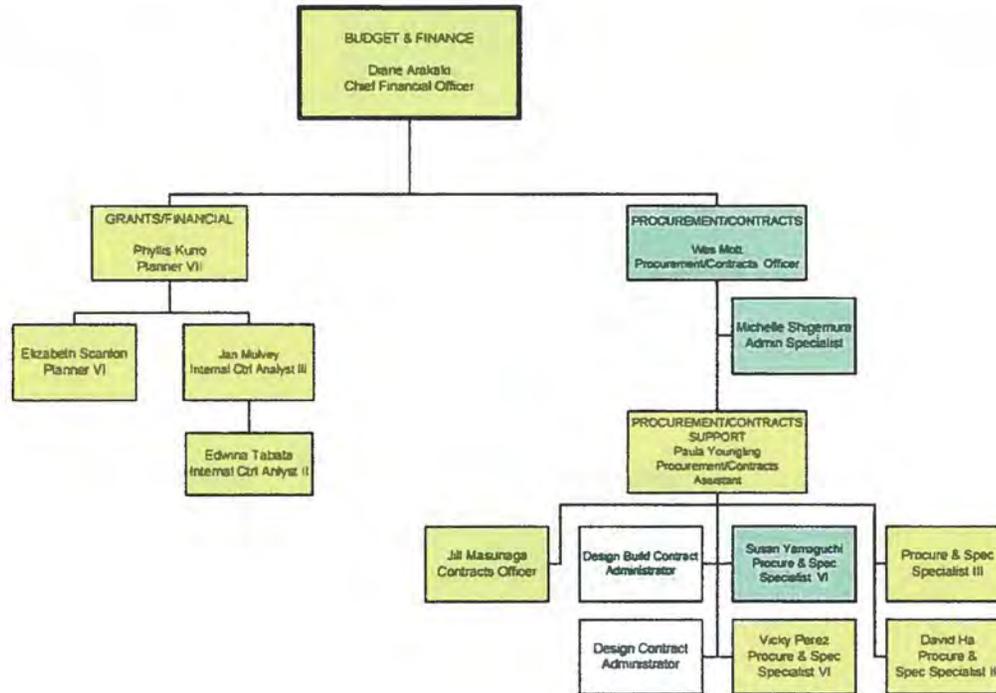
### HART Organizational Structure – Final Design/Construction Honolulu Authority for Rapid Transportation

6/26/2012

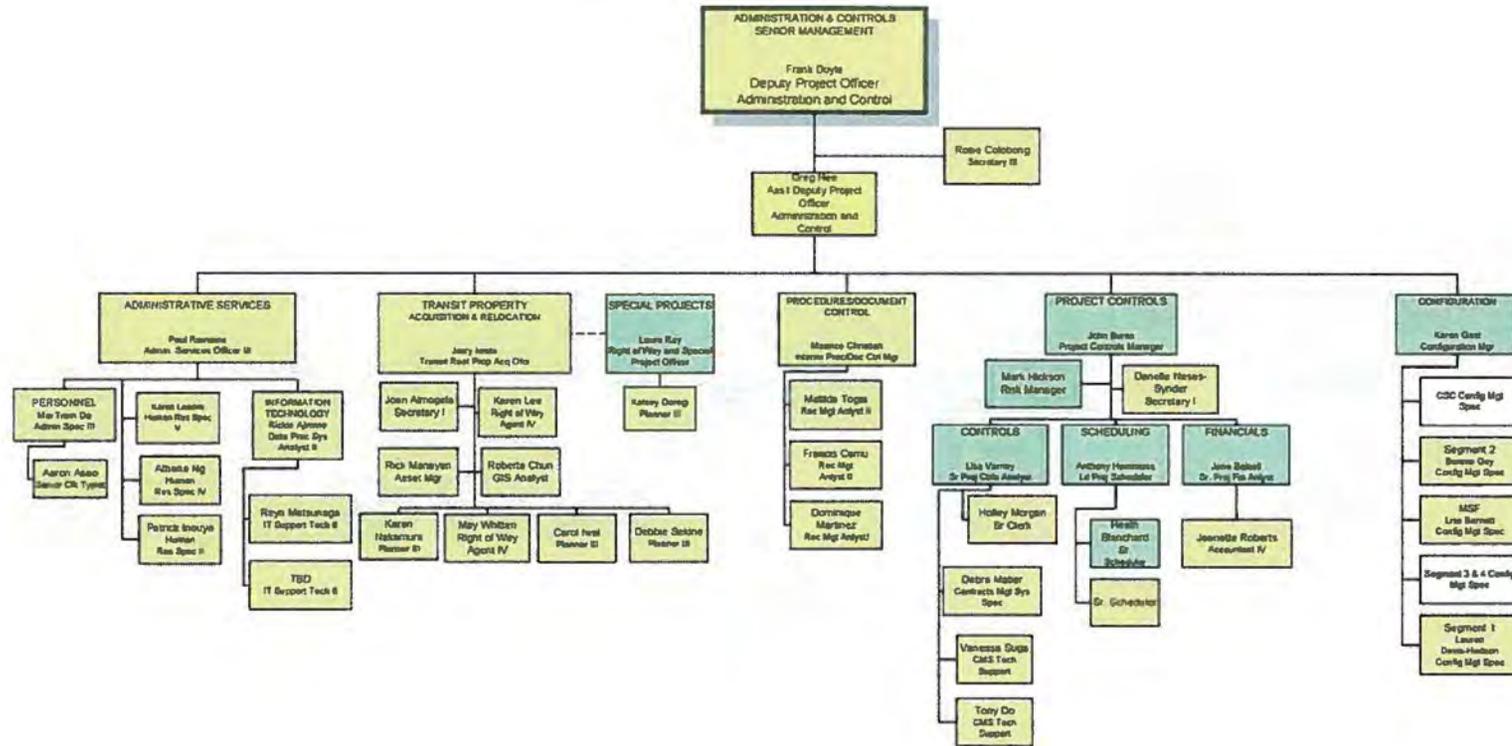


15

### Honolulu Authority for Rapid Transportation Budget and Finance

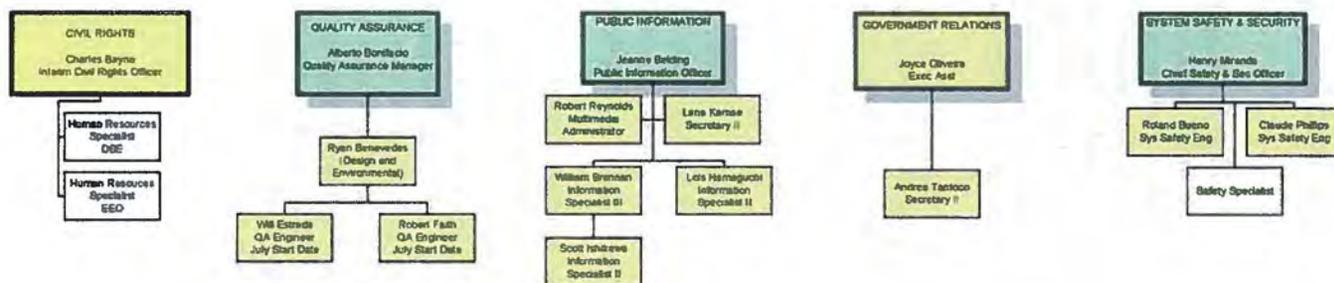


### Honolulu Authority for Rapid Transportation Administration and Control





Honolulu Authority for Rapid Transportation  
 Civil Rights, Labor Relations, Quality Assurance, Public Information, Government Relations, and System Safety & Security



## Appendix C

### Project Background and Planning

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

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

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

Figure 1: The Project



## Project Description

### Alignment

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

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

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

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

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

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

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

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

Even though the Middle Street Transit Center Station is planned to open at the same time as the Pearl Harbor, Honolulu International Airport, and Lagoon Drive Stations, it will be constructed in a different station construction contract which also includes the Kalihi and Kapālama Stations which are in Section IV. Thus the Middle Street Transit Center Station is included in **Table 3** below.

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

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

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

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

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

The Middle Street Transit Center Station in Section III is planned to be constructed as part of a station construction package which also includes the Kalihi and Kapālama Stations, hence it is included in **Table 3**.

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

| Station No. | Name/Planned Location                                   | Planned Station Type          | Planned Station Features |
|-------------|---|-------------------------------|--------------------------|
| 14.         | <b>Kalihi:</b> Dillingham Boulevard @ Mokauea Street    | Side Platform<br>Concourse    | Two entrances            |
| 15.         | <b>Kapālama:</b> Dillingham Boulevard @ Kokea Street    | Side Platform<br>No concourse | Two entrances            |
| 16.         | <b>Iwilei:</b><br>Ka'aahi Street @ Dillingham Boulevard | Side Platform<br>Concourse    |                          |
| 17.         | <b>Chinatown:</b> Nimitz Highway @ Kekaulike Street     | Side Platform<br>Concourse    |                          |

| Station No. | Name/Planned Location   | Planned Station Type                                      | Planned Station Features |
|-------------|---|---|--------------------------|
| 18.         | <b>Downtown:</b> Nimitz Highway @ Alakea Street                         | Side Platform<br>Concourse                                | Two entrances            |
| 19.         | <b>Civic Center:</b> Halekauwila Street @ South Street                  | Side Platform<br>No Concourse                             | Two entrances            |
| 20.         | <b>Kaka'ako:</b> Halekauwila Street @ Ward Avenue                       | Side Platform<br>No Concourse                             |                          |
| 21.         | <b>Ala Moana Center:</b> Kona Street<br><i>mauka</i> of shopping center | Center/Side<br>Platform<br>Adjacent to<br>shopping center | Major bus interface      |

### System-wide Elements

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

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

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

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

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

### Fare Collection

A unified fare structure is planned, which will be integrated with the City's existing bus system, TheBus. The H RTP is contemplated to be barrier-free. Fare vending machines are to be placed in all stations and continued use of standard fare boxes is assumed for TheBus. Fare collection for the fixed guideway system involves proof of payment procedures. Under the barrier-free concept, no gate or fare inspection points are to be installed at the stations. Part of the station including the platform is designated by signage and floor markings as a fare paid area. Persons

entering fare paid areas will need to have proof of having paid a valid fare. Fare inspectors will ride the system and randomly check to verify that passengers have valid tickets or transfers. Violators will be cited and fined as determined by future policies set by City ordinance. As of January 2012, studies have not been completed to determine whether the fare inspectors will be City Police, other City employees or contractor employees. These decisions will be made by the City at least 18 months prior to initial operations. Stations are also being designed so that fare gates may be installed in the future with little or no disruption if a different fare collection method is desired at any time after systems operations have begun. Conduits and cable raceways are planned to be installed in the system at this time to cover the possibility of future fare gates and related communications (including additional video monitoring, if deemed necessary).

The following assumptions were made for the fixed guideway system:

- Fares for the fixed guideway system will be consistent with the fare structure for TheBus. Pass products will work interchangeably on both modes and transfers between modes will be seamless and at no additional fare.
- Current City policy requires that the bus fares be adjusted so that the farebox recovery ratio does not fall below 27% or exceed 33%. It is assumed that future fare increases will be consistent with this policy.

## **Operating Plan**

The HRTTP is planned to operate in revenue service seven days a week. Weekday service will operate between 4 a.m. and midnight. Saturday service will run from 5 a.m. to midnight, and Sunday service will run from 6 a.m. to midnight. Vehicle headways in each direction will range from 3 minutes during peak periods to 10 minutes from 8 p.m. to midnight. A train will arrive in each direction at the station every 6 minutes during base periods. The system is planned to operate with multi-car vehicles at a maximum train length of 240 feet with each train able to carry a minimum of 300 passengers. The peak capacity in the opening year will be 6,280 passengers per hour per direction. The system will be expandable to allow for a 50% increase in capacity.

## **Ridership Estimates**

2030 travel forecasts for the Project anticipate about 116,000 daily transit boardings. In the initial year of full operations, the Project anticipates approximately 97,500 daily boardings.

## ATTACHMENT B

# HART

HONOLULU AUTHORITY for RAPID TRANSPORTATION

**Construction Update**  
**July 5, 2012**

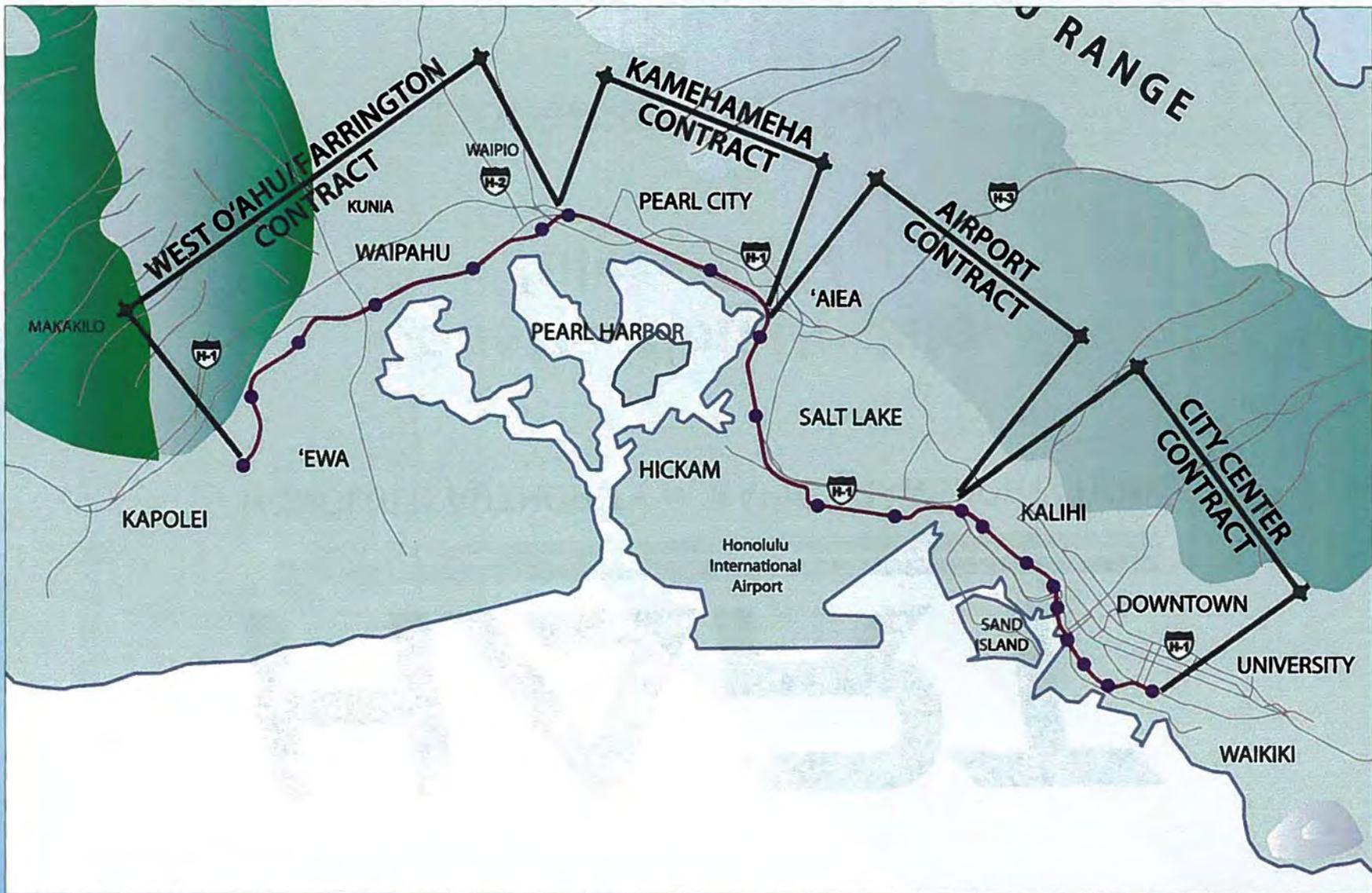
**Lorenzo Garrido**

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](http://www.HONOLULUTRANSIT.ORG)

**HART**  
HONOLULU AUTHORITY for RAPID TRANSPORTATION

# Project Sections





# LEEWARD COMMUNITY COLLEGE to HONOLULU INTERNATIONAL AIRPORT



# Guideway



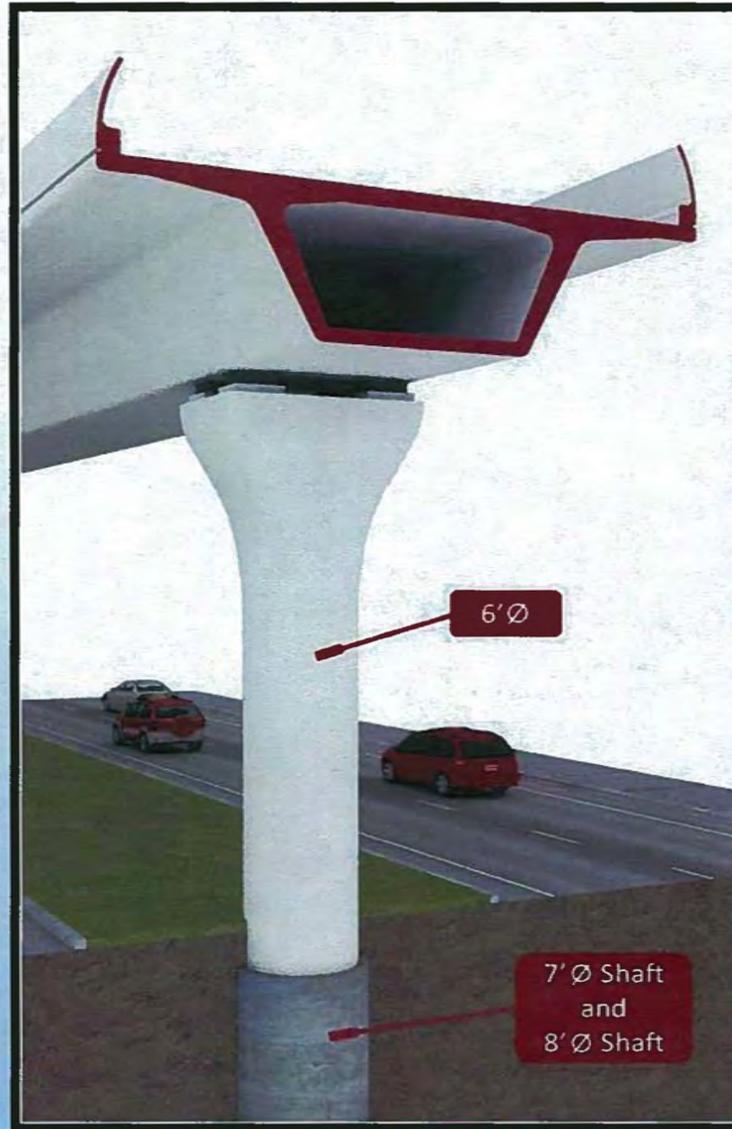
H O N O L U L U R A I L T R A N S I T P R O J E C T

[www.HONOLULUTRANSIT.ORG](http://www.HONOLULUTRANSIT.ORG)

**HART**

HONOLULU AUTHORITY ~ RAPID TRANSPORTATION

# Column Construction



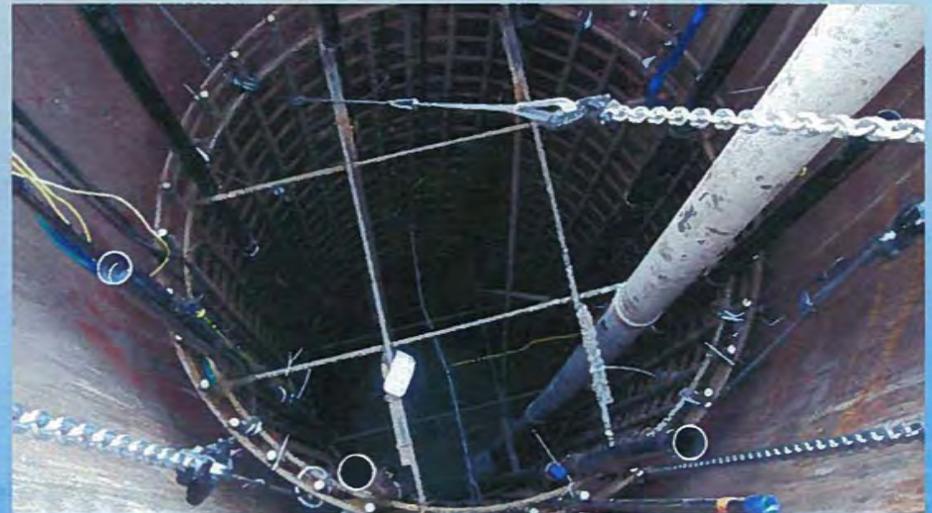
# Pre-Construction Activity

- Soil Investigations



# Pre-Construction Activity

## Foundation Test Shaft



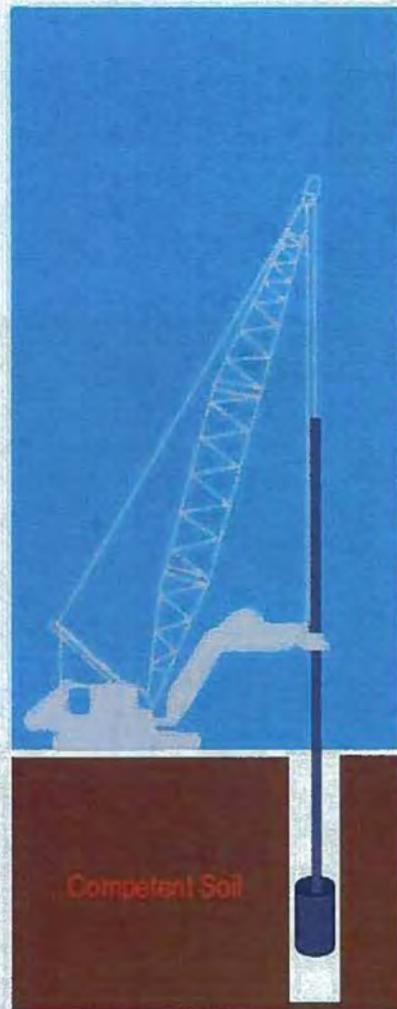
# Utility Relocation



# Drilled Shaft Foundations



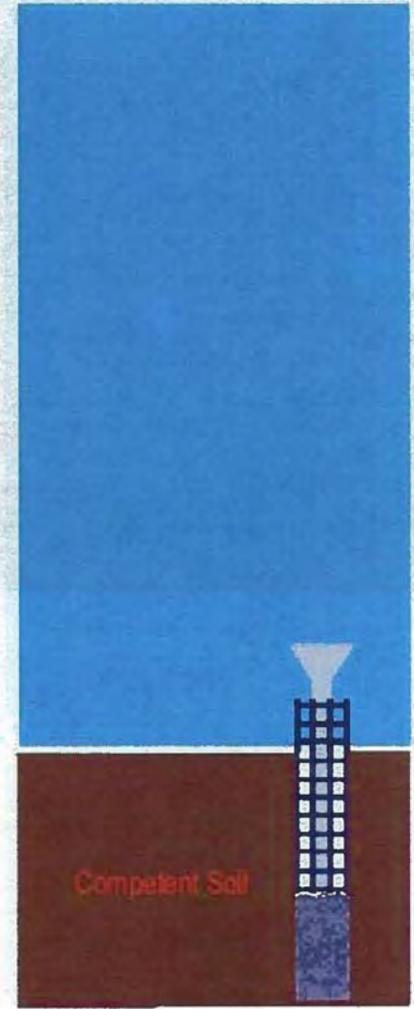
Drill the shaft to the designed depth



Clean out accumulated water and loose material



Positioning the reinforcement cage



Concrete placed

# Foundation Shaft Construction



***Drill and Set Starter Casing***



***Drilling Shaft***

# Foundation Shaft Construction



**Shaft Cleaning**



# Foundation Shaft Construction



*Prep Rebar Cage*



*Install Rebar Cage*

# Foundation Shaft Construction



***Install Concrete Chute***



***Placing Concrete***

# Foundation Shaft Construction



***Prepping Construction Joint***

MAY 9 2012

# Column Construction



*Column Rebar*

# Column Construction



**Column Form**

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](http://www.HONOLULUTRANSIT.ORG)

**HART**  
HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

# Column Construction



***Column Concrete Placement***

# Column Construction



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.honolulustransit.org](http://www.honolulustransit.org)

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# Column Construction



# Column Construction



*Piers 65 to 76*

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](http://www.HONOLULUTRANSIT.ORG)

**HART**

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## Erection Truss in Place



## Lift Segments onto Truss



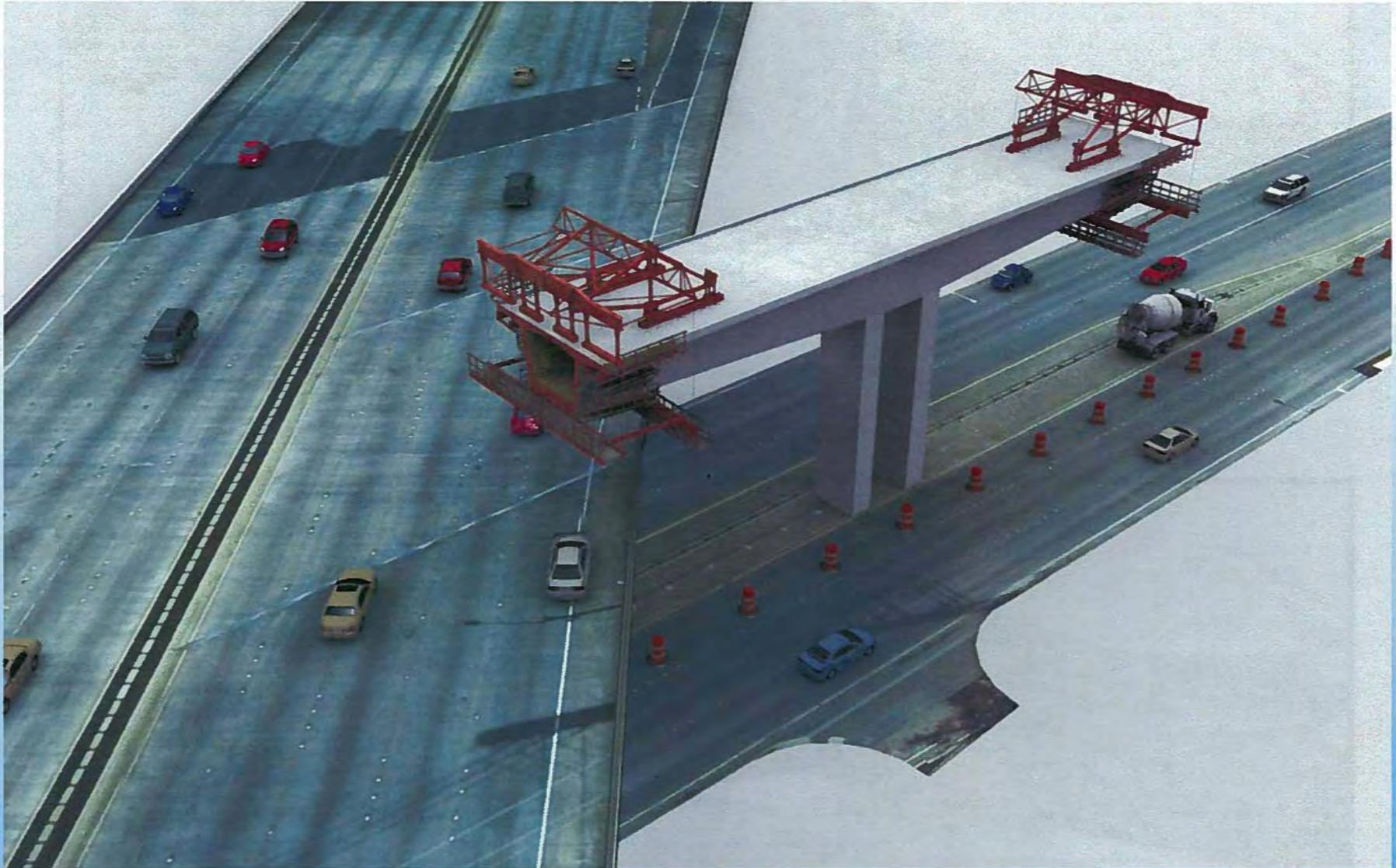
# Post Tension Segments



# Re-launch Truss



# Balanced Cantilever Spans



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](http://www.HONOLULUTRANSIT.ORG)

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# Guideway



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](http://www.HONOLULUTRANSIT.ORG)

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# *Mahalo!*



*HONOLULU RAIL TRANSIT*

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](http://www.HONOLULUTRANSIT.ORG)

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HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

## ATTACHMENT C



### 3. CONTRACT STATUS

#### 3.1 Procurement Status

Figure 2. Procurement Tracking Report: Design-Build (DB), Design-Build-Operate-Maintain (DBOM) and Manufacture-Install-Maintain Contracts

| Procurement Tracking Report   |   |                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |
|---|---|------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|---|
| Design-Build (DB), Design-Build-Operate-Maintain (DBOM) and Manufacture-Install-Test-Maintain Contracts |   |                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |
| Contract #  | Contract Name   | Sched Ref              | Part 1                                 |  |  | Part 2                                 |  |  | Issue NTP 1                            | Issue NTP 1A                           | Issue NTP 1B                           | Issue NTP 1C                           | Issue NTP 2                            | Issue NTP 3                            | Issue NTP 4                            | Contract Completion                    | Comments  |
|   |   |                        | Issue BFO                              | SOOs Due                               | Select BQO                             | Issue BFP                              | Submit Proposals                       | Execute Contract                       |  |  |  |  |  |  |  |  |   |
| <b>Design-Build Contracts</b>   |   |                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |
| DB-120  | West Oahu/Farrington Highway Guideway (WOFH) (Uwehi Infrastructure West Company (UWIC)) | CF<br>Act<br>BL<br>Ver | Feb 04 '09<br>Feb 04 '09<br>Feb 04 '09 | Mar 13 '09<br>Mar 13 '09<br>Mar 13 '09 | Mar 27 '09<br>Mar 29 '09<br>Mar 29 '09 | Apr 03 '09<br>Apr 03 '09<br>Apr 03 '09 | Aug 28 '09<br>Aug 28 '09<br>Aug 28 '09 | Nov 21 '09<br>Nov 01 '09<br>Nov 01 '09 | Dec 01 '09<br>Dec 01 '09<br>Dec 01 '09 | Mar 11 '10<br>Mar 11 '10<br>Mar 11 '10 | Mar 23 '10<br>Mar 23 '10<br>Mar 23 '10 | Jun 04 '10<br>Jun 04 '10<br>Jun 04 '10 | Mar 03 '11<br>Mar 03 '11<br>Mar 03 '11 | May 24 '11<br>May 24 '11<br>May 24 '11 | Feb 08 '12<br>Feb 08 '12<br>Feb 08 '12 | Jan 31 '10<br>Jan 31 '10<br>Jan 31 '10 | NTP1: Pre-PE; NTP1A: Geotech (03/11/10); NTP1B: Interim Design/Prebid Engrg (03/23/10); NTP1C: Test Sheets (03/24/10); NTP2: Utilities; NTP3: Final Design; NTP4A: Construction w/o Casting Yd (02/08/12); Subtask Y Comp'n = November 2014 |
| DB-200  | Maintenance and Storage Facility (MSF) (Uwehi Infrastructure West Company (UWIC))       | CF<br>Act<br>BL<br>Ver | May 29 '09<br>May 29 '09<br>May 29 '09 | Jul 02 '09<br>Jul 02 '09<br>Jul 02 '09 | Jul 17 '09<br>Jul 17 '09<br>Jul 17 '09 | Jul 24 '09<br>Jul 24 '09<br>Jul 24 '09 | Feb 17 '10<br>Feb 17 '10<br>Feb 17 '10 | Jun 30 '11<br>Jun 30 '11<br>Jun 30 '11 | Jul 25 '11<br>Jul 25 '11<br>Jul 25 '11 | ---                                    | ---                                    | ---                                    | Jan 18 '12<br>Jan 18 '12<br>Jan 18 '12 | Feb 07 '12<br>Feb 07 '12<br>Feb 07 '12 | ---                                    | Jan 05 '10<br>Jan 05 '10<br>Jan 05 '10 | NTP1: Prelim Engrg; NTP2: Final Design; NTP3: Construction; Subtask Y Comp'n = November 2014  |
| DB-320  | Kamehameha Guideway (KHG) (Uwehi Infrastructure West Company (UWIC))                    | CF<br>Act<br>BL<br>Ver | Nov 18 '09<br>Nov 18 '09<br>Nov 18 '09 | Jan 05 '10<br>Jan 05 '10<br>Jan 05 '10 | Feb 15 '10<br>Feb 15 '10<br>Feb 15 '10 | Mar 19 '10<br>Mar 19 '10<br>Mar 19 '10 | Oct 07 '10<br>Oct 07 '10<br>Oct 07 '10 | Jun 30 '11<br>Jun 30 '11<br>Jun 30 '11 | Jul 12 '11<br>Jul 12 '11<br>Jul 12 '11 | ---                                    | ---                                    | ---                                    | Jan 19 '12<br>Jan 19 '12<br>Jan 19 '12 | Feb 07 '12<br>Feb 07 '12<br>Feb 07 '12 | ---                                    | Jul 01 '10<br>Jul 01 '10<br>Jul 01 '10 | NTP1: Prelim Engrg; NTP2: Final Design; NTP3A: Construction (02/07/12); Subtask Y Comp'n = June 2015  |
| <b>Design-Build-Operate-Maintain Contract</b>   |   |                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |
| DBOM-020  | Core Systems Contract (Aselele Helealele JG)  | CF<br>Act<br>BL<br>Ver | Apr 09 '09<br>Apr 09 '09<br>Apr 09 '09 | Jun 05 '09<br>Jun 05 '09<br>Jun 05 '09 | Jul 15 '09<br>Jul 15 '09<br>Jul 15 '09 | Aug 17 '09<br>Aug 17 '09<br>Aug 17 '09 | Jun 07 '10<br>Jun 07 '10<br>Jun 07 '10 | Nov 28 '11<br>Nov 28 '11<br>Nov 28 '11 | Jan 13 '12<br>Jan 13 '12<br>Jan 13 '12 | ---                                    | ---                                    | ---                                    | Jul 15 '12<br>Jul 15 '12<br>Jul 15 '12 | Apr 15 '13<br>Apr 15 '13<br>Apr 15 '13 | ---                                    | Apr 01 '10<br>Apr 01 '10<br>Apr 01 '10 | Ready for Integrated Testing; E-Map to Aloha Station Op Seg: September 2015; E-Map to Middle Street Op Seg: January 2017; E-Map to Ala Moana Op Seg: June 2018  |
| <b>Manufacture-Install-Test-Maintain</b>  |   |                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |   |
| MI-030  | Elevators and Escalators  | CF<br>Act<br>BL<br>Ver | Sep 15 '12<br>Sep 15 '12<br>Sep 15 '12 | Oct 30 '12<br>Oct 30 '12<br>Oct 30 '12 | Dec 15 '12<br>Dec 15 '12<br>Dec 15 '12 | Jan 15 '13<br>Jan 15 '13<br>Jan 15 '13 | Mar 15 '13<br>Mar 15 '13<br>Mar 15 '13 | Jun 15 '13<br>Jun 15 '13<br>Jun 15 '13 | Jul 15 '13<br>Jul 15 '13<br>Jul 15 '13 | ---                                    | ---                                    | ---                                    | Jan 15 '15<br>Jan 15 '15<br>Jan 15 '15 | Mar 15 '16<br>Mar 15 '16<br>Mar 15 '16 | ---                                    | Nov 09 '11<br>Nov 09 '11<br>Nov 09 '11 | Installation of first elevator is planned to occur August 2014 at Waipahu Station. Last elevator to be installed July 2017 at Ala Moana Cr. NTP1: WOFH and KHG (8 Stations); NTP2: Airport (4 Stations); NTP3 CC (8-Stations)               |

[Successful Contractor]

\* Schedule Reference:

- CF = Current Forecast
  - ACT = ACTUAL
  - BL = Baseline Master Project Schedule
  - Ver = Variance of (Baseline Master Project Schedule) Less: (Current Forecast)
- [Note: BL reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]
- \*Ahead/Behind(A)- versus the BL Master Project Schedule

Notes:

WOFH NTP4A: Construction w/o Casting Yard 02/08/2012  
KHG NTP3A: Construction 02/07/2012

Figure 3. Procurement Tracking Report: Design-Bid-Build (DBB) Contracts

| Procurement Tracking Report       |   |           |                        |                    |             |                  |            |                                  |  |
|-----------------------------------|---|-----------|------------------------|--------------------|-------------|------------------|------------|----------------------------------|--|
| Design-Bid-Build (DBB) Contracts  |   |           |                        |                    |             |                  |            |                                  |  |
| Contract #                        | Contract Name   | Sched Ref | Bid Ready Dates (Ref.) | Advertise for Bids | Bid Opening | Execute Contract | Issue NTP  | Contract Completion              | Comments   |
| <i>Design-Bid-Build Contracts</i> |   |           |                        |                    |             |                  |            |                                  |  |
| DBB-170                           | West Oahu Station Group Construction  | CF        | Aug 11 '13             | Sep 10 '13         | Oct 25 '13  | Dec 08 '13       | Dec 22 '13 | Oct 30 '15                       | Substantial Completion:<br>Ho'opili Station May 15 '15<br>UH West Oahu Station Jul 15 '15<br>E. Keolu Station Sep 15 '15                                     |
|                                   |   | Act       | Aug 11 '13             | Sep 10 '13         | Oct 25 '13  | Dec 08 '13       | Dec 22 '13 | Oct 30 '15                       |  |
|                                   |   | BL        | Aug 11 '13             | Sep 10 '13         | Oct 25 '13  | Dec 08 '13       | Dec 22 '13 | Oct 30 '15                       |  |
|                                   |   | Var       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                              |  |
| DBB-270                           | Farrington Highway Station Group Construction   | CF        | Feb 15 '13             | Mar 17 '13         | May 01 '13  | Jan 14 '13       | Jun 29 '13 | May 30 '15                       | Substantial Completion:<br>Leeward Comm College Sta Nov 15 '14<br>Waipahu Transit Sta Feb 15 '15<br>W. Loch Station Apr 15 '15                               |
|                                   |   | Act       | Feb 15 '13             | Mar 17 '13         | May 01 '13  | Jan 14 '13       | Jun 29 '13 | May 30 '15                       |  |
|                                   |   | BL        | Feb 15 '13             | Mar 17 '13         | May 01 '13  | Jan 14 '13       | Jun 29 '13 | May 30 '15                       |  |
|                                   |   | Var       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                              |  |
| DBB-275                           | Pearl Highlands Parking Structure/ Bus Transit Center Construction (Includes H2R1 Ramp) | CF        | Oct 01 '15             | Oct 30 '15         | Dec 14 '15  | Jan 28 '16       | Feb 11 '16 | Apr 29 '18                       | Substantial Completion: Mar 15 '18   |
|                                   |   | Act       | Oct 01 '15             | Oct 30 '15         | Dec 14 '15  | Jan 28 '16       | Feb 11 '16 | Apr 29 '18                       |  |
|                                   |   | BL        | Oct 01 '15             | Oct 30 '15         | Dec 14 '15  | Jan 28 '16       | Feb 11 '16 | Apr 29 '18                       |  |
|                                   |   | Var       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                              |  |
| DBB-370                           | Kamehameha Highway Station Group Construction (Includes H2R2 Ramp)                      | CF        | Nov 15 '13             | Dec 18 '13         | Jan 30 '14  | Mar 17 '14       | Mar 31 '14 | Aug 29 '15                       | Substantial Completion:<br>Pearl Highlands Station Sep 15 '15<br>Aloha Stadium Station May 15 '15<br>Pearlridge Station Jul 15 '15                           |
|                                   |   | Act       | Nov 15 '13             | Dec 18 '13         | Jan 30 '14  | Mar 17 '14       | Mar 31 '14 | Aug 29 '15                       |  |
|                                   |   | BL        | Nov 15 '13             | Dec 18 '13         | Jan 30 '14  | Mar 17 '14       | Mar 31 '14 | Aug 29 '15                       |  |
|                                   |   | Var       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                              |  |
| DBB-470                           | Airport Station Group Construction  | CF        | Aug 15 '14             | Jan 05 '15         | Feb 19 '15  | Apr 05 '15       | Apr 19 '15 | Jun 29 '17                       | Substantial Completion:<br>Pearl Harbor Station Nov 15 '16<br>Airport Station Jan 15 '17<br>Lagoon Dr Station Mar 15 '17<br>Middle Street Station May 15 '17 |
|                                   |   | Act       | Aug 15 '14             | Jan 05 '15         | Feb 19 '15  | Apr 05 '15       | Apr 19 '15 | Jun 29 '17                       |  |
|                                   |   | BL        | Aug 15 '14             | Jan 05 '15         | Feb 19 '15  | Apr 05 '15       | Apr 19 '15 | Jun 29 '17                       |  |
|                                   |   | Var       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                              |  |
| DBB-500                           | Airport Station Guideway and Walkway Construction                                       | CF        |                        |                    |             |                  |            | Re-Packaged: DBB-505 and DBB-520 |  |
| DBB-500                           | City Center Station Guideway and Walkway Construction                                   | CF        |                        |                    |             |                  |            | Re-Packaged: DBB-510 and DBB-520 |  |

[Successful Contractor]

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

\* Schedule Reference:

- CF = Current Forecast
- ACT = ACTUAL
- BL = Baseline Master Project Schedule

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

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

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

Figure 4. Procurement Tracking Report: Design-Bid-Build (DBB) Contracts (continued)

| Procurement Tracking Report                  |   |           |                        |                    |             |                  |            |                     |   |
|--|---|-----------|------------------------|--------------------|-------------|------------------|------------|---------------------|---|
| Design-Bid-Build (DBB) Contracts (Continued) |   |           |                        |                    |             |                  |            |                     |   |
| Contract #                                   | Contract Name   | Sched Ref | Bid Ready Dates (Ref.) | Advertise for Bids | Bid Opening | Execute Contract | Issue NTP  | Contract Completion | Comments  |
| <b>Design-Bid-Build Contracts</b>            |   |           |                        |                    |             |                  |            |                     |   |
| DBB-505<br>(Re-Packaged)                     | Airport Section Utilities Construction                                | CF        | Mar 01 '13             | Mar 29 '13         | May 31 '13  | Jul 15 '13       | Aug 01 '13 | Dec 15 '14          |   |
|  |   | Act       | Mar 01 '13             | Mar 29 '13         | May 31 '13  | Jul 15 '13       | Aug 01 '13 | Dec 15 '14          |   |
|  |   | BL        | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
|  |   | Ver       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
| DBB-510<br>(Re-Packaged)                     | City Center Section Utilities Construction                            | CF        | Aug 15 '13             | Sep 16 '13         | Nov 15 '13  | Jan 04 '14       | Jan 18 '14 | Sep 15 '15          |   |
|  |   | Act       | Aug 15 '13             | Sep 16 '13         | Nov 15 '13  | Jan 04 '14       | Jan 18 '14 | Sep 15 '15          |   |
|  |   | BL        | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
|  |   | Ver       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
| DBB-520<br>(Re-Packaged)                     | Airport and City Center Sections Guideway Construction                | CF        | Apr 01 '14             | May 01 '14         | Jun 16 '14  | Jul 31 '14       | Aug 14 '14 | Jul 01 '18          |   |
|  |   | Act       | Apr 01 '14             | May 01 '14         | Jun 16 '14  | Jul 31 '14       | Aug 14 '14 | Jul 01 '18          |   |
|  |   | BL        | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
|  |   | Ver       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
| DBB-570                                      | Dillingham Station Group Construction                                 | CF        | Feb 15 '15             | Aug 14 '15         | Sep 28 '15  | Nov 12 '15       | Nov 25 '15 | Dec 30 '17          | Substantial Completion:<br>Kalihi Station May 15 '17<br>Kapelema Station Jul 15 '17<br>Iwilei Station Sep 15 '17<br>Chinatown Station Nov 15 '17          |
|  |   | Act       | Feb 15 '15             | Aug 14 '15         | Sep 28 '15  | Nov 12 '15       | Nov 25 '15 | Dec 30 '17          |   |
|  |   | BL        | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
|  |   | Ver       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
| DBB-575                                      | Kaka'ako Station Group Construction                                   | CF        | Jun 15 '15             | Jan 04 '16         | Feb 18 '16  | Apr 04 '16       | Apr 19 '16 | Jul 30 '18          | Substantial Completion:<br>Downtown Station Dec 15 '17<br>Civic Center Station Feb 15 '18<br>Kaka'ako Station Apr 15 '18<br>Aiea Moana Station Jun 15 '18 |
|  |   | Act       | Jun 15 '15             | Jan 04 '16         | Feb 18 '16  | Apr 04 '16       | Apr 19 '16 | Jul 30 '18          |   |
|  |   | BL        | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
|  |   | Ver       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
| DBB-600                                      | UH West Oahu Park-and-Ride and Ho'opihi Station Finishes Construction | CF        | Jul 04 '16             | Sep 02 '16         | Nov 26 '16  | Feb 19 '17       | Mar 05 '17 | Aug 15 '18          | Substantial Completion: Jul 01 '18  |
|  |   | Act       | Jul 04 '16             | Sep 02 '16         | Nov 26 '16  | Feb 19 '17       | Mar 05 '17 | Aug 15 '18          |   |
|  |   | BL        | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |
|  |   | Ver       | -0-                    | -0-                | -0-         | -0-              | -0-        | -0-                 |   |

[Successful Contractor]

Note: Bid Ready Dates from PD Tracking sheet for Reference

\* Schedule References:

- CF = Current Forecast
- ACT = ACTUAL Completed Achieved this Month
- BL = Baseline Master Project Schedule

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

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

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

Figure 5. Procurement Tracking Report: Final Design (FD) Contracts

| Procurement Tracking Report    |   |                        |  |  |                         |             |  |  |  |                          |                          |   |            |   |
|--------------------------------|---|------------------------|--|--|-------------------------|-------------|--|--|--|--------------------------|--------------------------|---|------------|---|
| Final Design Contracts         |   |                        |  |  |                         |             |  |  |  |                          |                          |   |            |   |
| Contract #                     | Contract Name   | Sched Ref              | Issue RFQ                              | SQOs Submitted                         | Select BQO/ Address BFS | Receive SOW | Receive Price Proposal                 | Finalize Contract                      | Issue NTP                              | Bid Ready                | Contract Completion      | Comments  |            |   |
| <i>Final Design Agreements</i> |   |                        |  |  |                         |             |  |  |  |                          |                          |   |            |   |
| FD-140                         | West Oahu Station Group Final Design (URS Corp.)  | CF<br>Act<br>BL<br>Vtr | Jan 14 '10<br>Jan 14 '10<br>Jan 14 '10 | -                                      | -                       | -           | Feb 08 '12<br>Jan 14 '12<br>Feb 11 '11 | May 29 '12<br>Jan 14 '12<br>May 23 '12 | Jan 08 '12<br>Jan 15 '12<br>Jun 08 '12 | Aug 11 '13<br>Aug 11 '13 | Oct 30 '15<br>Oct 30 '15 | NTP 1: 06/15/2012 - Solicitation, Design Schedule<br>NTP 1b: 07/15/2012 - PE Design (CF)<br>NTP 2: 11/12/2012 - Interim Design (CF)<br>NTP 3: 04/11/2013 - Final Design (CF)      |            |   |
| FD-240                         | Ferrington Highway Station Final Design (HDR Engineering, Inc.)                         | CF<br>Act<br>BL<br>Vtr | Oct 02 '09<br>Oct 02 '09<br>Oct 02 '09 | Nov 18 '09<br>Nov 18 '09<br>Nov 18 '09 | -                       | -           | Feb 15 '10<br>Apr 15 '10<br>Feb 15 '10 | Apr 15 '10<br>Apr 15 '10<br>Apr 15 '10 | Jan 14 '11<br>Jan 14 '11<br>Jan 14 '11 | Feb 15 '13<br>Feb 15 '13 | May 30 '15<br>May 30 '15 | NTP 1: 03/16/2011 - PE Design (A)<br>NTP 2: 06/16/2011 - Interim Design (A)<br>NTP 3: 11/23/2011 - Final Design (A)   |            |   |
| FD-245                         | Pearl Highlands Parking Structure/ Bus Transit Center Final Design (includes H2R1 Ramp) | CF<br>Act<br>BL<br>Vtr | Jan 30 '13<br>Jan 30 '13               | Aug 14 '13                             | Sep 28 '13              | Nov 04 '13  | Dec 04 '13                             | Feb 02 '14                             | Feb 18 '14                             | Oct 01 '15               | Apr 28 '18               |   |            |   |
| FD-340                         | Kamehameha Highway Station Group Final Design (includes H2R2 Ramp)                      | CF<br>Act<br>BL<br>Vtr | Jan 28 '11<br>Jan 28 '11<br>Jan 28 '11 | Aug 04 '11<br>Aug 04 '11<br>Aug 04 '11 | Sep 28 '11              | Oct 19 '11  | Oct 19 '11<br>Oct 19 '11<br>Feb 28 '12 | Jan 08 '12<br>Jan 08 '12<br>Jan 08 '12 | Jan 22 '12<br>Jan 22 '12<br>Jan 22 '12 | Nov 15 '13<br>Nov 15 '13 | Aug 28 '15<br>Aug 28 '15 | NTP 1: 06/22/2012 - Solicitation, Design Schedule (CF)<br>NTP 1b: 09/24/2012 - PE Design (CF)<br>NTP 2: 01/07/2013 - Interim Design (CF)<br>NTP 3: 05/08/2013 - Final Design (CF) |            |   |
| FD-430                         | Airport Section Guideway and Utilities Final Design (AECOM Tech Svcs, Inc.)             | CF<br>Act<br>BL<br>Vtr | <i>Utilities</i>                       |  |                         |             |  |  |  |                          |                          | Mar 01 '13  | Aug 15 '18 | Same for both Utilities and Guideway<br>NTP 1a: 06/05/2012 - Solicitation, Design Schedule (A)<br>NTP 1b: 02/02/2012 - Updating the PE (A)<br>NTP 2: 07/05/2012 - Interim Design (CF)<br>NTP 3: 02/21/2013 - Final Design (CF)<br>Utilities Construction Pkg (DBB-505) and associated Engr Svcs during Construction. Guideway Design transmitted to the City Center Guideway Designer for the full Construction Bid package (DBB-520) |
|                                |   |                        | <i>Guideway</i>                        |  |                         |             |  |  |  |                          |                          | Apr 01 '14  | -          |   |
| FD-440                         | Airport Station Group Final Design  | CF<br>Act<br>BL<br>Vtr | Mar 30 '12<br>Mar 30 '12<br>Mar 30 '12 | May 10 '12<br>May 10 '12               | Jun 21 '12              | Jul 10 '12  | Jul 31 '12                             | Sep 28 '12                             | Sep 28 '12                             | Aug 15 '14               | Jul 29 '17               |   |            |   |
| FD-530                         | City Center Section Guideway and Utilities Final Design                                 | CF<br>Act<br>BL<br>Vtr | <i>Utilities</i>                       |  |                         |             |  |  |  |                          |                          | Aug 15 '13  | Aug 15 '18 | Utilities Construction Pkg (DBB-510) and associated Engr Svcs during Construction. Guideway Design to be received from Airport Guideway Designer and combined into the full Construction Bid package for the Airport and City Center Guideway Construction contract (DBB-520).  |
|                                |   |                        | <i>Guideway</i>                        |  |                         |             |  |  |  |                          |                          | Apr 01 '14  | -          |   |
| FD-540                         | Dillingham Station Group Final Design   | CF<br>Act<br>BL<br>Vtr | Sep 03 '12<br>Sep 03 '12               | Nov 07 '12                             | Jan 11 '13              | Feb 17 '13  | Mar 19 '13                             | May 18 '13                             | Jun 01 '13                             | Feb 15 '15               | Jul 31 '18               |   |            |   |
| FD-545                         | Kaha'ala Station Group Final Design   | CF<br>Act<br>BL<br>Vtr | Dec 15 '12<br>Dec 15 '12               | Feb 18 '13                             | Apr 24 '13              | May 31 '13  | Jun 30 '13                             | Aug 29 '13                             | Sep 12 '13                             | Jan 15 '15               | Sep 14 '18               |   |            |   |
| FD-600                         | UH West Oahu Park-and-Ride and Ho'opi'i Station Finishes Final Design                   | CF<br>Act<br>BL<br>Vtr | Sep 10 '14<br>Sep 10 '14               | Dec 08 '14                             | Jan 14 '15              | Feb 13 '15  | Apr 14 '15                             | Apr 27 '15                             | May 12 '15                             | Jul 04 '18               | Sep 14 '18               |   |            |   |

[Successful Contractor]

\* Schedule Reference:

- CF = Current Forecast
  - ACT = ACTUAL
  - BL = Baseline Master Project Schedule
  - Vtr = Variance of (Baseline Master Project Schedule) Less (Current Forecast)
  - Ahead/Behind/0- versus the BL Master Project Schedule
- [Note: BL reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]

Notes:

- 1) All Final Design Consultants are responsible for providing Design Support Services during Bidding and during Construction in accordance with their contracts. Schedule Dates: Contract Completion one (1) month after Construction Contract Completion
- 2) NTP Dates in the Comments column are either Actual (A) or the Current Forecast (CF).

Figure 6. Construction Engineering and Inspection Services (CE&I) Contracts

| Procurement Tracking Report                                       |  |                        |  |  |  |  |  |  |  |  |  |   |
|---|--|------------------------|--|--|--|--|--|--|--|--|--|---|
| Construction Engineering and Inspection (CE&I) Services Contracts |  |                        |  |  |  |  |  |  |  |  |  |   |
| Contract #  | Contract Name  | Sched Ref              | Advertise RFQ                          | SOQs Submitted                         | Select BQO/ Advise BFS                 | Receive SOW                            | Receive Price Proposal                 | Finalize Contract                      | Issue NTP                              | Bid Ready Dates (Plat)                 | Contract Completion                    | Comments  |
| <i>Construction Engineering &amp; Inspection Agreements</i>       |  |                        |  |  |  |  |  |  |  |  |  |   |
| MM-180  | West Oahu and Farrington Highway Station Groups CE&I Services                            | CF<br>Act<br>BL<br>Var | Jul 09 '12<br>Jul 09 '12<br>-0-<br>-0- | Aug 08 '12<br>Aug 08 '12<br>-0-<br>-0- | Sep 07 '12<br>Sep 07 '12<br>-0-<br>-0- | Oct 08 '12<br>Oct 08 '12<br>-0-<br>-0- | Nov 07 '12<br>Nov 07 '12<br>-0-<br>-0- | Dec 07 '12<br>Dec 07 '12<br>-0-<br>-0- | Dec 17 '12<br>Dec 17 '12<br>-0-<br>-0- | Feb 15 '13<br>Feb 15 '13<br>-0-<br>-0- | Oct 30 '15<br>Oct 30 '15<br>-0-<br>-0- | Bid Ready Date reflects Farrington Hwy construction p1g. Contract completion reflects completion of West Oahu construction completion. Current Forecast tied to schedule slippage of Farrington Bid Ready date. |
| MM-380  | Kamehameha Highway Station Group CE&I Services (includes H2R2 Ramp)                      | CF<br>Act<br>BL<br>Var | Feb 13 '13<br>Feb 13 '13<br>-0-<br>-0- | Mar 15 '13<br>Mar 15 '13<br>-0-<br>-0- | Apr 16 '13<br>Apr 16 '13<br>-0-<br>-0- | May 16 '13<br>May 16 '13<br>-0-<br>-0- | Jun 17 '13<br>Jun 17 '13<br>-0-<br>-0- | Aug 16 '13<br>Aug 16 '13<br>-0-<br>-0- | Sep 16 '13<br>Sep 16 '13<br>-0-<br>-0- | Nov 15 '13<br>Nov 15 '13<br>-0-<br>-0- | Aug 29 '15<br>Aug 29 '15<br>-0-<br>-0- |   |
| MM-385  | Pearl Highlands Parking Structure/ Bus Transit Center CE&I Services (includes H2R1 Ramp) | CF<br>Act<br>BL<br>Var | Jan 05 '15<br>Jan 05 '15<br>-0-<br>-0- | Feb 02 '15<br>Feb 02 '15<br>-0-<br>-0- | Mar 05 '15<br>Mar 05 '15<br>-0-<br>-0- | Apr 03 '15<br>Apr 03 '15<br>-0-<br>-0- | May 04 '15<br>May 04 '15<br>-0-<br>-0- | Jul 03 '15<br>Jul 03 '15<br>-0-<br>-0- | Aug 03 '15<br>Aug 03 '15<br>-0-<br>-0- | Oct 01 '15<br>Oct 01 '15<br>-0-<br>-0- | Apr 29 '18<br>Apr 29 '18<br>-0-<br>-0- |   |
| MM-500  | Airport & City Center Section Utilities CE&I Services                                    | CF<br>Act<br>BL<br>Var | Jul 20 '12<br>Jul 20 '12<br>-0-<br>-0- | Aug 20 '12<br>Aug 20 '12<br>-0-<br>-0- | Sep 10 '12<br>Sep 10 '12<br>-0-<br>-0- | Oct 09 '12<br>Oct 09 '12<br>-0-<br>-0- | Nov 08 '12<br>Nov 08 '12<br>-0-<br>-0- | Dec 13 '12<br>Dec 13 '12<br>-0-<br>-0- | Dec 28 '12<br>Dec 28 '12<br>-0-<br>-0- | Mar 01 '13<br>Mar 01 '13<br>-0-<br>-0- | Oct 30 '15<br>Oct 30 '15<br>-0-<br>-0- |   |
| MM-485  | Airport Station Group CE&I Services  | CF<br>Act<br>BL<br>Var | Nov 15 '13<br>Nov 15 '13<br>-0-<br>-0- | Dec 16 '13<br>Dec 16 '13<br>-0-<br>-0- | Jan 15 '14<br>Jan 15 '14<br>-0-<br>-0- | Feb 14 '14<br>Feb 14 '14<br>-0-<br>-0- | Mar 17 '14<br>Mar 17 '14<br>-0-<br>-0- | May 16 '14<br>May 16 '14<br>-0-<br>-0- | Jun 16 '14<br>Jun 16 '14<br>-0-<br>-0- | Aug 15 '14<br>Aug 15 '14<br>-0-<br>-0- | Jun 29 '17<br>Jun 29 '17<br>-0-<br>-0- |   |
| MM-525  | Airport and City Center Sections Guideway CE&I Services                                  | CF<br>Act<br>BL<br>Var | Jul 19 '13<br>Jul 19 '13<br>-0-<br>-0- | Sep 02 '13<br>Sep 02 '13<br>-0-<br>-0- | Oct 16 '13<br>Oct 16 '13<br>-0-<br>-0- | Nov 15 '13<br>Nov 15 '13<br>-0-<br>-0- | Dec 16 '13<br>Dec 16 '13<br>-0-<br>-0- | Feb 14 '14<br>Feb 14 '14<br>-0-<br>-0- | Mar 17 '14<br>Mar 17 '14<br>-0-<br>-0- | May 15 '14<br>May 15 '14<br>-0-<br>-0- | Aug 15 '18<br>Aug 15 '18<br>-0-<br>-0- |   |
| MM-585  | Dillingham and Kaka'ako Station Groups CE&I Services                                     | CF<br>Act<br>BL<br>Var | May 23 '14<br>May 23 '14<br>-0-<br>-0- | Jun 23 '14<br>Jun 23 '14<br>-0-<br>-0- | Jul 21 '14<br>Jul 21 '14<br>-0-<br>-0- | Aug 19 '14<br>Aug 19 '14<br>-0-<br>-0- | Sep 18 '14<br>Sep 18 '14<br>-0-<br>-0- | Nov 17 '14<br>Nov 17 '14<br>-0-<br>-0- | Dec 17 '14<br>Dec 17 '14<br>-0-<br>-0- | Feb 15 '15<br>Feb 15 '15<br>-0-<br>-0- | Jul 30 '18<br>Jul 30 '18<br>-0-<br>-0- | Bid Ready Date reflects Dillingham construction p1g. Contract completion reflects completion of Kaka'ako construction completion.   |
| MM-600  | UH West Oahu Park-and-Ride and Ho'opili Station Finishes CE&I Services                   | CF<br>Act<br>BL<br>Var | Oct 21 '15<br>Oct 21 '15<br>-0-<br>-0- | Nov 20 '15<br>Nov 20 '15<br>-0-<br>-0- | Dec 21 '15<br>Dec 21 '15<br>-0-<br>-0- | Jan 20 '16<br>Jan 20 '16<br>-0-<br>-0- | Feb 19 '16<br>Feb 19 '16<br>-0-<br>-0- | Apr 05 '16<br>Apr 05 '16<br>-0-<br>-0- | May 05 '16<br>May 05 '16<br>-0-<br>-0- | Jul 04 '16<br>Jul 04 '16<br>-0-<br>-0- | Aug 15 '18<br>Aug 15 '18<br>-0-<br>-0- |   |

[Successful Contractor]

\* Schedule Reference:

- CF = Current Forecast
  - ACT = ACTUAL
  - BL = Baseline Master Project Schedule
  - Var = Variance of (Baseline Master Project Schedule) Less (Current Forecast)
- [Note: BL reflects the re-baselined Contract Packaging Plan (Revision 3, Mar 30 '12) and the re-baselined Master Project Schedule (Revision 4, Mar 30 '12).]
- +Ahead/(Behind)-0- versus the BL Master Project Schedule

Note: Bid Ready Dates from FD Tracking sheet (for Reference)

Schedule Basis: NTP to CE&I Contracts two (2) months prior to Bid Ready Date for constructibility review; Contract completion one-and-one-half (1-1/2) month after Substantial Completion (SC). (For station contracts, SC of the last station in the group.)

Figure 7. Project Management and Specialty Consultant Services Contracts

| Procurement Tracking Report                                    |   |           |            |                |                         |             |                        |                   |            |                     |   |
|--|---|-----------|------------|----------------|-------------------------|-------------|------------------------|-------------------|------------|---------------------|---|
| Project Management and Specialty Consultant Services Contracts |   |           |            |                |                         |             |                        |                   |            |                     |   |
| CPP Contract #   | Contract Name   | Sched Ref | Issue RFQ  | SOQs Submitted | Select BQO/ Adverse BPS | Receive SOW | Receive Price Proposal | Finalize Contract | Issue ITP  | Contract Completion | Comments  |
| MM-900   | Program Management Support Consultant - 1 (PMSC-1) [InfoConsult LLC]                                  | CF        | Jul 15 '08 | Sep 01 '08     |                         |             |                        |                   | Nov 19 '08 | Feb 28 '12          |   |
|  |   | Act       | Jul 16 '08 | Sep 01 '08     |                         |             |                        |                   | Nov 19 '08 | Feb 28 '12          |   |
|  |   | BL        | Jul 15 '08 | Sep 01 '08     |                         |             |                        |                   |            |                     |   |
|  |   | Var       | -0-        | -0-            |                         |             | -0-                    | -0-               | -0-        | -0-                 | -0-   |
| MM-901   | Program Management Support Consultant - 2 (PMSC-2) [InfoConsult LLC]                                  | CF        | Aug 03 '11 | Sep 02 '09     |                         |             |                        | Feb 28 '12        | Mar 08 '12 | Feb 28 '15          |   |
|  |   | Act       | Aug 03 '11 | Sep 02 '09     |                         |             |                        | Feb 28 '12        | Mar 08 '12 | Feb 28 '15          |   |
|  |   | BL        | Aug 03 '11 | Sep 02 '09     |                         |             |                        | Feb 23 '12        | Feb 23 '12 | Feb 28 '15          |   |
|  |   | Var       | -0-        | -0-            | -0-                     | -0-         | -0-                    | (5)               | (14)       | -0-                 |   |
| MM-906   | General Engineering Consultant I (GEC1) (EIS/Preliminary Engrg) [Parsons Brinckerhoff]                | CF        | Jan 01 '07 | Aug 24 '07     |                         |             |                        |                   | Oct 25 '09 | Mar 25 '12          |   |
|  |   | Act       | Jan 01 '07 | Aug 24 '07     |                         |             |                        |                   | Oct 25 '09 | Mar 25 '12          |   |
|  |   | BL        | Jan 01 '07 | Aug 24 '07     |                         |             |                        |                   | Oct 25 '09 | Mar 25 '12          |   |
|  |   | Var       | -0-        | -0-            | -0-                     | -0-         | -0-                    | -0-               | -0-        | -0-                 |   |
| MM-910   | General Engineering Consultant II (GEC2) (Final Design and Construction) [Parsons Brinckerhoff, Inc.] | CF        | Sep 03 '09 | Nov 15 '09     |                         |             |                        | Jun 30 '11        | Aug 02 '11 | Aug 01 '14          |   |
|  |   | Act       | Sep 03 '09 | Nov 15 '09     |                         |             |                        | Jun 30 '11        | Aug 02 '11 | Aug 01 '14          |   |
|  |   | BL        | Sep 03 '09 | Nov 15 '09     |                         |             |                        | Jun 30 '11        | Aug 02 '11 | Aug 01 '14          |   |
|  |   | Var       | -0-        | -0-            | -0-                     | -0-         | -0-                    | -0-               | -0-        | -0-                 |   |
| MM-935   | Real Estate Consultant [Paragon Partners, Ltd.]   | CF        | Apr 01 '11 |                |                         |             | Sep 08 '11             | Mar 14 '12        | Mar 14 '12 | Mar 13 '17          |   |
|  |   | Act       | Apr 01 '11 |                |                         |             | Sep 08 '11             | Mar 14 '12        | Mar 14 '12 | Mar 13 '17          |   |
|  |   | BL        | Apr 01 '11 |                |                         |             | Sep 08 '11             | Mar 15 '12        | Mar 15 '12 | Mar 13 '17          |   |
|  |   | Var       | -0-        |                |                         |             | -0-                    | +1                | +1         | -0-                 |   |
| MM-940   | Kako's Consultant [Pacific Legacy, Inc.]  | CF        | May 20 '11 | Jun 29 '11     |                         |             | Sep 09 '11             | Mar 29 '12        | Mar 29 '12 | Feb 14 '17          |   |
|  |   | Act       | May 20 '11 | Jun 29 '11     |                         |             | Sep 09 '11             | Mar 29 '12        | Mar 29 '12 | Feb 14 '17          |   |
|  |   | BL        | May 20 '11 |                |                         |             | Sep 09 '11             | Mar 15 '12        | Mar 15 '12 | Feb 14 '17          |   |
|  |   | Var       | -0-        | -0-            | -0-                     | -0-         | -0-                    | (14)              | (14)       | -0-                 |   |
| MM-950   | Owner Controlled Insurance Program (OCIP) Consultant [Marsh USA, Inc.]                                | CF        | Jul 31 '12 |                |                         |             | Mar 01 '12             | May 10 '12        | May 10 '12 | May 09 '17          | 3-year Consultant Services contract to assist in procurement of insurance coverage and administer insurance and risk management services for the HRTTP. |
|  |   | Act       | Jan 31 '12 |                |                         |             | Mar 01 '12             | May 18 '12        | Jan 05 '12 | Dec 01 '19          |   |
|  |   | BL        | Jan 31 '12 |                |                         |             | Mar 01 '12             | May 18 '12        | Apr 28 '12 | Dec 01 '19          |   |
|  |   | Var       | -0-        | -0-            | -0-                     | -0-         | -0-                    | +6                | (30)       | ---                 |   |
| MM-975   | LEED Commissioning Services for the Maintenance and Storage Facility (MSF) [Enovity, Inc.]            | CF        |            |                |                         |             |                        | Oct 06 '10        | Oct 07 '10 | Jan 14 '16          |   |
|  |   | Act       |            |                |                         |             |                        | Oct 06 '10        | Oct 07 '10 | Jan 14 '16          |   |
|  |   | BL        |            |                |                         |             |                        | Oct 07 '10        | Oct 07 '10 | Jan 14 '16          |   |
|  |   | Var       |            |                |                         |             |                        | +1                | -0-        | -0-                 |   |

[Successful Contractor]

\* Schedule Reference:

- CF = Current Forecast
- ACT = ACTUAL
- BL = Baseline Master Project Schedule

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

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

Figure 8. HDOT Consultant Services and Other Contracts

| Procurement Tracking Report  |   |           |            |               |                        |             |                        |                   |            |                     |   |
|--|---|-----------|------------|---------------|------------------------|-------------|------------------------|-------------------|------------|---------------------|---|
| Hawaii Department of Transportation (HDOT) Consultant Services Contracts and Other Contracts |   |           |            |               |                        |             |                        |                   |            |                     |   |
| CPP Contract #   | Contract Name   | Sched Ref | Issue RFQ  | SQs Submitted | Select BQs/ Advise BFS | Receive SOW | Receive Price Proposal | Finalize Contract | Issue MTP  | Contract Completion | Comments  |
| <b>HDOT Agreements</b>   |   |           |            |               |                        |             |                        |                   |            |                     |   |
| MM-915   | HDOT Traffic Management Coordination Consultant [CX Transportation Group]                                   | CF        | Aug 15 '11 |               |                        |             |                        | Jun 01 '12        | Jul 01 '12 | Jul 01 '12          | Scope of services is for the entire alignment. Contract length = 60 months. |
|  |   | Act       | Aug 15 '11 |               |                        |             |                        | Jun 05 '12        | Jun 12 '12 | Jun 12 '12          |   |
|  |   | BL        | Mar 04 '11 |               |                        |             |                        | Jun 01 '12        | Jul 01 '12 | Feb 15 '10          |   |
|  |   | Var       | (184)      | -0-           | -0-                    | -0-         | -0-                    | (4)               | +18        | +594                |   |
| MM-920   | HDOT Design Coordination Consultant - West Oahu/Farrington Highway Guideway Section [AECOM Tech Svcs, Inc.] | CF        |            |               |                        |             |                        | Jun 07 '11        | Jun 08 '11 | Jun 15 '10          |   |
|  |   | Act       |            |               |                        |             |                        | Jun 07 '11        | Jun 08 '11 | Jun 15 '10          |   |
|  |   | BL        |            |               |                        |             |                        | Jun 07 '11        | Jun 08 '11 | Jun 15 '10          |   |
|  |   | Var       |            |               |                        |             |                        | -0-               | -0-        | -0-                 |   |
| MM-921   | HDOT Design Coordination Consultant - Kamehameha Highway Guideway Section [AECOM Tech Svcs, Inc.]           | CF        |            |               |                        |             |                        | Jun 01 '12        | Jul 01 '12 | Jul 15 '10          |   |
|  |   | Act       |            |               |                        |             |                        | Jun 05 '12        | Apr 01 '12 | Jul 15 '10          |   |
|  |   | BL        |            |               |                        |             |                        | Apr 01 '12        | Apr 01 '12 | Jul 15 '10          |   |
|  |   | Var       |            |               |                        |             |                        | (81)              | (91)       | -0-                 |   |
| MM-922   | HDOT Design Coordination Consultant - Airport Guideway Section [SSFM International]                         | CF        |            |               |                        |             |                        | Jan 16 '14        | Jan 30 '14 | Jan 15 '10          |   |
|  |   | Act       |            |               |                        |             |                        | Jun 08 '12        | Jun 12 '12 | Jan 15 '10          |   |
|  |   | BL        |            |               |                        |             |                        | Jan 16 '14        | Jan 30 '14 | Jan 15 '10          |   |
|  |   | Var       |            |               |                        |             |                        | +587              | +597       | -0-                 |   |
| MM-923   | HDOT Design Coordination Consultant - City Center Guideway Section  | CF        | Jul 14 '14 | Aug 28 '14    | Oct 12 '14             | Nov 18 '14  | Dec 18 '14             | Feb 18 '15        | Mar 02 '15 | Jun 15 '10          |   |
|  |   | Act       | Jul 14 '14 | Aug 28 '14    | Oct 12 '14             | Nov 18 '14  | Dec 18 '14             | Feb 18 '15        | Mar 02 '15 | Jun 15 '10          |   |
|  |   | BL        | Jul 14 '14 | Aug 28 '14    | Oct 12 '14             | Nov 18 '14  | Dec 18 '14             | Feb 18 '15        | Mar 02 '15 | Jun 15 '10          |   |
|  |   | Var       | -0-        | -0-           | -0-                    | -0-         | -0-                    | -0-               | -0-        | -0-                 |   |
| <b>Other Agreements</b>  |   |           |            |               |                        |             |                        |                   |            |                     |   |
| MM-945   | On-Call Construction Contractor   | CF        | Mar 15 '13 | Apr 14 '13    | Apr 29 '13             | May 29 '13  | Jun 26 '13             | Jul 26 '13        | Aug 27 '13 | Mar 03 '10          |   |
|  |   | Act       | Mar 15 '13 | Apr 14 '13    | Apr 29 '13             | May 29 '13  | Jun 26 '13             | Jul 26 '13        | Aug 27 '13 | Mar 03 '10          |   |
|  |   | BL        | Mar 15 '13 | Apr 14 '13    | Apr 29 '13             | May 29 '13  | Jun 26 '13             | Jul 26 '13        | Aug 27 '13 | Mar 03 '10          |   |
|  |   | Var       | -0-        | -0-           | -0-                    | -0-         | -0-                    | -0-               | -0-        | -0-                 |   |
| MM-946   | On-Call HazMat Contractor(s)  | CF        |            |               |                        |             |                        | Jun 15 '12        | Jun 30 '12 | Feb 15 '11          | HART is using City HazMat on-call pre-qualified list to determine offerors. |
|  |   | Act       |            |               |                        |             |                        | Jun 15 '12        | Jun 30 '12 | Feb 15 '11          |   |
|  |   | BL        |            |               |                        |             |                        | Jun 15 '12        | Jun 30 '12 | Feb 15 '11          |   |
|  |   | Var       |            |               |                        |             |                        | -0-               | -0-        | -0-                 |   |

[Successful Contractor]

\* Schedule Reference:

- CF = Current Forecast
- ACT = ACTUAL
- BL = Baseline Master Project Schedule

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

Variance = Variance of (Baseline Master Project Schedule) Less (Current Forecast)  
 = Ahead/Behind/±0- versus the BL Master Project Schedule