FEDERAL TRANSIT ADMINISTRATION

PROJECT MANAGEMENT OVERSIGHT PROGRAM

Contract No. DTFT60-04-D-00013
Project No. DC-27-5041
Task Order No. 10

CLIN 0003: Monitoring of Grantee
Subtask 12B: Specialized Monitoring Deliverable

Grantee: City and County of Honolulu

Honolulu High-Capacity Transit Corridor Project

Specialized Monitoring Deliverable - September/October 2007

By: **Booz Allen Hamilton**
8283 Greensboro Dr.
McLean, VA 22102

TABLE OF CONTENTS

LIST OF ACRONYMS iii

I. Executive Summary 4

II. Project Description 6

III. Current Review 9

A. Technical Capacity and Capability 9

General Observations 9
PMOC Concerns 12
Action Items 13

B. Project Schedule and Delivery 14

General Observations 14
PMOC Concerns 15
Action Items 15

C. Request for Qualifications (RFQ) for PE Services 15

General Observations 15
PMOC Concerns 16

D. New Starts Submittal 16

General Observations 16

E. Environmental Impact Statement (EIS) / *Alternatives Analysis (AA)* 16

General Observations 16
Action Items 17

APPENDIX A – List of Meeting Attendees 18

APPENDIX B – Grantee Deliverables for Technical Capacity and Capability 20

APPENDIX C – Overall Project Schedule 21

APPENDIX D – Action Item Summary 22

APPENDIX E - PMOC 90-DAY LOOK AHEAD SCHEDULE 23

AR00147184

LIST OF ACRONYMS

AA	Alternatives Analysis
BAH	Booz Allen Hamilton
BFMP	Bus Fleet Management Plan
DB	Design/Build
DEIS	Draft Environmental Impact Statement
DTS	City & County of Honolulu Dept. of Transportation Services
EIS	Environmental Impact Statement
FD	Final Design
FFGA	Full Funding Grant Agreement
FLSC	Fire/Life Safety Committee
FTA	Federal Transit Administration
GEC	General Engineering Consultant
GET	General Excise Tax
HCTCP	High-Capacity Transit Corridor Project
HDOT	State of Hawai`i Department of Transportation
IC	InfraConsult, LLC
LONP	Letter of No Prejudice
LPA	Locally Preferred Alternative
MOS	Minimum Operating Segment
NEPA	National Environmental Policy Act
NTP	Notice to Proceed
PB	PB Americas, Inc.
PBQD	Parsons Brinckerhoff Quade & Douglas, Inc.
PE	Preliminary Engineering
PMO	Project Management Oversight
PMOC	Project Management Oversight Contractor
PMP	Project Management Plan
PMSC	Project Management Support Consultant
QMP	Quality Management Plan
RAMP	Real Estate Acquisition Management Plan
RFQ	Request for Qualifications
ROD	Record of Decision
RTD	DTS Rapid Transit Division
SCC	Standard Cost Categories
SSCP	Safety and Security Certification Plan
SSMP	Safety and Security Management Plan
SSOA	State Safety Oversight Agency
SSPP	Safety and Security Program Plan
SSWG	Safety and Security Working Group
SSOO	State Safety Oversight Office
TOD	Transit Oriented Development
UH	University of Hawai`i

AR00147185

I. EXECUTIVE SUMMARY

The information provided in this report was obtained from *phone conversations and e-mail correspondence during the months of September and October 2007, as well as meetings, workshops and discussions held during the Project Management Oversight Contractor (PMOC) site visit with the City and County of Honolulu (the City) on October 15-18, 2007.*

The City continues to actively pursue an aggressive project schedule. The proposed "First Project" constitutes the minimum operating segment (MOS) and is a 20-mile route between East Kapolei and Ala Moana Center via Salt Lake Boulevard with 19 stations. Phase I is approximately 6 miles long and includes 6 stations. The proposed limits of Phase I are from the future site of the Kroc Center development at North-South Road to the vicinity of Waipahu. Phase II encompasses the remaining 14 miles and 13 stations.

On July 1, 2007, the City created the Rapid Transit Division (RTD) within the Department of Transportation Services (DTS) through enactment of the City's Fiscal Year 2008 Executive Operating Budget and Program. The RTD's responsibilities will include project development, management and implementation. New staff members continue to be added to the City's organization within RTD and through InfraConsult, the City's Project Management Support Consultant (PMSC).

On August 24, 2007, the City executed a General Engineering Consultant (GEC) contract for $85 million with PB Americas, Inc. (PB) to perform National Environmental Policy Act (NEPA) documentation and Preliminary Engineering (PE) activities. PB has started mobilization and all key managers are currently on site. Organizational charts for both the RTD and PB were provided during the October 2007 site visit, however the PMOC has requested a consolidated organizational chart for the Project, with all key personnel, titles and vacancies identified. The City is still planning to advertise the positions currently performed by InfraConsult, however, the PMOC has some concern that the City may encounter difficulty acquiring the experienced staff needed for the long-term assignment given Hawai`i's cost of living and proximity to the mainland.

The City has combined the activities needed to support NEPA and conduct PE into the GEC contract with separate Notices to Proceed (NTPs). NTP #1, issued on August 24, 2007, is for work required to prepare a Draft Environmental Impact Statement (DEIS) and the documents required by the Federal Transit Administration (FTA) to support the City's application to advance to PE. NTP #2 would cover the PE effort needed once the FTA has approved entry into PE. NTP #3 would be issued for the remainder of the contract work not included in NTP #1 or NTP #2.

The last schedule was received in June 2007, however a fully integrated schedule for delivering the "First Project" is being developed in order to evaluate the overall project schedule and any potential impacts the construction of Phase I may have on Phase II. The City has advised that entry into PE is no longer a critical path item as the GEC can begin engineering in support of the DEIS process. Request to enter PE is currently anticipated in the First Quarter 2008,

AR00147186

Record-of-Decision (ROD) by the end of the Third Quarter 2009, start of construction by December 2009, and Revenue Service for Phase I by December 2012.

During the Project Management Oversight Contractor's (PMOC's) visit of October 16-18, 2007, a Project Management Plan (PMP) workshop was held to address the PMOC's comments to the second submittal of the PMP transmitted from the City. The PMSC advised that additional comments had been received from the GEC and City Staff that will be incorporated into a third submittal of the PMP, currently anticipated for transmittal and review in mid November 2007. The PMOC also conducted preliminary workshops to assist the City with the development of the Safety and Security Management Plan (SSMP) and the Real Estate Acquisition Management Plan (RAMP). All three workshops were informative and well received by the City. Additional observations from these workshops are detailed in Section III of this report.

The PMOC assessment is that the overall project schedule continues to be exceedingly optimistic. Based on the current schedule slippage, the PMOC is concerned that the City may not be able to maintain the proposed schedule; however, with the recent addition of GEC staff, it is possible for the City to achieve the dates provided. The City is contemplating implementing the project using an incremental approach. It is the City's intent to begin construction of Phase I after the ROD is issued using a Design/Build method of delivery with local funds. The City continues to evaluate its options regarding project delivery.

II. PROJECT DESCRIPTION

The Honolulu High-Capacity Transit Corridor Project (HCTCP) is a twenty-nine (29) mile elevated fixed guideway rail system along O'ahu's south shore between Kapolei and the University of Hawai`i (UH) at Mānoa, including a spur to Waikīkī. The proposed "First Project" constitutes the minimum operating segment (MOS) and is a 20-mile route between East Kapolei and Ala Moana Center via Salt Lake Boulevard with 19 stations. Initial fleet size is anticipated to be 66 vehicles. There is currently no Full Funding Grant Agreement (FFGA) for this project.

The HCTCP serves to improve mobility in the corridor between Kapolei and the UH at Mānoa on the island of O`ahu. The City and County of Honolulu (City) Department of Transportation Services (DTS), in coordination with the Federal Transit Administration (FTA), has performed an Alternatives Analysis (AA) to evaluate alternatives in this corridor, which serves the largest percent of population and employment in O'ahu. Four alternatives were evaluated in the AA process:

- No-Build
- Transportation System Management
- Managed Lanes
- Fixed Guideway

The AA report states the Managed Lane alternative studied two operational options, while the Fixed Guideway alternative reviewed several alignment options.

AA was initiated in August 2005 and the AA report was presented to the Honolulu City Council in October 2006. In November and December 2006, public meetings were held on the AA, and on December 22, 2006, the City Council selected the Fixed Guideway as the Locally Preferred Alternative (LPA). In selecting the Fixed Guideway as the LPA, the City Council left some areas/alignment open, to be decided on as the project progresses: West Kapolei, Salt Lake Boulevard vs. Airport alignment, and the Waikīkī/UH at Mānoa branches. The total LPA alignment is approximately 29-miles long.

The City Council also identified and selected a minimum operable segment, (hereinafter "the First Project"), which would be built first with the current funding/revenue available. This "First Project" is a 20-mile alignment from East Kapolei, through Salt Lake Boulevard and downtown, and with an eastern terminus at the Ala Moana (Shopping) Center. The "First Project" does not include the alignment from West Kapolei to East Kapolei, or from Ala Moana Center to Waikīkī or to the UH at Mānoa.

With regards to funding, the State enabled legislation for a 0.5% General Excise Tax (GET) Surcharge and the City Ordinance enacted the GET Surcharge in July and August 2005, respectively. The GET Surcharge will be a source of revenue to build the corridor project. The GET surcharge went into effect on January 1, 2007 and has a limited duration with an end date of December 31, 2022.

The assumptions made for the Fixed Guideway in the AA report were:

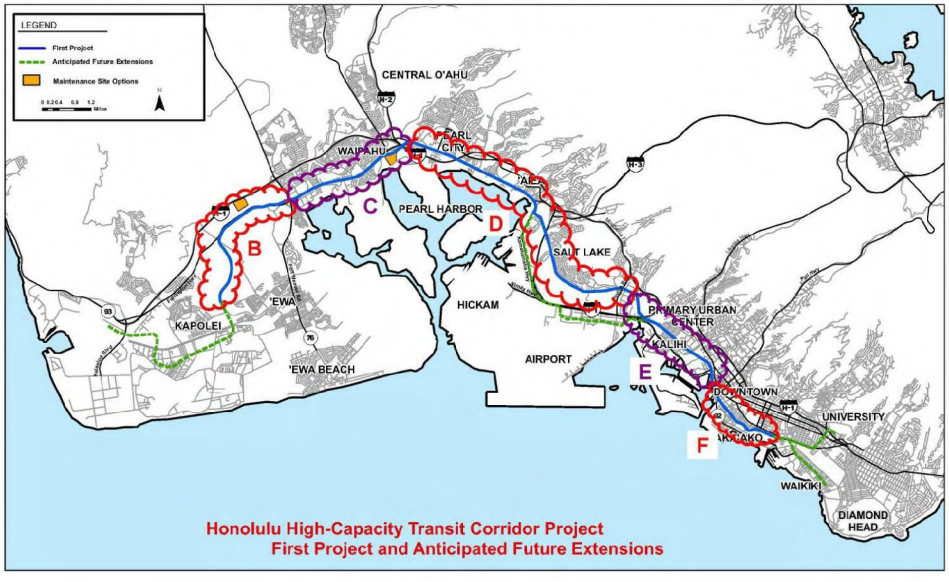
AR00147188

- System will operate from 4 a.m. to 12 a.m., with 3-10 minute headways.
- Maximum speed will be about 65 mph, in a fully dedicated right-of-way with dedicated vehicles, mainly on aerial/elevated guideway with columns in existing roadway medians, although at-grade may be possible in some areas.
- Guideway is less than 30 feet wide between stations, and approximately 50 feet plus vertical circulation at stations.
- Stations will be spaced approximately at every mile and approximately 270 feet long.
- Cost to ride will be the same as "TheBus" with transfer available from one to the other.

At present the City is contemplating implementing the project using an incremental approach as shown in Figure 1 below. It is the City's intent to perform the Final Design and begin construction of the initial phase of the "First Project" (Phase I) after the ROD is issued using a Design/Build method of delivery with local funds. Phase I is comprised of Segments B and C, and is approximately 6-miles long and includes 6 stations. The proposed limits of Phase I are from the future site of the Kroc Center development at North-South Road to the vicinity of Waipahu. Phase I is scheduled to be in operation at the end of 2012.

Phase II is comprised of the remaining limits of the "First Project", Segments D, E and F, are from Waipahu through Salt Lake Boulevard and downtown, with an eastern terminus at the Ala Moana (Shopping) Center. *Phase II consists* of approximately 14 additional miles *and includes* 13 stations. *Phase II* could be opened *in phases* as construction is completed; the final section of the "First Project" is scheduled for operation *in* 2017, five years after Phase I is placed into service. The City is evaluating other options, such as Phase I operations on a demonstration basis during limited hours.

Figure 1. First Project and Anticipated Future Extensions



AR00147189

The current schedule is in the preliminary phase and provides most start and completion dates in quarterly increments. The fully integrated schedule should further define schedule activities and begin to identify critical path activities and associated milestone dates.

Project Management Oversight Contractor

In March 2007, FTA assigned Booz Allen Hamilton (BAH) to serve as the Project Management Oversight Contractor (PMOC). The Project Management Oversight "kick-off" meeting for Honolulu's proposed High-Capacity Transit Corridor Project was convened on April 3, 2007, with representatives from the City and County of Honolulu, FTA and the PMOC, including Mayor Mufi Hannemann and members of his staff, representatives from Parsons Brinckerhoff Quade & Douglas (PBQD), the AA consultant, and *a representative* from InfraConsult, LLC, (IC) the Project Management Support Consultant (PMSC) under contract with the City.

Key staff for this project are listed in the table below.

Name	Organization	Position/Title	Phone	Email
City and County of Honolulu				
Melvin Kaku	City – DTS	Director	808-768-8303	mkaku@honolulu.gov
Toru Hamayasu	City – DTS	Project Manager, Honolulu High-Capacity Transit Corridor Project.	808-768-8344	thamayasu@honolulu.gov
Phyllis Kurio	City – DTS	Transportation Planner	808-768-8347	pkurio@honolulu.gov
Faith Miyamoto	City – DTS	Environmental Planner	808-768-8350	fmiyamoto@honolulu.gov
FTA Region IX				
Leslie Rogers	FTA	Regional Administrator	415-744-3133	leslie.rogers@dot.gov
Ed Carranza	FTA	Deputy Regional Administrator	415-744-2741	edward.carranza@dot.gov
Nadeem Tahir	FTA	Director, Office of Program Management and Oversight	415-744-3113	nadeem.tahir@dot.gov
Catherine Luu	FTA	General Engineer	415-744-2730	catherine.luu@dot.gov
Booz Allen Hamilton (PMOC)				
Frank McCarron	BAH	PMOC Program Manager	703-625-9274	mccarron_francis@bah.com
Justine Belizaire	BAH	PMOC Task Order Manager	786-586-0026	belizaire_justine@bah.com

AR00147190

III. CURRENT REVIEW

The information provided in this report was obtained from e-mail correspondence with City staff *regarding activities in the month of September and October 2007. A full list of attendees to the PMOC site visit on October 15-18, 2007 is included in* ***Appendix A*** *– List of Meeting Attendees. A summary of the Action Items is listed in* ***Appendix D*** *– Action Item Summary.*

A. Technical Capacity and Capability

General Observations

Staffing:

On July 1, 2007, the City formed the Rapid Transit Division (RTD) that falls under the Department of Transportation Services (DTS). The RTD is responsible for the management and oversight of the Project from PE through Construction, including all actions and project deliverables required by the FTA New Starts Program. The RTD will be headed by Mr. Toru Hamayasu, who will direct the project staff consisting of full-time City employees supplemented with staff from the PMSC, who will fill key project roles pending the hiring of full-time City staff. The RTD will interface with other City departments as needed.

Additional *PMSC* staff members *have been* assigned to the Project. The following is a listing of new staff and their respective titles:

- Harvey Berliner *has replaced* William Stead, Chief Facilities Engineer, who left the project due to personal reasons
- *Carol Webb, Project Control Analyst*
- Jurgen Sumann, Chief Systems Engineer (pending arrival).

With the exception of Mr. Sumann, all InfraConsult personnel are now on site.

Deliverables:

The overall list of documents required by the grantee to demonstrate technical capacity and capability and the current status of these documents is illustrated in ***Appendix B*** *– Grantee Deliverables for Technical Capacity and Capability.*

The City is currently working with the PMOC to develop the deliverables *required* to demonstrate technical capacity and capability. The PMOC has transmitted examples of a Project Management Plan (PMP), Bus Fleet Management Plan (BFMP) and Safety and Security Management Plan (SSMP) from projects being developed by other city grantees as guides for the City. Introductory workshops for the development of the SSMP and the Real Estate Acquisition Management Plan (RAMP) *were* held by the PMOC during the *site* visit to Honolulu *on October 17, 2007. During the site visit, the City stated that the overall schedule for delivery of this project continues to remain in the development stage. In addition, the specific timeline for requesting FTA approval to enter PE, including timelines for the development and submittal of the required deliverables, has still not been fully developed.*

AR00147191

The City now states that they do not plan to request entry into PE until the First Quarter of 2008.

The FTA PE Checklist was reviewed with the City in its entirety. From the discussions, the only area of uncertainty is the Risk Activities/Contingency Management Plan requirements. The PMOC anticipates that the meeting with FTA in headquarters on November 7-9, 2007 will resolve some of the unknowns associated with the risk program.

- ***Project Management Plan (PMP)***
  - The second *version of the PMP was transmitted to the PMOC for review on September 14, 2007. The PMOC reviewed the PMP and provided comments to the City during the PMP Workshop held on October 16, 2007. The PMSC advised that additional comments on the current version of the PMP have been received from both City staff and the GEC. Once all comments are incorporated into the PMP, a third revision will be issued for review and approval. The City anticipates that the third version of the PMP will be issued by November 15, 2007.*
  - *The second version of the PMP represents a significant improvement over the initial version, with many sections being fully developed and near completion. Several sections, however, still require significant development and description of the applicable City processes and procedures.*
- ***Safety and Security Management Plan (SSMP)***

  A Safety and Security Management Plan (SSMP) introductory workshop was conducted to discuss the requirements of the SSMP. The GEC Safety and Security Manager was present to discuss the requirements and issues associated with the SSMP submittal.
  - *The GEC Safety and Security manager is well versed with the requirements of the SSMP, and the GEC has just initiated development of the SSMP.*
  - *The policy statement for and approval of the SSMP was discussed. The City indicated that the Mayor of Honolulu will likely sign and approve the policy statement. By having the Mayor sign the policy statement, all City agencies will be committed to the provisions contained within the SSMP.*
  - *A Safety and Security Working Group (SSWG) and Fire/Life Safety Committee (FLSC) will be established for the project with plans to start regular meetings in early 2008. A memorandum will be sent from DTS to emergency service agencies (e.g., fire services, police services, etc.) requesting participation in a FLSC. The PMOC and City group discussed the importance of having consistency in committee membership participation in order to ensure continuity of the safety and security review process.*
  - *The organization charts for the City and GEC were discussed. The organization chart for the City indicates that Safety and Security reports to the DTS Second*

Deputy Director. The organization chart for the GEC has Safety and Security reporting through Systems Design.

- *A State Safety Oversight Agency (SSOA) has not been identified by the State of Hawai`i. The timing of the designation and whether FTA will inform the State were discussed.*

- *Because the project is planned to be constructed adjacent to the airport and port properties, the importance of coordination with the Department for Homeland Security and State of Hawai`i Department of Transportation (HDOT) was discussed in detail.*

- *The submittal dates for Safety and Security submittals from the GEC through the City to the PMO are planned to include:*
  - *SSMP, by December 15, 2007*
  - *Safety and Security Certification Plan, by February 28, 2008.*

- ***Real Estate Acquisition Management Plan (RAMP)***

  The PMOC conducted an introductory workshop for the Real Estate Acquisition Management Plan (RAMP) on October 17, 2007, to provide guidance on the elements that FTA and the PMOC would expect to see in a project RAMP. The workshop was attended by individuals with the City, PMSC and GEC.

  - *There was a large group attending the RAMP meeting on October 17, 2007 (see **Appendix A** for a list of attendees). No individual was identified as the lead for the development of the RAMP. As a whole, the participants were unclear as to their roles and responsibilities with regards to this project and specifically the development of the RAMP.*

  - *The group was receptive to the information provided and seemed to indicate that this workshop would be the impetus to start defining the structure for the right-of-way and relocation activities.*

  - *There was discussion that as the development of the RAMP progressed, sections would be sent to the PMOC for review and comments. The entire draft RAMP would be sent to FTA/PMOC by January 1, 2008. It was acknowledged that the RAMP is a living document that will be supplemented with additional information as it becomes available.*

  - *It was decided that the RAMP will not be included in the PMP.*

  - *The City provided the Hawaii Revised Statutes Chapter 101 Eminent Domain documents to the PMOC for review and information.*

PMOC Concerns

Staffing:

- *The City may encounter difficulty acquiring the experienced staff needed for the long-term assignment, given Hawai`i's cost of living and distance from the mainland.*

Deliverables:

- ***Project Management Plan (PMP)***
  - As discussed later in the project schedule and delivery section of this report, the overall schedule for delivery of this project *continues to remain* in the development stage. The specific timeline for *requesting* FTA approval to enter PE, *including timelines for the development and submittal of the required deliverables, has still not been fully developed. The City has advised that entry into PE is no longer a critical path item as the GEC can begin engineering in support of the DEIS process. Request to enter PE is currently anticipated in the First Quarter 2008.*
  - *The existing organizational chart provided by the GEC does not adequately outline the reporting relationships between the GEC and the RTD staff. The City must establish the appropriate reporting relationships and protocol for communication within the RTD organization, including the PMSC and GEC organizations. The City must also establish the reporting and communication protocol for interaction between the RTD organization and other City organizations and departments.*
- ***Safety and Security Management Plan (SSMP)***
  - *The time required to establish an SSOA in the State of Hawai`i is undefined at this time. The process for establishing an SSOA may need to begin as soon as possible if legislative action is required since the State Legislature meets in regular session once a year (i.e. January through April).*
  - *The Safety and Security function reports very low in the GEC organization chart (i.e., systems design). The Safety and Security function should be elevated to the same level as the Quality Assurance/Quality Control (QA/QC) Manager.*
- ***Real Estate Acquisition Management Plan (RAMP)***
  - *The PMOC is concerned that the City has not identified a specific person to be responsible for the right-of-way and relocation activities. The City has agreed to designate a person for this role.*
  - *There is concern that policies and procedures for right-of-way and relocation activities do not exist.*
  - *There is also a concern that there may be a duplication of effort between the consultants in the development of RAMP*

AR00147194

Action Items

Deliverables:

- ***Project Management Plan (PMP)***
  - *The City needs to provide for PMOC review a revised draft PMP which reflects the recently submitted comments, includes the revised organizational charts that reflect the recent organizational changes, and provides detailed resumes for key personnel.*
  - *The City needs to provide a project-related organization chart with RTD, PMSC and GEC staff, including resumes for all key staff positions. This organizational chart should outline the reporting relationships between the RTD and GEC, include names of staff assigned to the project along with position/title, identify vacancies and provide an approximate date for staffing the vacant positions. This organizational chart should be included in the draft PMP to be submitted by the City.*
  - *The City needs to produce an overall project schedule that includes the appropriate timelines for requesting entry into PE and producing the required technical capacity deliverables. The City needs to focus the appropriate personnel and resources on the production of these deliverables.*
- ***Safety and Security Management Plan (SSMP)***
  - *The City needs to determine the process for establishing an SSOA in the State of Hawai`i. The goal should be to have an operating SSOA, with an approved State Safety and Security Oversight Program Standard, in place at least one year prior to revenue operations. The group acknowledges that it would be beneficial to have the SSOA in place well before the minimum of one year.*
  - *The GEC needs to elevate the position of Safety and Security Manager in the organization. The Safety and Security Manager needs to be at the same level as the existing QA/QC Manager, reporting to the Project Manager.*
  - *The City needs to pursue the establishment of the SSWG and FLSC by initiating correspondence to the various emergency response agencies.*
  - *The City will provide the draft SSMP by December 15, 2007 and the draft Safety and Security Certification Plan (SSCP) by February 28, 2008.*
- ***Real Estate Acquisition Management Plan (RAMP)***
  - *The City needs to identify one person who will be responsible for right-of-way and relocation activities.*
  - *The City needs to develop an organization structure for the right-of-way and relocation activities that will ensure that there are clear lines of authority and clear*

AR00147195

definition of roles and responsibilities among all players – the City, the PMSC and the GEC.

- *The City needs to develop policies and procedures to implement right-of-way acquisitions and relocation activities in compliance with the U.S. Department of Transportation's regulations implementing the Uniform Relocation and Real Property Acquisition Policies Act of 1970, as amended.*

- *The City will provide a draft RAMP for review on January 1, 2008.*

B. Project Schedule and Delivery

Overall, the City continues to evaluate the project schedule and delivery method. *The project completion date (**Appendix C** – Overall Project Schedule) has not changed since the first schedule delivered in April 2007. The City is having the GEC develop a Project Master Schedule. A draft of the Project Master Schedule is planned to be available in November 2007. The GEC has developed a draft schedule for entry into PE and delivery of the Environmental Impact Statement (EIS). This schedule has the DEIS being available in September 2008 and the Final EIS in August 2009.*

General Observations

- *The GEC contract covers the activities needed to support the NEPA process and also covers the required New Starts activities and deliverables. The contract is structured with three separate NTPs. NTP #1 was given to the GEC on August 24, 2007 and provides the City with the technical support for development of the DEIS and also covers development of the required deliverables needed for entry into PE. NTP #2, anticipated to be issued in early 2008, will cover the PE effort needed once FTA has approved entry into PE. A third NTP for all work not covered by NTP #1 or NTP #2 will be issued when required.*

- *The City provided a detailed schedule for the EIS process. A more refined PE/EIS schedule is being developed and should be completed in November 2007. The City is currently developing a Project Master Schedule that will be available in late 2007. The PMOC advised that a 30-day review duration for FTA required deliverables should be used for the purpose of developing the Project Master Schedule.*

- *The DEIS process was started on October 1, 2007 with a joint meeting between the City, PMSC and the GEC and is in the preliminary phases. As stated above, the DEIS is scheduled to be available in September 2008.*

- At this time, Phase I (Segments B and C) of the "First Project" is planned to be Design/Build (DB) using local funds only. Construction is scheduled to begin after the ROD is issued. The City wants something visible to happen on the project within five (5) years, including revenue operation by 2012. *The City is reviewing the phases and*

AR00147196

methods of design and construction with the GEC.

- *The schedule for selecting the vehicle technology has been moved up from mid-2008 to March 2008. The selection process is currently being refined by the City.*

- The current schedule shows final phases of work to come online by mid-2016, starting with Segment D, followed by Segment E in January 2017 and Segment F by mid-2017, which is five (5) years after the first phase is operational.

PMOC Concerns

- The PMOC still has concerns with regards to the overall project schedule. Overall, the schedule is optimistic, with groundbreaking by December 2009 and Phase I opening for revenue service by 2012.

- *The draft PE/EIS schedule has the DEIS being developed in 12 months and the Final EIS 10 months later. To meet this schedule, the City will be developing the DEIS documentation by building on work previously done on prior projects in the 1990s. The PMOC acknowledges the benefits of building on past documentation. However, the PMOC is concerned that the schedule is very aggressive.*

Action Items

- *The City is developing a Project Master Schedule that will be available in late 2007.*

- *The City will have a refined PE/EIS schedule in November 2007.*

C. Request for Qualifications (RFQ) for PE Services

General Observations

- The City issued an RFQ for a General Engineering Consultant *(GEC) for PE Services,* including the NEPA work, on June 5, 2007. Statements of qualifications were received on July 5, 2007 and negotiations with PB began on July 26, 2007. The City executed the contract *on August 24, 2007,* and issued NTP #1 for work required to prepare a DEIS and the documents required by FTA to support the City's *request to enter PE.*

- *As of the October 2007 site visit to Honolulu, all key PB key staff are on site. The GEC has furnished an organizational chart, outlining the key personnel that will support the project.*

- *PB advised that there are a total of 75 subcontractors associated with the GEC, of which approximately 70 are local firms.*

- *A copy of the of the executed contract was provided to the PMOC on September 20, 2007. A review of the executed contract by the PMOC found that a detailed schedule was*

AR00147197

not developed for the purpose of negotiations. The concern from the PMOC is that there is currently no schedule for the submittal of FTA deliverables required for entry into PE. The City has responded that at present, entry into PE is not a critical item as the Environmental Impact Statement process, which is the currently the critical schedule issue, has begun under NTP #1.

- *Because the City can progress with a limited level of engineering in support of the NEPA process, entry into PE is not necessary to begin engineering. As a result, the necessity to enter into PE is not as critical as it was thought previously. However, the City is pushing the development of the required FTA deliverables to order to enter into PE at the earliest possible date.*

PMOC Concerns

- *The PMOC is concerned that a schedule was not included in the GEC contract for the submittal of required FTA deliverables.*

D. New Starts Submittal

General Observations

- FTA indicated that the City is not required to complete the New Starts submittal in September 2007 for inclusion in the FTA New Starts report to be issued in February 2008 because the project is not in PE. *Nevertheless,* the City has submitted most *of the elements to support a rating, with the exception of the Financial Plan, patronage forecasting, and the "Make the Case" documentation. FTA has also requested additional land use information to support the New Starts documentation, which has been completed by the City and transmitted to FTA for review.*

- FTA advised the City that it takes approximately 3 to 4 months to receive approval to enter into PE from FTA Region IX.

- The City advised that they are in the $18 range for cost effectiveness for the HCTCP.

E. Environmental Impact Statement (EIS) / *Alternatives Analysis (AA)*

The GEC has initiated the activities necessary for the development of the EIS. As stated in the Project Schedule and Delivery section of this report, the schedule for development of the EIS is very aggressive.

General Observations

- *The GEC has detailed, in draft, the activities required for the development of the EIS. This represents substantial progress since the GEC came on board in August 2007.*

- *The City indicated that they have satisfied all the requirements for the Alternative*

AR00147198

Analysis (AA) to FTA. The City is currently awaiting concurrence from FTA that the AA submittal has been received and approved.

PMOC Concerns

- *As stated in the project schedule section of this report, the PMOC is concerned that the schedule for the EIS is very aggressive.*

Action Items

- *The City has requested that FTA acknowledge that all submittals for AA have been received and approved.*

AR00147199

APPENDIX A – LIST OF MEETING ATTENDEES

Name	Organization	Position/Title	Phone	Email	Attendance		
					A	B	C
Melvin Kaku	DTS	Director	808-768-8308	mkaku@honolulu.gov	X		X
Toru Hamayasu	DTS	Project Manager, Honolulu High-Capacity Transit Corridor Project	808-768-8344	thamayasu@honolulu.gov	X	X	X
Kenneth Banao	DTS	Transportation Planner	808-768-8352	kbanao@honolulu.gov	X	X	
Phyllis Kurio	DTS	Transportation Planner	808-768-8347	pkurio@honolulu.gov	X	X	X
Faith Miyamoto	DTS	Environmental Planner	808-768-8350	fmiyamoto@honolulu.gov	X	X	X
Bruce Nagao	DTS	Transportation Planner	808-768-8351	bnagao@honolulu.gov	X	X	
Mary (Dodie) Browne	DDC/Land	Acquisition Officer	*808-768-8733*	mbrowne@honolulu.gov		X	
Scott Shigeoka	DDC/Land	Real Estate Property Appraisal Officer	*808-768-8737*	sshigeoka@honolulu.gov		X	
Thomas Miyata	DDC/Land	Division Chief	*808-768-8736*	tmiyata@honolulu.gov		X	X
Milton Watanabe	DDC/Land	Land Survey Chief	*808-768-8732*	mwatanabe1@honolulu.gov		X	
May Whitten	BFS/Purchasing	Property Management Specialist - Relocation	*808-768-3946*	mwhitten@honolulu.gov		X	
Diane Murata	BFS/Purchasing	Property Management Officer	*808-768-3950*	dmurata@honolulu.gov		X	
Wendy Imamura	BFS/Purchasing	Chief Purchasing Administrator	*808-768-3938*	wimamura@honolulu.gov		X	
Mike Schneider	InfraConsult	Project Principal	*808-536-6610*	schneider@infraconsultllc.com	X		X
Simon Zweighaft	InfraConsult	Project Manager	*808-536-6610*	zweighaft@infraconsultllc.com	X	X	X
Robert Badelbau	InfraConsult	Chief of Project Controls	*808-536-6610*	Rbadelbou@gfnet.com	X		
Harvey Berliner	InfraConsult	Chief Facilities Engineer	808-536-6610	hberliner@infraconsultllc.com	X	X	
Wes Mott	InfraConsult	Chief Administration Officer	808-536-6610	mott@infraconsultllc.com	X	X	X
Susan Robbins	InfraConsult	Chief of Environmental Planning	808-536-6610	robbins@infraconsultllc.com	X		
Doug Tilden	InfraConsult	Architect Manager	808-536-6610	dtilden@infraconsultllc.com	X	X	
Sue Tilden	InfraConsult	Chief of Land Use Planning	808-536-6610	stilden@ infraconsultllc.com	X	X	
Carol Webb	InfraConsult	Project Controls Analyst	808-536-6610	webb@ infraconsultllc.com	X	X	
Elisa Yadao	InfraConsult	Chief Public Information Officer	808-536-6610	sistu@lava.net	X		
Jim Van Epps	PB Americas	Project Manager	808-566-2230	vanepps@pbworld.com	X	X	X
Jim Dunn	PB Americas	Design Manager	808-694-3220	dunnj@pbworld.com	X		
Gerard (Jerry) Gill	PB Americas	Project Controls		gill@pdworld.com	X		
Steve Hogan	PB Americas	Planning Manager	808-566-2247	hogan@pbworld.com	X		
Stephanie Roberts	PB Americas	Public Involvement Manager		robertsste@pbworld.com	X		

Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed
Field Code Changed

AR00147200

Name	Organization	Position/Title	Phone	Email	Attendance		
					A	B	C
Harry Saporta	PB Americas	Safety and Security Manager	240-506-1822	saporta@pbworld.com	X	X	
Lawrence Spurgeon	PB Americas	Environmental Planning	808-566-2226	spurgeon@pbworld.com	X		
Marie Walton	PB Americas	Senior Contracts Manager	801-288-3281	walton@pbworld.com		X	
Frank McCarron	BAH/FTA	Associate, PMOC Program Manager	703-625-9274	mccarron_francis@bah.com	X	X	X
Justine A. Belizaire	BAH/FTA	Associate, PMOC Task Order Manager	786-586-0026	belizaire_justine@bah.com	X	X	X
A. Scott Kiefer	BAH/FTA	Sr. Associate, PMOC	703-579-7738	Kiefer_a._scott@bah.com	X	X	X
John Simon	BAH/FTA	Associate, PMOC	714-287-7095	Simon_john@bah.com	X	X	X
Dana Tokioka	BAH/FTA	Sr. Consultant, PMOC	808-545-6810	Tokioka_dana@bah.com	X		X
Margie Newman	HC Peck/BAH	PMOC	303-548-1991	Pnewman214@msn.com	X	X	X

Field Code Changed

Field Code Changed

Meeting Attendance Legend:
A: October 16, 2007 - Introduction of New Staff and GEC, Discussion of Project Status and Technical Capacity and Capability and PMP Workshop
B: October 17, 2007 - Introductory Workshops for the SSMP and RAMP
C: October 18, 2007 - Exit Discussion

AR00147201

APPENDIX B – GRANTEE DELIVERABLES FOR TECHNICAL CAPACITY AND CAPABILITY

HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR
Technical Capacity and Capability To Enter PE – Grantee Checklist

	Activity / Deliverable	Delivery Dates					
		April 2007 Submittal Date	Planned Submittal Date	Actual Submittal Date	FTA Review Comments Due	Revised Submittal Date	FTA Accepted
		mm/dd/yy	mm/dd/yy	mm/dd/yy	mm/dd/yy	mm/dd/yy	mm/dd/yy
1	Project Management Plan (PMP)	06/01/07	11/15/07*				
2	Bus Fleet Management Plan (BFMP)	06/01/07	12/15/07				
3	Quality Management Plan (QMP)	06/18/07	12/01/07				
4	Real Estate Acquisition Management Plan (RAMP)	06/01/07 (part of PMP)	01/01/08				
5	Third-Party Agreement Plans	06/01/07 (part of PMP)	(part of PMP)				
6	Safety and Security Management Plan (SSMP)	TBD	12/15/07				
7	Safety and Security Certification Plan (SSCP)	TBD	2/28/08				
8	Risk Assessment (*To Be Determined)*	TBD	TBD				
9	Financial Plan		11/15/07				
10	Request to Enter Preliminary Engineering (PE)	07/01/2007	02/15/08				
11	PMOC Readiness Report		03/01/08				
12	Establish a State Safety Oversight Office (SSOO)		TBD				
13	Safety and Security Program *Standard* (*SSPS*)	TBD	TBD				

Revised 10/18/2007

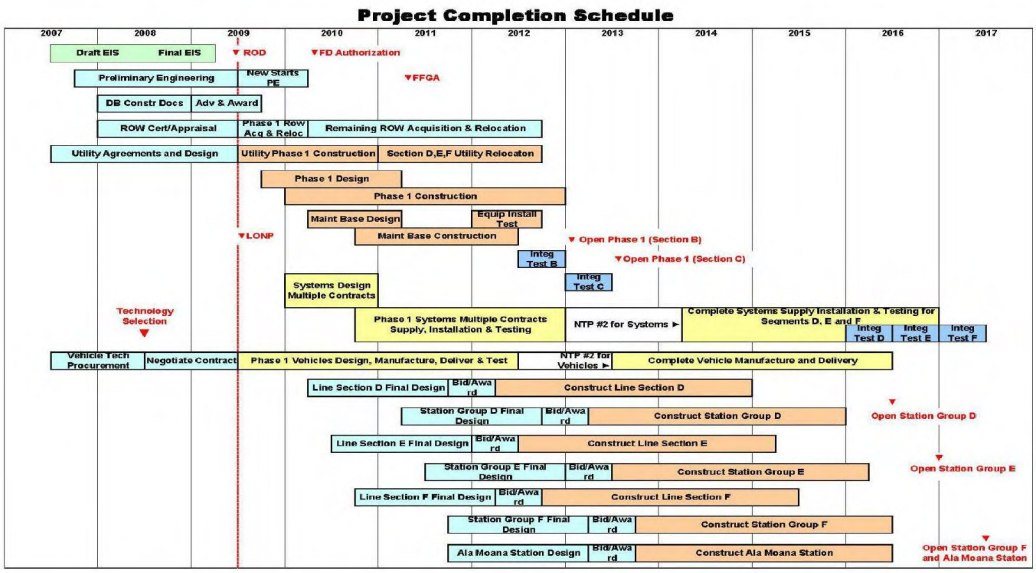
NOTES:

* *Initial submittals provided by the City on 06/12/07. Comments provided by PMOC during meeting on 06/13/07. Resubmittal issued on 09/14/07 and reviewed by the PMOC. Comments provided during PMP Workshop on 10/16/07. Pending resubmittal.*

AR00147202

APPENDIX C – OVERALL PROJECT SCHEDULE

HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR Project Schedule Analysis			
	SCHEDULE DATES		
Activity Description	**April 2007 Schedule**	**June 2007 Schedule**	**Actual**
RFQ – Advertise	06/01/2007	06/05/2007	**06/05/2007**
RFQ – Contract Award (NTP#1)	08/01/2007	08/15/2007	**08/24/2007**
Start Vehicle Procurement	4th Qtr 2008	08/15/2007	
Start Preliminary Engineering (NTP #2)	Mid 2007	10/2007	
Select Vehicle Technology	Mid 2007	Mid 2008	
Record of Decision (ROD)	Mid 2009	Mid 2009	
Start Utility Relocation		Mid 2009	
Start Right-of-Way Relocation and Acquisition	4th Qtr 2007	Mid 2009	
Start Phase I Design	4th Qtr 2009	3rd Qtr 2009	
Start Phase I Construction	4th Qtr 2009	1st Qtr 2010	
FD Authorization	1st Qtr 2009	3rd Qtr 2010	
Start Remaining Design	N/A	3rd Qtr 2010	
FFGA		3rd Qtr 2011	
Start Remaining Construction	N/A	3rd Qtr 2012	
Complete Phase I Construction	Mid 2012	Mid 2013	



APPENDIX D – ACTION ITEM SUMMARY

Action Item	Responsible	Date of Completion Planned	Currently Projected	Actual	Status
Produce a Master Project Schedule detailed for the current phase that includes the appropriate timelines for requesting entry into PE and producing the required technical capacity deliverables.	*City*	*12/01/07*			
Determine the process for establishing an SSOA in the State of Hawai`i.	*City*	*Ongoing*			
Elevate the position of Safety and Security Manager in the GEC organization.	*GEC*	*11/01/07*			
Pursue the establishment of the SSWG and FLSC by preparing memorandums to the various emergency response agencies.	*City*	*12/01/07*			
Identify one person who will be responsible for right-of-way and relocation activities.	*City*	*01/01/08*			
Develop an organization structure for the right-of-way and relocation activities.	*City*	*01/01/08*			
Develop policies and procedures to implement right-of-way acquisitions and relocation activities in compliance with the Uniform Relocation and Real Property Acquisition Policies Act of 1970 as amended.	*City*	*01/01/08*			
Provide a integrated project-related organization chart with City (RTD), PMSC and GEC staff. This organizational chart should be included in the draft PMP to be submitted by the City.	*City*	*12/01/07*			
Confirm acceptance of the AA documentation received from the City	*FTA*	*Ongoing*			

APPENDIX E - PMOC 90-DAY LOOK AHEAD SCHEDULE

Date	Event/ Topic	Location	Attendees		
			FTA	PMOC	Grantee
TBD, December 2007	*HCTCP Status Meeting*	*Region IX, San Francisco*	*Rogers, Carranza, Tahir, Luu, Sukys*	*Belizaire, McCarron*	*Hamayasu*
January 14-18, 2008	*January 2007 Monthly Monitoring Meeting (see workshops below)*	*Honolulu, HI*		*Belizaire, McCarron. Kiefer, Mowry, Simon, Newman [HC Peck], [PACO]*	*Kaku, Hamayasu, PMSC, GEC*
January 15, 2008	*Project Schedule and Delivery Method Update/Review*	*Honolulu, HI*		*Belizaire, McCarron Kiefer, Mowry, Simon, Newman, [PACO]*	*Hamayasu, PMSC, GEC*
January 15, 2008	*Bus Fleet Management Plan (BFMP) Review Workshop*	*Honolulu, HI*		*Mowry, Simon*	*Hamayasu, PMSC, GEC*
January 16, 2008	*Project Management Plan (PMP) Review Workshop*	*Honolulu, HI*		*Belizaire, Kiefer*	*Hamayasu, PMSC, GEC*
January 16, 2008	*Safety and Security Management Plan (SSMP) Review Workshop*	*Honolulu, HI*		*Simon, McCarron*	*Hamayasu, PMSC, GEC*
January 16, 2008	*Real Estate Acquisition Management Plan (RAMP) Review Workshop*	*Honolulu, HI*		*Newman, Belizaire, Kiefer*	*Hamayasu, PMSC, GEC*
January 16, 2008	*Quality Management Plan (QMP) Review Workshop*	*Honolulu, HI*		*McCarron, [PACO]*	*Hamayasu, PMSC, GEC*
January 17, 2007	*Exit Discussions*	*Honolulu, HI*		*Belizaire, McCarron, Kiefer, Mowry, Simon, Newman, [PACO]*	*Kaku, Hamayasu, PMSC, GEC*

Formatted

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

Formatted: Right: 0"

AR00147205

AR00147206