

**FEDERAL TRANSIT ADMINISTRATION**  
**PROJECT MANAGEMENT OVERSIGHT PROGRAM**

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

**Trip Report of Honolulu Project Management Oversight**  
**Kick-Off Meeting on April 3, 2007**

**Grantee: City and County of Honolulu**

**Honolulu High-Capacity Transit Corridor**  
**Project**  
**Trip Report – Honolulu Kick-Off Meeting**  
**May 2007**

**By: Booz Allen Hamilton**  
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## LIST OF ACRONYMS

AA	Alternatives Analysis
BAH	Booz Allen Hamilton
COTR	Contracting Officer's Technical Representative
DHR	City Department of Human Resources
DOT	Department of Transportation
DPP	City Department of Planning and Permitting
DTS	City Department of Transportation Services
EIS	Environmental Impact Statement
FD	Final Design
FMP	Fleet Management Plan
FTA	Federal Transit Administration
GET	General Excise Tax
HCTCP	High-Capacity Transit Corridor Project
LPA	Locally Preferred Alternative
MOS	Minimum Operating Segment
NEPA	National Environmental Policy Act
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
ROD	Record-of-Decision
TOD	Transit Oriented Development
UH	University of Hawaii

## **I. EXECUTIVE SUMMARY**

On Tuesday, April 3, 2007, the first meeting of the Federal Transit Administration (FTA) Project Management Oversight (PMO) for Honolulu's proposed High-Capacity Transit Corridor Project (HCTCP) was convened with the City and County of Honolulu (City). Honolulu Mayor Mufi Hannemann personally greeted and welcomed all the attendees, then chaired the meeting and introduced members of his staff. Representatives from Parsons Brinckerhoff Quade & Douglas (PBQD), the alternatives analysis consultant, and InfraConsult, LLC, the Project Management Support Consultant (PMSC) under contract with the City, were also present.

Mayor Hannemann began the proceedings by thanking FTA and elected officials in Washington, DC for their interest and support in this project. He indicated, very strongly, that he was a proponent and supporter of a rail system with integrated bus and ferry systems for the City since it presents a unique opportunity for the citizens on Honolulu - a coordinated transit alternative, something never before offered. The Mayor touched upon the successful bi-partisan passage of the 0.5% General Excise Tax Surcharge. He indicated that the City Council is also strongly in favor of moving forward with this project in spite of some outer areas not being immediately served by the proposed project. Mayor Hannemann informed the audience that he has set a target of mid 2009 for groundbreaking.

Mr. Leslie Rogers, Regional Administrator of FTA Region IX, thanked Mayor Hannemann for the introductions and hospitality, and their support of this project in addressing congestion. Mr. Rogers complemented the Mayor on his vision, short and long-term commitment to the project, and the successful consensus building accomplished to date in moving the High-Capacity Transit Corridor Project forward. He is committed to working with the Mayor, the staff and his constituents, to form a partnership founded on communications and working together to establish a solid foundation towards the successful award of Federal funds, with FTA and the Project Management Oversight Contractor (PMOC) staff ready to support this project. Mr. Rogers pointed out that all activities between FTA, the PMOC and the City will be transparent, and the City will be held to FTA's rigorous standards as applied to all grantees.

The City's organizational chart was distributed and explained by Ms. Donna Woo, First Deputy Corporation Counsel, Department of the Corporation Counsel. Mr. Toru Hamayasu of the Department of Transportation Services (DTS) also included and presented organizational charts for the new office of Rapid Transit 2007 for the early phases of the project, the Preliminary Engineering (PE) and Environmental Impact Statement (EIS) phase, and a chart for the Design and Early Construction phases.

Mr. Edward Carranza, Jr. , Deputy Regional Administrator of FTA Region IX, introduced the FTA and PMOC staff present at the meeting, including Nadeem Tahir, Director, Office of Program Management and Oversight; Catherine Luu, FTA Project Task Order Manager for this project; and Frank McCarron, from Booz Allen Hamilton (BAH), the PMOC Program Manager. The organization charts for both FTA Region IX and the BAH team were distributed at the meeting.

Mr. McCarron introduced the PMOC team members present at this meeting, and summarized the role of the PMOC, including the two initial tasks of reviewing the Technical Capacity and Capability of the City and performing a cost validation analysis of the current cost estimate.

Mr. Toru Hamayasu of DTS and Mr. Mark Scheibe of PBQD continued the meeting with a PowerPoint presentation which included an overview of the chronology of the project, Alternatives Analysis (AA) timeline, public meetings, operating details, physical characteristics capital cost breakdown, sources and uses of funds and project schedule.

A presentation and discussion was held on the Minimum Operating Segment (MOS) of this project. The Locally Preferred Alternative (LPA) is a fixed guideway system that is twenty-eight (28) miles long. The “First Project” constitutes the MOS and is currently 20 miles long, from East Kapolei to Ala Moana Center via Salt Lake Boulevard. The Salt Lake area is currently very congested with several areas of very dense development including commercial/business/residential land uses. There are significant topographical grade changes that present unique challenges coupled with a growing population (currently 950,000 +/-) and an expected growth of an additional 250,000 to 350,000 by the year 2030. Right-of-way acquisition and utility infrastructure relocation are other recognized areas that present hurdles during design and construction phases. There is also a “Phase I” of the “First Project” alignment of the project, which is proposed to begin in the west from the future site of the University of Hawaii (UH) West O‘ahu campus towards Waipahu.

It was reported that several documents are being prepared including the LPA Report, Scoping Report, Project Financial Plan, Project Management Plan (due within a month) and Fleet Management Plan, which needs updating.

Mr. Simon Zweighaft, from InfraConsult, LLC, presented an overview of staff assigned as part of the PMSC, who possess extensive worldwide experience in providing large and diverse service offerings to clients.

FTA and BAH staff, along with DTS and InfraConsult, LLC staff participated in a field review of the corridor.

## **II. MEETING DETAILS**

**Date:** Tuesday, April 3, 2007  
**Location:** Mayor's Office Conference Room  
**Address:** 530 South King Street, 3<sup>rd</sup> Floor  
Honolulu, Hawaii 96813

The agenda distributed at this meeting is included as **Appendix A**, while the list of attendees is included as **Appendix B**.

A list of handouts distributed at the meeting is as follows:

- Alternatives Analysis Report (in DVD format)
- Organization - City and County of Honolulu and "Rapid Transit Office"
- Organization - FTA Region IX
- Organization - Booz Allen Hamilton PMOC Team
- Presentation - Project Development and Update
- Organization - Honolulu High-Capacity Transit Corridor Project: Project Management Support Services (InfraConsult, LLC)
- Presentation - Project Management Support Consultants (InfraConsult, LLC)

### **III. INTRODUCTION AND OPENING REMARKS**

- Opening Remarks by Mayor Mufi Hannemann – City and County of Honolulu (City)

Honolulu Mayor Mufi Hannemann began the meeting with a welcome to all and introduced all of his staff members present, including the Managing Director and Deputy Managing Director, the Directors of various City departments and the two consulting firms under contract to the City, Parsons Brinckerhoff Quade & Douglas, Inc. (PBQD) and InfraConsult, LLC. Please refer to **Appendix B** for a full list of attendees.

Mayor Hannemann began the proceedings by thanking FTA and elected officials in Washington, DC for their interest and support in this project. He emphasized his political willpower and commitment to this project, and the importance of the partnership with FTA and local government. The Mayor touched upon the need and desire from Honolulu residents to relieve congestion, and support from the community has been shown by the successful bi-partisan passage of the 0.5% General Excise Tax Surcharge in one legislative session. He indicated, very strongly, that he was a proponent and supporter of a rail system with integrated bus and ferry systems for the City since it presents a unique opportunity for the citizens on Honolulu - a coordinated transit alternative, something never before offered. The Mayor highlighted how the rail project would be the centerpiece of an inter-modal system, recognizing that rail is not the only solution and that other alternatives, such as managed lanes, would not help relieve congestion on their own.

The Mayor also indicated that the City Council is also strongly in favor of moving forward with this project in spite of some outer areas not being immediately served by the proposed project. He also informed the audience of his plans to run again at next year's Mayoral election, his commitment to see this project move forward, and that he has set a target of mid 2009 for groundbreaking.

- Opening Remarks by Leslie Rogers, Regional Administrator of FTA Region IX

Mr. Leslie Rogers thanked the Mayor and the City for their introductions and hospitality, as well as for their support of this project in addressing congestion. He pointed out that addressing congestion is one of the main objectives of the U.S. Department of Transportation (DOT), regardless of the mode, and FTA looks forward to continuing to support this partnership. Mr. Rogers complemented the Mayor on his vision, short and long-term commitment to the project, and the successful consensus building accomplished to date in moving the High-Capacity Transit Corridor Project (HCTCP) forward. He is committed to working with the Mayor, the staff and his constituents to form a partnership founded on communications and working together to establish a solid foundation towards the successful award of Federal funds, with FTA and the PMOC staff ready to support this project. Mr. Rogers made it clear that all activities between the FTA, PMOC and the City will be transparent, emphasized that this project is complex and challenging, and that FTA would hold the City and County of Honolulu to FTA's rigorous standards and criteria as applied to all grantees.

#### **IV. OVERVIEW – CITY AND COUNTY OF HONOLULU**

- City Organization

The Organization of the City and County of Honolulu was presented by Ms. Donna Woo, First Deputy Corporation Counsel, Department of the Corporation Counsel. A scan of the charts presented is included in this report as **Appendix C**.

Ms. Woo described the Executive Branch of the City and County of Honolulu, which is headed by the Mayor. The Managing Director assists the Mayor in overseeing 17 Departments (and 4 Offices). Some of the main Departments that will be involved in this project are as follows:

- Department of Budget and Fiscal Services
- Department of Community Services
- Department of Design and Construction
- Department of Human Resources (DHR)
- Department of Planning and Permitting (DPP)
- Department of Transportation Services (DTS)

Of those departments, Ms. Woo indicated that DPP will be in charge of Transit Oriented Development (TOD) and issuing the construction permits; DHR will be responsible for recruiting and hiring civil service staff for this project; and DTS is responsible for the project and where the “Rapid Transit Office” will be included. Ms. Woo also noted the Department of the Corporation Counsel, which is not one of the 17 Departments but works in conjunction with the Mayor and City Council, will provide legal services.

- Project Team

The presentation of the project’s organization continued with an overview by Mr. Toru Hamayasu of the “Rapid Transit Office” (this is not the official name).

Mr. Hamayasu described the “Rapid Transit Office” as an ‘evolving’ office, with its structure growing and transiting between DTS staff and Contract Consultant staff as the project develops. Currently, there will be approximately 21 positions, of which ±5 are DTS staff and ±16 are Contract Consultants. This contract has recently been awarded (though it had not been not executed at the time of this meeting) to InfraConsult, LLC. By PE/EIS, there will be an aggressive push to hire civil service (City) staff to fill all sections of the Rapid Transit Office, e.g. Planning, Engineering, Finance and Administration, Outreach, and Document Control. Those positions not filled by civil service will remain staffed by Consultants. A different structure is planned for Design and Early Construction Phases, with added sections (Projects Groups, Operation Development) and other areas under existing departments (Train Control, Fare Collection under Engineering; Real Estate Acquisition and Relocation under Finance and Administration), and well as a Quality Manager and Safety Manager. Again, those positions not filled by civil service staff will remain staffed by Consultants.

## V. FTA OVERSIGHT PROGRAM

- FTA Region IX

Mr. Ed Carranza, Deputy Regional Administrator of FTA Region IX, summarized the history and objectives of the PMO program. He described the current FTA regional organization where the Office of Planning and Program Development works with grantees on the “pre-grant” part of the project and the Office of Program Management and Oversight works with grantees on the “post-grant” part of projects.

Mr. Carranza continued by introducing the following FTA Region IX staff present at the meeting:

- Leslie Rogers, Regional Administrator of FTA Region IX;
- Nadeem Tahir, Director, Office of Program Management and Oversight;
- Catherine Luu, FTA Project Task Order Manager for this effort;
- Ray Sukys, Director, Office of Planning and Program Development;
- Ted Matley, Planner in the Office of Planning and Program Development; and
- Carolyn Mulvihill, with the Office of Planning and Environment at FTA Headquarters.

The organization chart for FTA Region IX was distributed at the meeting and included as **Appendix D**.

- Project Management Oversight Contractor (PMOC)

FTA has assigned Booz Allen Hamilton (BAH) as the PMOC for this project. The role of the PMOC is to act as an extension of FTA staff.

A brief introduction of background and key task assignments by the PMOC staff present at the meeting followed: Mr. Frank McCarron, Mr. Robert Mowry, and Ms. Laura Cham. Mr. Frank McCarron, the BAH PMOC Program Manager, also described the background and task of key staff members not present at the meeting, including Justine Belizaire, who will serve as the Task Order Manager for this assignment. The organization chart handed out at the meeting is presented as **Appendix E**.

He also highlighted the PMOC’s support and partnership role to help the City with this project. Mr. McCarron provided a brief summary of the two initial tasks to be carried out by the PMOC:

- Review of Technical Capacity and Capability – this task will evaluate the City’s organization, policies and procedures for implementing the project, specifically for the PE phase of the project.
- Cost validation analysis of the current cost estimate – this task will assess the reasonableness of Honolulu’s current cost estimates for the LPA by comparing these cost estimates with those of other U.S. rail projects completed over the past ten to twenty-year period.

## **VI. PROJECT UPDATE**

Mr. Toru Hamayasu, Department of Transportation Services (DTS), and Mark Scheibe (PBQD) presented a PowerPoint presentation which included an overview of the chronology of the project, AA timeline, public meetings, operating details, physical characteristics capital cost breakdown, sources and uses of funds and project schedule.

- History

Mr. Hamayasu began by describing the chronology of transit project developments, which started in 1968 with the O'ahu Transportation Plan recommendation of a rail system with a 1980 horizon year. Current HCTCP milestones include the selection of Fixed Guideway as the Locally Preferred Alternative (LPA) in December 22, 2006 and the First Project for Implementation in February 2007.

The study corridor has remained roughly the same, although it has been extended further west, and serves approximately 70% of the population and a large percent of the employment.

Alternatives Analysis (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 Alternatives Analysis, and on December 22, 2006, the City Council selected the Fixed Guideway as the Locally Preferred Alternative (LPA), including the alignment of the project.

- Current Status

Selection of the LPA by the City Council was on December 22, 2006. Other alternatives considered were No Build, Transportation System Management, and Managed Lanes.

LPA considered different alignments, and left two areas to be finalized:

- Kapolei (west-side) – one alignment was longer than the other, although it passed through more populated/developed areas;
- Salt Lake Blvd. vs. Airport

Mr. Hamayasu also explained the choice of the “First Project” was a decision by the City Council and is a 20-mile alignment, from East Kapolei (though not the full LPA alignment), through Salt Lake Blvd. (not the airport), downtown and a eastern terminus at the Ala Moana (Shopping) Center. The “First Project” does not include the majority of the alignment through Kapolei (west) or the University of Hawaii at Manoa on the eastern side.

- Local Share

In July and August 2005, the State enabled legislation for the Transit Dedicated Tax and the City Ordinance enacted the Transit Tax, respectively. This increased the General Excise Tax (GET) by 0.5% and would be a source of revenue to build the corridor project.

The increased GET surcharge went into effect on January 1, 2007 and has a limited duration with an end date of December 22, 2022.

- Scope

Mr. Hamayasu presented aerial photographs of the proposed LPA alignment, general description of the areas surrounding the alignment and the assumptions that went into the alternatives analysis for this alignment.

- LPA Alignment

- West-end of alignment is East Kapolei, where there is significant future development (UH West O‘ahu and State Department of Hawaiian Home Lands);
- Waipahu is mostly residential, primarily single family though highly dense, with commercial along the main road;
  - The two potential locations for the system’s maintenance facility (only one location to be selected) are: one north of Farrington Highway near future DR Horton development, and one on the eastern side of Waipahu, near the intersection of H-1 and H-2 highways;
- Alignment continues through Pearl Harbor and Aloha Stadium;
- Salt Lake Blvd. area is highly residential;
- Alignment through downtown and Kalihi is both commercial and residential, and highly dense, including two community colleges.

- Assumptions made in the Alternatives Analysis

- System will operation from 4 a.m. to 12 a.m., with 3-10 minute headways;
- Maximum speed will be 55 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 at 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 are approximately 270 feet long;
- Cost to ride will be the same as “TheBus” with transfer available from one to the other.

- Budget

Mr. Hamayasu and Mr. Scheibe from PBQD gave an overview of the project's planned cost and funding sources.

- Total estimated cost for the project (East Kapolei to Ala Moana Center, via Salt Lake Blvd.) is \$3,470 million in 2006 dollars.
  - \$1,805 million in estimated Construction Costs, plus \$480 million in Contingency (subtotal of \$2,285 million)
  - Right-of-way estimate is \$70 million
    - It was noted that the amount of ROW is low due to the alignment going through existing roadway (majority is single columns of aerial guideway will be on existing medians)
    - Some of the ROW that will be needed has been marked off by developers
  - Vehicles estimate is \$230 million
    - DTS staff stated that Light-Rail vehicles were assumed/priced in the cost estimate
  - Park-n-Ride facilities have been included at some stations:
    - One near H-2 highway station, to serve as a feeder station and major hub for buses and private vehicles;
    - One at Aloha Stadium (facility is city-owned)
    - Smaller park-n-ride near one of the cities bus maintenance facilities;
    - Other facilities (outside of project scope): 4 bus “intermodal centers” have been completed (or near completion)
- Funding Sources – GET Surcharge Revenues
  - The GET Surcharge Revenues presented assume three different growth scenarios between 2007 and 2022 (end of GET Surcharge)
    - Scenario 1 was based on recent trends over the last 15 years, projected to 2022;
    - Scenario 2 utilizes revenue survey growth projections over the next 6 years (estimated by the State Council on Revenues every 4 months), applied through 2022;
    - Scenario 3 uses revenue survey growth projections for the first 6 years of the project (to 2012), and then applies the trend in growth through 2022.
  - Federal Share is approximately 20% (\$700 million in 2006 dollars – or \$925 in YOE millions)

- Schedule

Mr. Hamayasu explained the scoping process began in early 2006, and the City is currently re-scoping the project, separate of the Alternative Analysis and Environmental process. The schedule presented by DTS and PBQD outline the following activities:

- The project is currently starting the National Environmental Policy Act (NEPA) process and Chapter 343 (State Environmental Process), and is scheduled to finish Environmental/NEPA process with the end of PE (early 2009).
- By mid 2007, the project is scheduled to start Preliminary Engineering and draft EIS.
- Decision of vehicle technology including selection and design is scheduled to begin late 2007 with procurement in late 2008. Vehicle manufacture and delivery is projected to begin mid 2009 through spring 2012 before testing begins.
- Utility relocation agreements and design are scheduled to start during mid 2007 followed by procurement and construction from mid 2009 through 2011.
- Record-of-Decision (ROD) is expected by mid 2009, with vehicle procurement to start at mid-PE and be awarded by ROD.
- Right-of-Way Certification and Acquisition will also begin at PE and scheduled to end by late 2009.
- Civil Structure, Guideway, Stations, Maintenance Facility and Systems work are scheduled late 2009 to early 2010 with design followed by construction and procurement through early to mid 2012. Testing components for all phases of construction are scheduled during spring/summer 2012.

There was a general discussion of the schedule, specifically the gap between PE and FD, the integration of the phases of the “First Project” and the potential use of multiple design-build contractors. These, as well as other potential schedule concerns, will be need to be evaluated.

- “First Project”

As Mr. Hamayasu previously discussed, part of the LPA consists of a “First Project” as a minimum operating segment (MOS). This “First Project” would be a 20-mile alignment (the total LPA alignment is approximately 28 miles). The “First Project” alignment includes the portion of the optimum fixed guideway alignment that would begin makai (south) of UH West O‘ahu near Kapolei Parkway and North-South Road, and continue to Ala Moana Center.

Mr. Hamayasu pointed out that “Phase I” of the “First Project” is the ‘Ewa section from UH West O‘ahu to the intersection of Highways H-1 and H-2. Along this alignment, two locations have been identified, both parallel to Farrington Highway, as possible sites for the Maintenance Facility. The location nearest the intersection of Highways H-1 and H-2 was identified as early as 1992 and is currently owned by the Navy. This initial Phase would be 4 to 6 miles in length.

Subsequent Phases would be the Salt Lake Section followed by the Downtown section. The optimum fixed guideway alignment would expand the line to 28 miles.

Discussions were held on this MOS or “First Project” and the anticipation of opening parts of the alignment in phases, and the packaging of Contracts (smaller contracts with “rolling open”; systems + vehicles contract) including:

- Trade-offs: smaller contracts allow for more competition (more resources available) but add difficulty in managing contracts, while larger contracts cost less and limit local participation.

- Design/Build has not been decided on – other contracts may be Design/Bid/Build

FTA expressed concern on the environmental issues concerning this MOS vs. First Project with Phases and how it is laid out in the Environmental documents. The environmental impacts need to be specifically associated and evaluated with the ‘segment that will be opened’, at the projected time of opening. The City will need work with the FTA planning staff to clarify how it intends to proceed with segments of the project.

- Available Documents

While a more complete list of available documents are listed in the presentation, Mr. Hamayasu highlighted the current preparation of the Project Management Plan (PMP), which DTS and their consultants plan to have a draft in approximately one month, and the need to update the current Fleet Management Plan (FMP).

- Issues and Concerns, Next Steps

In addition to the issues concerning the MOS vs. “First Project” and phasing, FTA expressed other concerns on the following:

- Contract Packaging – trade-offs between having large contracts vs. smaller contracts.
- Project Delivery Method – multiple design-build contract versus other methods.
- Project Schedule – the overall schedule, and specifically the gap between PE and Final Design
- Organizational Development – the timing of staffing
- Implementation of a Safety Oversight Office is required for Entry into FD, which is a major task because it requires legislative action and the Governor’s approval.

## **VII. PRELIMINARY ENGINEERING PROJECT MANAGEMENT TEAM**

The last presentation of the day was from InfraConsult, LLC, who has been awarded the contract (though not yet executed at the time of the meeting) to provide project management support to the City. Mr. Simon Zweighaft, the Project Manager from InfraConsult, LLC, gave a brief overview of the InfraConsult, LLC team and highlighted the staff's experience in various transportation consulting position and the firm's capabilities and services. An organization chart of the InfraConsult Project Management Support Services for this project was also provided at the meeting and is included in this report as **Appendix F**.

Mr. Zweighaft also highlighted the initial City and PMSC services, including the PMP, Project Management Procedures, Master Schedule, Configuration Management Plan, Quality Plan, and the PE/EIS request-for-proposal. Other services the PMSC will provide include:

- Administrative and Financial (financial plan, project controls, etc.);
- Technical (Real Estate Acquisition and Management Plan, Operations and Fleet Management Plan, etc.);
- Coordination Services (community involvement, agency coordination, etc.); and
- Federal Support (request to enter PE, PMO monthly and quarterly meetings, entry into FD, etc.)

## **VIII. FIELD REVIEW**

After the meeting at the Mayor's Office Conference Room, FTA and PMOC staff were taken on a field review tour of the proposed alignment. Guiding and accompanying them were Clyde Shimizu, PBQD; Melvin Kaku, DTS Director; Chrystn Eads, Executive Assistant to the Mayor; and Simon Zweighaft, InfraConsult, LLC.

The field review began by traversing the Salt Lake Boulevard section of the corridor. This area is characterized with dense residential and commercial development servicing what appeared to be middle class communities with pockets of what could be defined as transit dependent population, where there could potentially be problems with acquisitions and relocation. Major traffic generators in this section include the Mapunapuna Industrial Area, Salt Lake Shopping Center, Aloha Stadium and the Stadium Mall and Marketplace. Numerous other shopping venues, including the Westridge and Pearlridge Shopping Centers, are close to the proposed alignment, as is the Pali Momi Medical Center in addition to the Leeward Community College. This section of the alignment would offer several park-and-ride opportunities. It was noted that several topographical elevation changes occur within this portion of the alignment including crossing above Highway H-1.

The western end of the alignment includes two potential sites for the maintenance facility. One site near the interchange of H-1 and H-2 is located on Navy property. The day of this tour, there was construction equipment on-site performing some work. Although it was difficult to determine what was actually taking place, it did not appear to be significant other than some ground cover removal. However, this raised some concerns about the potential use of this property for a maintenance facility (i.e., planned use by owner). The other maintenance facility site was located in an undeveloped area other than the light manufacturing/commercial establishment currently located there.

The remainder of the western end of the alignment went through areas currently under development as the future site of the UH West O'ahu campus, and a drive parallel to a very large drainage easement and storm retention pond under construction. It appeared that preliminary infrastructure (utility work) had also begun in the area designated for the UH West O'ahu campus.

Backtracking through the corridor, the tour continued through the alignment heading east in the downtown section serving a corridor with a mix of residential, commercial, industrial and business developments. It was noted that utility relocation would be significant through this corridor. Major employers in this area included the Kalihi/Palama Business District, Iwilei Industrial Area, Kaka'ako Business District and Ala Moana Center. This area was densely developed, populated and very congested. It is also a large bus hub and key transit center in downtown. It was noted that several high-rise condominium types of development were present with lots of new construction also underway.

A summary of the concerns raised during the tour of the alignment included the following:

- Extensive utility relocation and the costs included in the estimate;

- Right-of-way costs (estimate currently states \$70 million in 2006 dollars), as these have the potential to be greater, especially where the alignment traverses low to middle class communities;
- Availability of the Navy property as the site for the maintenance facility – even though this is one of two sites considered, it raised concern about the site activities being done at the time of the tour (planned use by owner);
- While the tour did not drive through any parks, the question was raised by FTA and PMOC staff whether there would be potential issues with parklands and Section 4(f).

## **APPENDIX A: AGENDA OF MEETING**

### **Federal Transit Administration Project Management Oversight Meeting City and County of Honolulu High Capacity Transit Corridor Project**

Date: April 3, 2007  
Location: Mayor's Office Conference Room  
Address: 530 South King Street, 3<sup>rd</sup> Floor

#### **Agenda:**

- 9:15 AM - Introduction
  - Opening Remarks
    - FTA – Leslie T. Rogers, Regional Administrator
    - City and County of Honolulu – Mufi Hannemann, Mayor
- 9:40 AM - Overview
  - City Organization – (various)
  - City and County of Honolulu High Capacity Transit Corridor Project
    - AA Team – DTS (Toru Hamayasu) & PBQD (Mark Scheibe)
    - PE Project Management Team - DTS (Toru Hamayasu) & InfraConsult (Simon Zweighaft)
- 10:00 AM - Break
- 10:15 AM – FTA Oversight Program
  - FTA Region IX – Ed Carranza, Deputy Regional Administrator
  - PMOC – Frank McCarron, Program Manager, Booz Allen Hamilton
- 10:30 AM – Project Update – DTS (Toru Hamayasu)
  - History
  - Current status
  - Local share – Excise tax collection
  - Scope
  - Budget
  - Schedule
  - Available Documents
  - Issues and concerns
  - Next Steps
- 11:30 AM - Project Management Plan (PMP) Development – DTS (Toru Hamayasu) & InfraConsult (Simon Zweighaft)
  - Technical capacity
  - Procurement methods
  - Other technical related discussions
- 12:15 – Lunch
- 1:30 PM - Field Review of Corridor

**APPENDIX B: LIST OF MEETING ATTENDEES**

Name	Organization	Position/Title	Phone	Email
Frank McCarron	BAH / FTA	PMOC Program Manager	703-625-9274	<a href="mailto:mccarron_francis@bah.com">mccarron_francis@bah.com</a>
Carolyn Mulvihill	FTA	Planner, FTA HQ	202-366-2258	<a href="mailto:carolyn.mulvihill@dot.gov">carolyn.mulvihill@dot.gov</a>
Ted Matley	FTA	Planner, Region IX	415-744-2590	<a href="mailto:ted.matley@dot.gov">ted.matley@dot.gov</a>
Ray Sukys	FTA	Director, Office of Planning and Program Development	415-744-2802	<a href="mailto:raymond.sukys@dot.gov">raymond.sukys@dot.gov</a>
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Joyce Oliveira	Mayor's Office	Executive Assistant to the Mayor	808-523-4714	<a href="mailto:joliveira@honolulu.gov">joliveira@honolulu.gov</a>

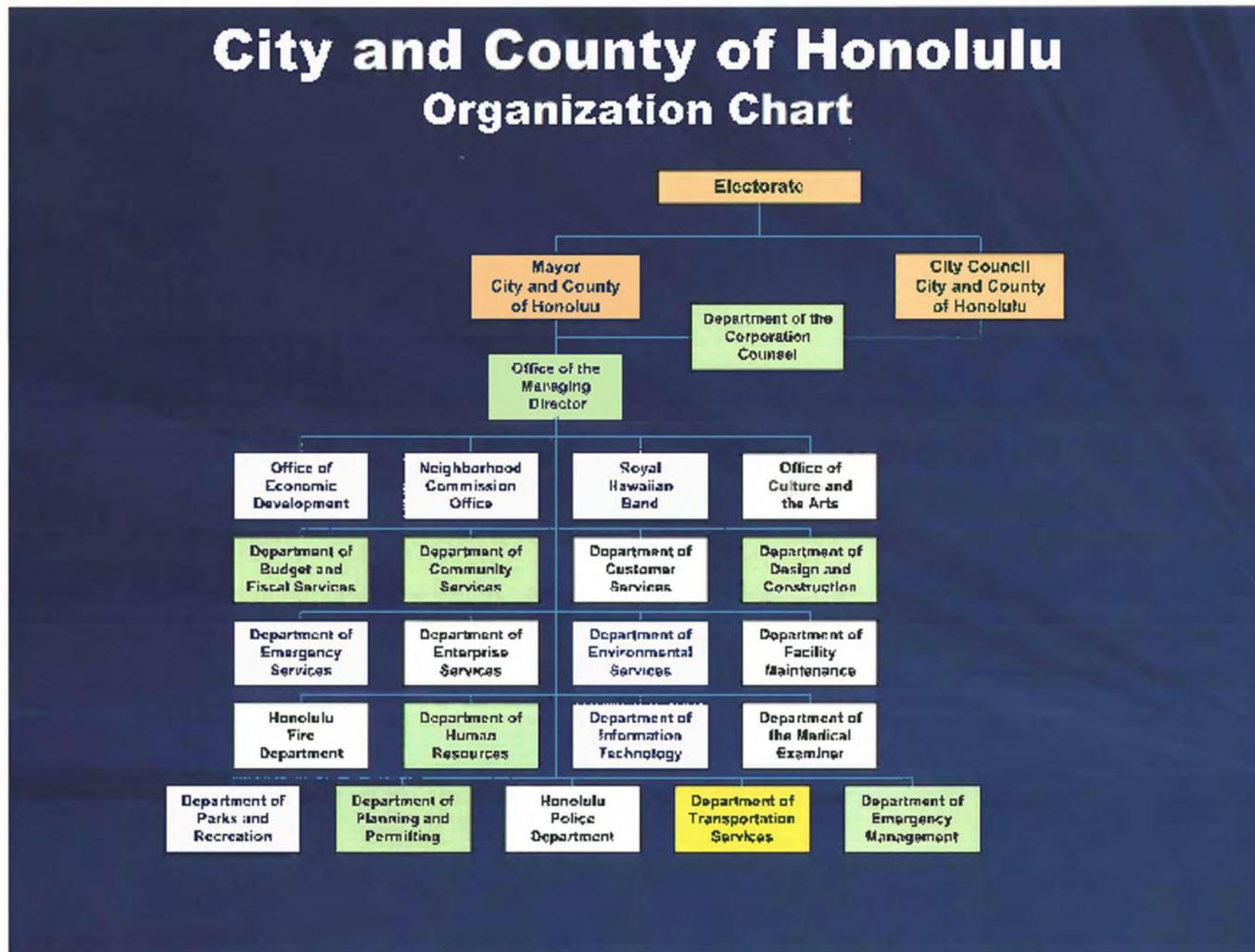
Name	Organization	Position/Title	Phone	Email
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Legend:

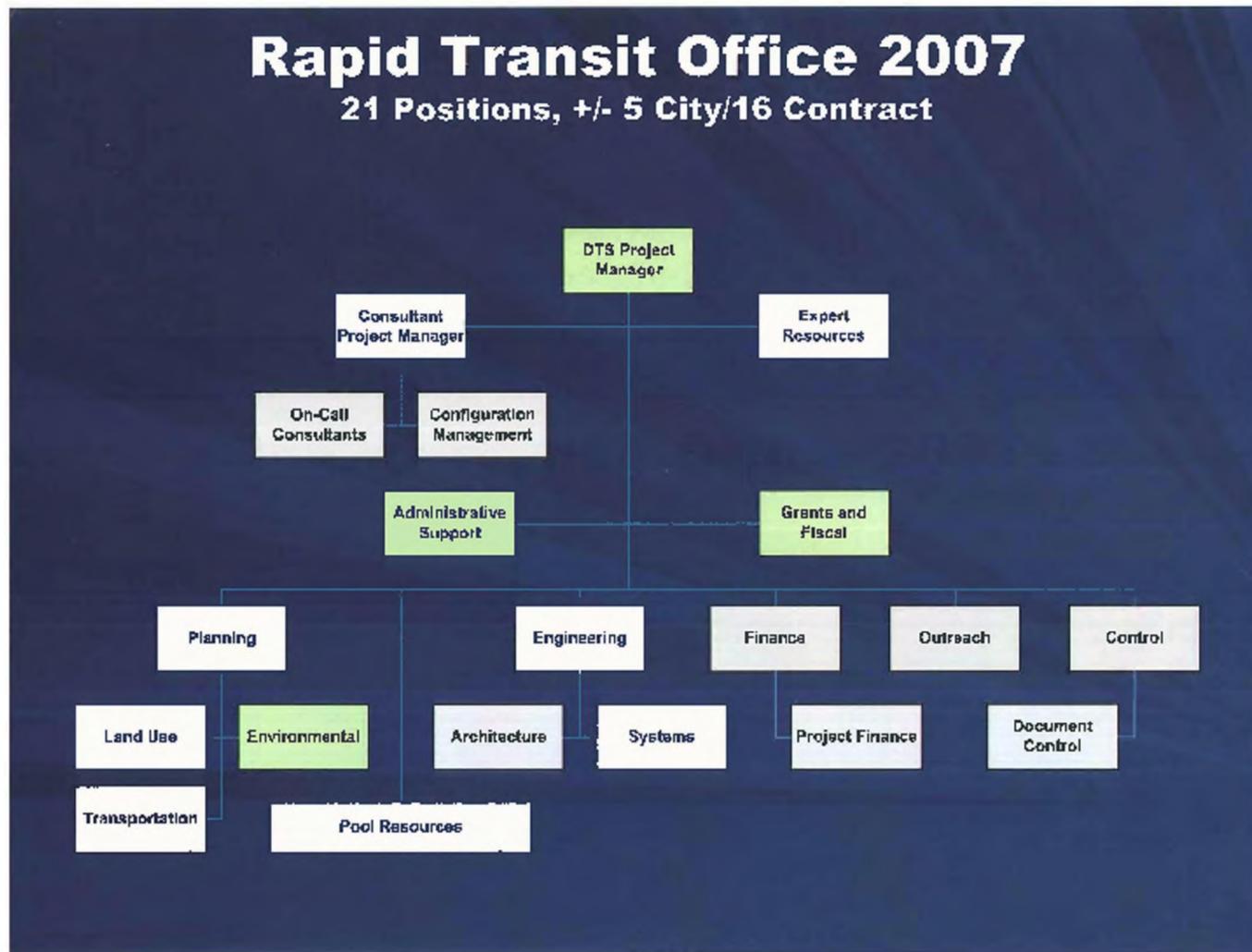
BFS - Department of Budget and Fiscal Services  
COR - Department of the Corporation Counsel  
DDC - Department of Design and Construction  
DHR - Department of Human Resources  
DPP - Department of Planning and Permitting  
DTS - Department of Transportation Services  
MD - Office of the Managing Director

**APPENDIX C: ORGANIZATION - CITY AND COUNTY OF HONOLULU**

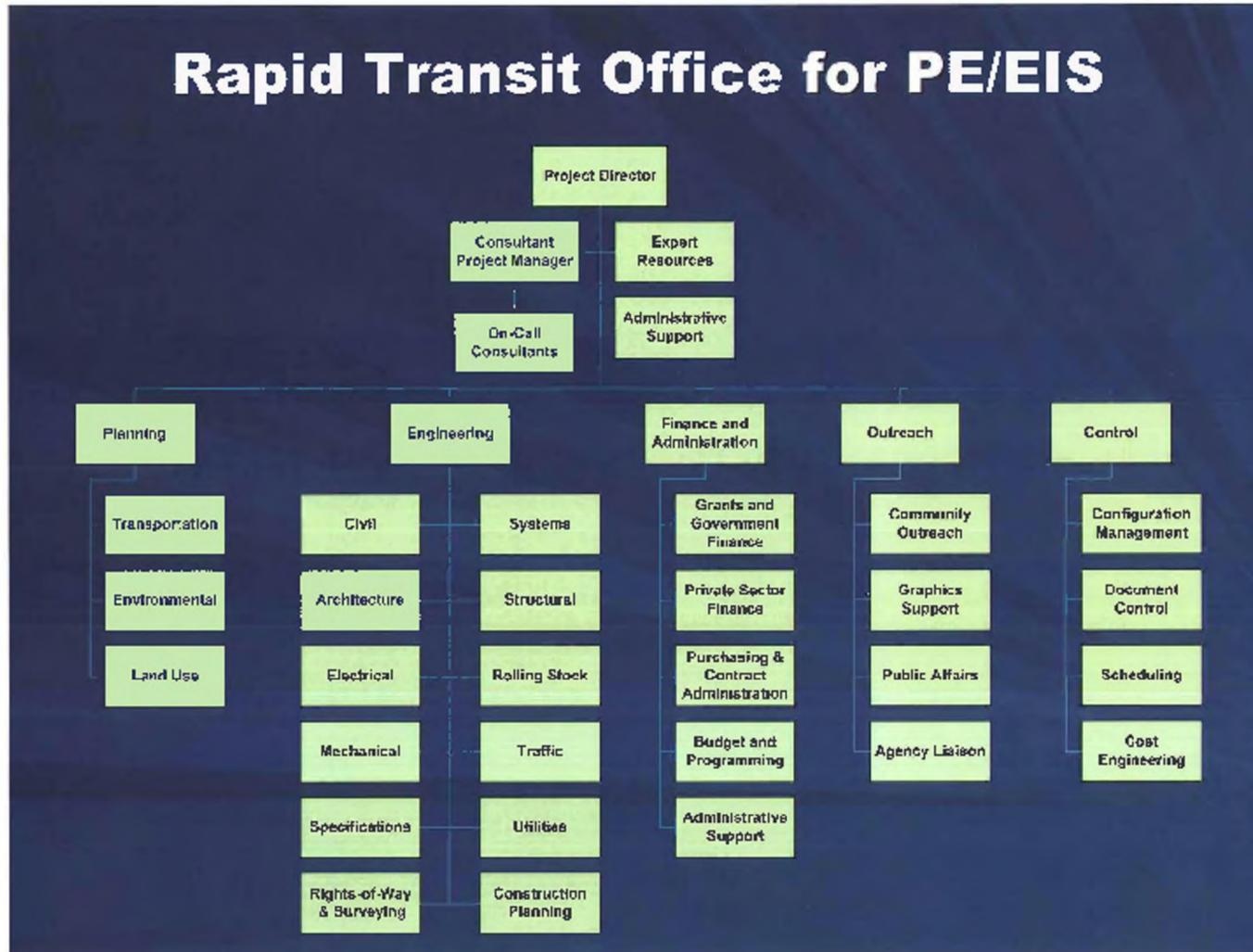
APRIL 3, 2007



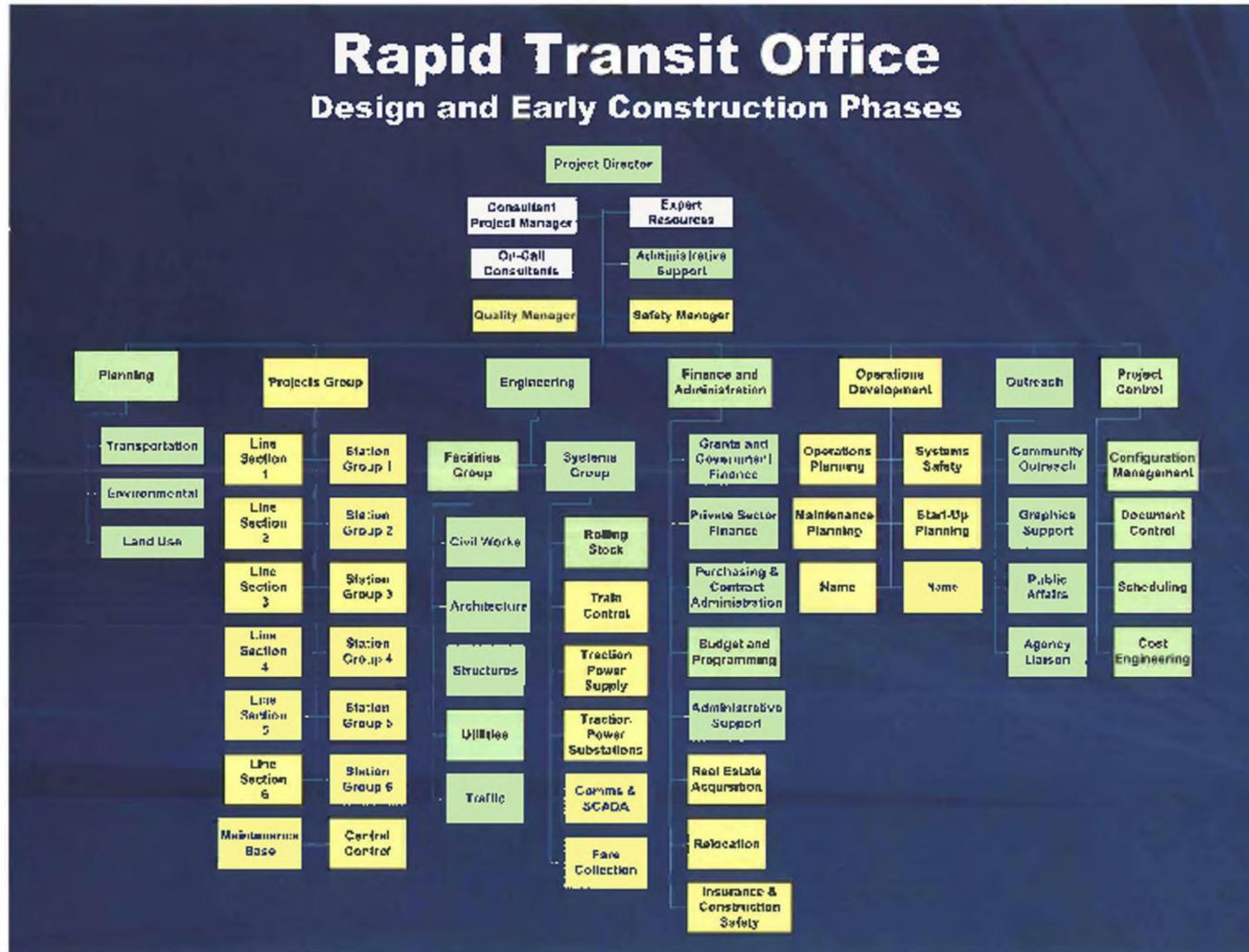
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(APPENDIX C : Organization - City and County of Honolulu – CONTINUED)



(APPENDIX C : Organization - City and County of Honolulu – CONTINUED)



**APPENDIX D: ORGANIZATION - FTA REGION IX**



**U.S. DEPARTMENT OF TRANSPORTATION  
 FEDERAL TRANSIT ADMINISTRATION (FTA)  
 REGION IX  
 201 MISSION STREET, SUITE 1650  
 SAN FRANCISCO, CALIFORNIA 94105  
 PHONE: (415) 744-3133  
 FAX: (415) 744-2726**



APRIL 3, 2007

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Edward Carranza, Jr.	Deputy Regional Administrator
Patricia Valentine	Program Management Specialist
Renee Marler	Regional Council
Sigric Jones	Paralegal Specialist
Dorin Jourdan	Civil Rights Specialist

**OFFICE OF PLANNING AND PROGRAM DEVELOPMENT**

Raymond Sukys	Director
Hymie Luder	Transportation Program Specialist
Jerome Wiggins	Transportation Program Specialist
Donna Turchie	Transportation Program Specialist
Ingrid Libao	Grants Control Assistant
Paul Page	Community Planner
Lorraine Lerman	Community Planner
Ted Matley	Community Planner
Alex South	Community Planner
Lucinda Eagle	Community Planner
Ingrid Libao	Grants Control Assistant
Delilah Enriquez	Program Assistant

**OFFICE OF PROGRAM MANAGEMENT AND OVERSIGHT**

Nadeem Tahir	Director
John Hunt	Transportation Program Specialist
Philoki Barros	Transportation Program Specialist
Sean Mao	Transportation Program Specialist
Jeffrey Davis	General Engineer
Alla Lyubovny	General Engineer
Catherine Liu	General Engineer
Phyllis Yue	Program Management Specialist
Elba Lira-Martinez	Program Management Assistant

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John Ottomaneffi	Transportation Program Specialist	202-3957
<b>VACANT</b>	Transportation Program Specialist	202-3952

**FHWA**

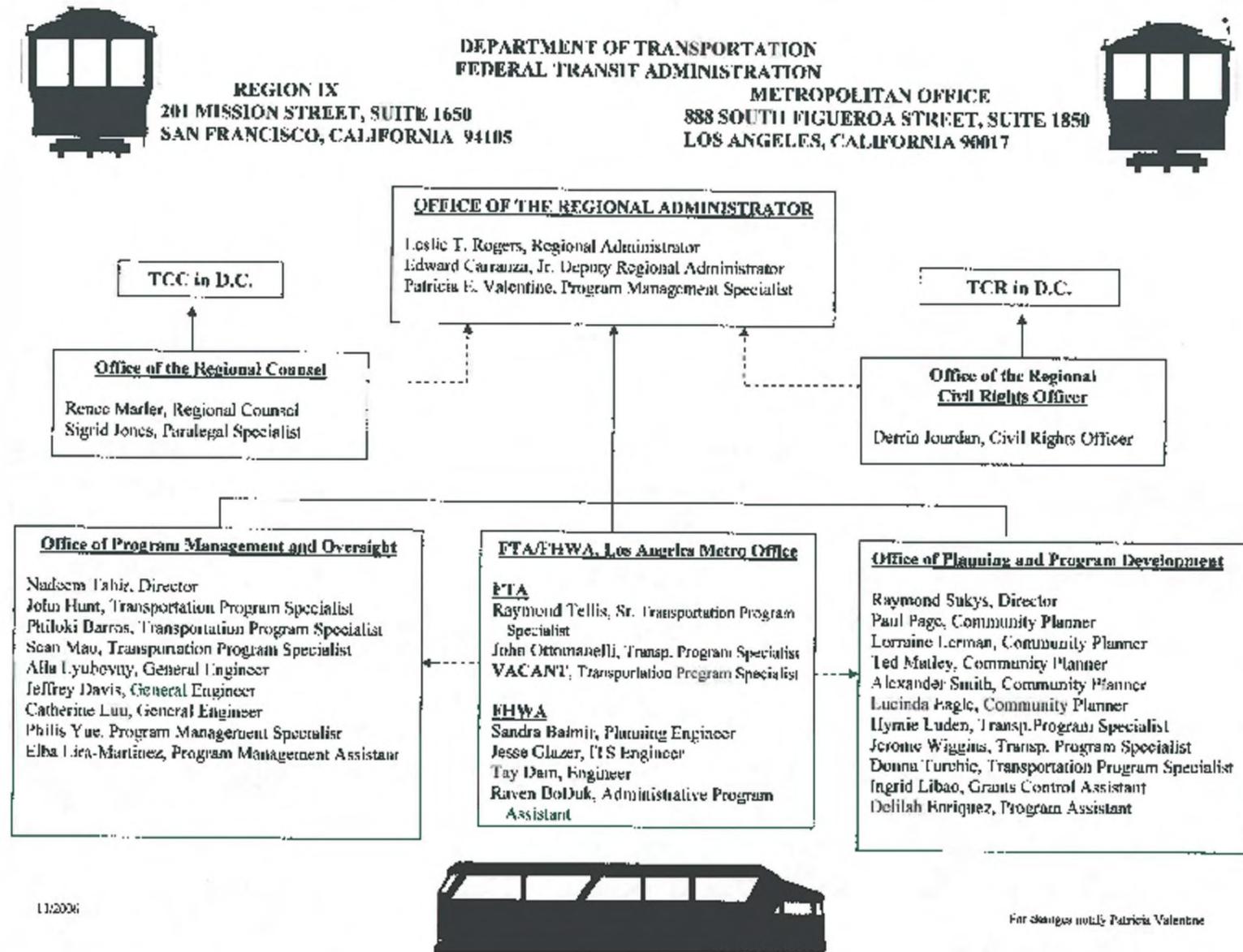
Sandra Balanir	Community Planner	202-3953
Jesse Glaser	ITS Engineer	202-3955
Tay Dam	Engineer	202-3954
Raven BoDuk	Administrative Program Assistant	202-3951

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03/2007

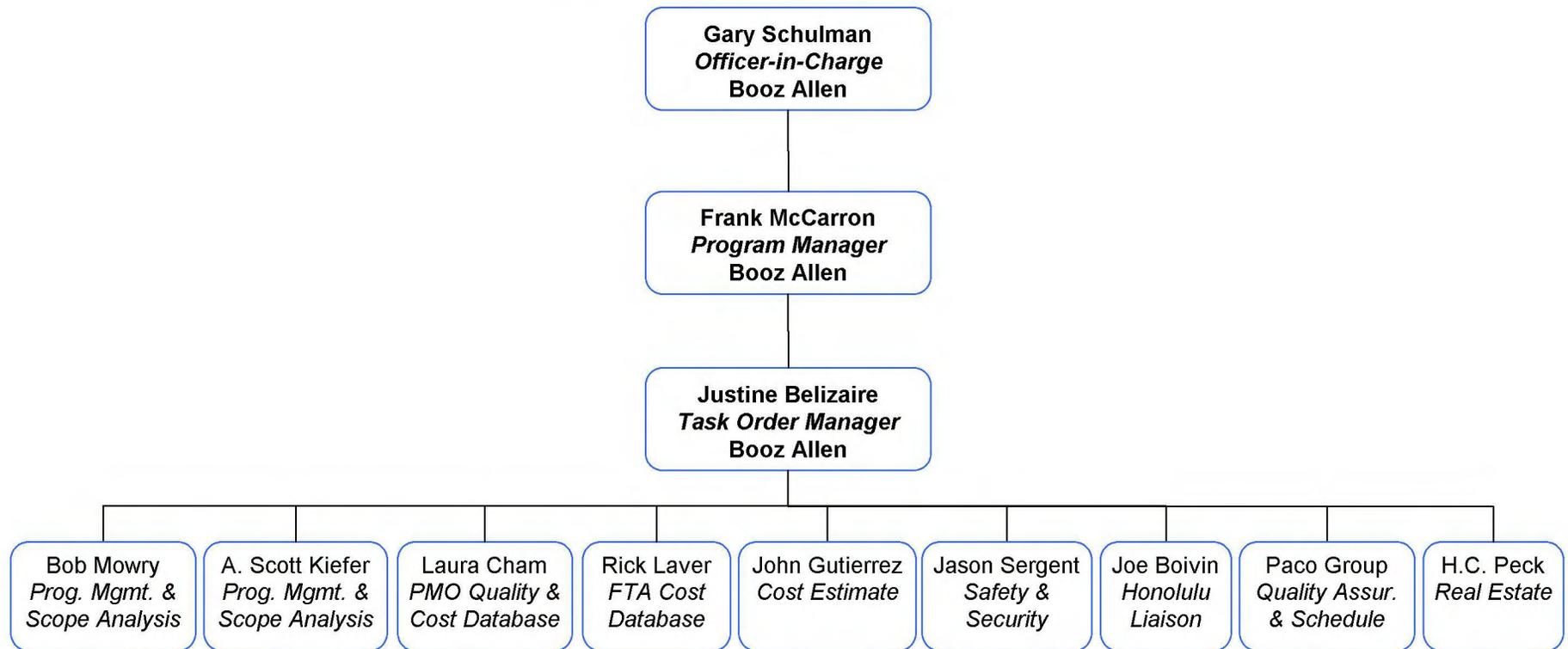
For changes notify Patricia Valentine

(APPENDIX D: Organization - FTA Region IX – CONTINUED)



**APPENDIX E: ORGANIZATION - BOOZ ALLEN HAMILTON PMOC TEAM**

**Booz Allen Hamilton  
Task Order Organization Chart  
Task Order # 10  
Honolulu Fixed Guideway Project**



**APPENDIX F: PROJECT ORGANIZATION – INFRACONSULT, LLC**



**FIGURE 6.1: PROJECT ORGANIZATION**

