HONOLULU AUTHORITY FOR RAPID TRANSPORTATION
CITY AND COUNTY OF HONOLULU

HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR PROJECT

PROGRAM MANAGEMENT CONSULTANT

REQUEST FOR QUALIFICATIONS
NO. RFQ-HRT-431212

QUESTIONS RELATING TO THIS SOLICITATION, CONTACT:

DEPUTY PROJECT OFFICER CONTRACTS AND ADMINISTRATON
HONOLULU AUTHORITY FOR RAPID TRANSPORTATION
1099 ALAKEA STREET, SUITE 1700
HONOLULU, HAWAI'I 96813
TRANSITMAILBOX@HONOLULU.GOV

NOTICE OF REQUEST FOR QUALIFICATIONS
FOR
PROGRAM MANAGEMENT CONSULTANT

HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR PROJECT
PROFESSIONAL SERVICES CONTRACT
REQUEST FOR QUALIFICATIONS NO. RQS-HRT-431212
HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

LETTERS OF INTEREST AND STATEMENTS OF QUALIFICATIONS responding to this Request for Qualifications (RFQ) will be accepted up to 2:00 p.m. Hawai'i Standard Time (HST) on Friday, September 2, 2011, to:

Mr. Kenneth T. Hamayasu
c/o Wendy K. Imamura, Purchasing Administrator
Budget and Fiscal Services, Purchasing Division
530 South King Street, Room 115, Honolulu, Hawai'i, 96813

Because the Program Management Consultant Contract may be funded with Federal assistance, the selected Offeror is expected to comply with applicable Federal Transit Administration (FTA) terms and conditions. With respect to affirmative action and disadvantaged business enterprises (DBEs), a prospective contractor and its subcontractors at every tier must be in compliance with the Common Grant Rules and the FTA's requirements regarding DBEs. DBE firms and small businesses shall have an equal opportunity to participate in this contract.

KENNETH T. HAMAYASU
Interim Executive Director
Honolulu Authority for Rapid Transportation

NOTICE TO CONSULTANTS
REQUEST FOR PROFESSIONAL SERVICES

The Honolulu Authority for Rapid Transportation (HART), a semi-autonomous agency of the City and County of Honolulu (City), is seeking a Program Management Consultant (PMC) to provide support services in the areas of elevated guideway engineering, rail station design, construction management, general project management, environmental planning, federal programmatic requirements and other services for the Honolulu High-Capacity Transit Corridor Project (HHCTCP).

The successful firm must be licensed to do business in the State of Hawai'i. The PMC contract will be supervised and overseen by HART. HART anticipates that key PMC staff members will be embedded with HART staff in a consolidated project office. The embedded PMC staff members will function as an extension of HART staff and will train HART staff to ensure continued technical capacity and capability.

The HHCTCP will be funded in part with New Starts funding assistance from the United States Department of Transportation, Federal Transit Administration (FTA) and HART must comply with the statutory, regulatory, and administrative requirements for New Starts projects, as well as applicable federal laws, regulations, directives and guidance including, but not limited to, the requirements of FTA Circular 4220.1F (Rev 3), February 15, 2011, Third Party Contracting Guidance. FTA Circular 4220.1F (Rev 3), February 15, 2011, is available at: http://www.fta.dot.gov/documents/FTA_Circular_4220.1F.pdf.

HART BACKGROUND

HART was established pursuant to Article XVII of the Revised Charter of the City and County of Honolulu 1973, as amended, which creates a semi-autonomous public transit authority responsible for the planning, construction, operation, maintenance and future expansion of the HHCTCP, the City's fixed guideway mass transit system.

On June 16, 2011, Governor Neil Abercrombie signed SB823, SD1, HD1 into law as Act 131 (2011). Act 131 designates the HART Executive Director as the chief procurement officer of HART.

HART became operational on July 1, 2011.

HHCTCP BACKGROUND

Purpose:

The HHCTCP is approximately 20-miles of elevated guideway with the exception of 3,700 linear feet (0.7 miles) that is at-grade at the Leeward Community College Station. There are twenty one (21) stations, one Maintenance and Storage Facility (MSF), three (3) park-and-ride lots and one (1) park-and-ride structure.

The HHCTCP's guideway and stations are planned to be constructed in sections:

- Section I - West O'ahu/Farrington Highway (WOFH) Guideway: East Kapolei Station to Pearl Highlands Station;
- Section II – Kamehameha Highway Guideway (KHG): Pearl Highlands Station to Aloha Stadium Station;
- Section III – Airport Segment Guideway: Aloha Stadium Station to Middle Street Station; and
- Section IV – City Center Guideway: Middle Street Station to Ala Moana Center Station.

The FEIS and additional information on the HHCTCP can be found at: http://honolulutransit.org.

Status of FTA Programmatic Requirements:

An Alternatives Analysis was completed in October 2006. On December 22, 2006, the Honolulu City Council selected the Fixed Guideway Alternative as the locally preferred alternative (LPA). The Final Environmental Impact Statement was submitted to the State of Hawai'i Governor's Office for review in September 2010, and signed in December 2010. In January 2011, the FTA issued its Record of Decision, allowing the Project's entry into Preliminary Engineering. The City is working to obtain approval for entry into Final Design in the Fall 2011.

Status of Guideway and Stations Contracts:

Kiewit Infrastructure West Co. was awarded the DB contracts for the WOFH Guideway and the KHG section and limited Notices to Proceed for preliminary engineering have been issued.

HDR Engineering, Inc. was awarded the design contract for the three (3) stations comprising the Farrington Highway Station Group and limited Notices to Proceed for preliminary engineering have been issued. Solicitations are in-progress for the various other station groups and subsequent guideway segments which will be procured using the design-bid-build method (DBB); HART will contract with the selected design firms to design and produce tender documents for the bid phases of the construction packages.

The Core Systems will be constructed under a design-build-operate-maintain (DBOM) contract. The major subsystems and other end-products to be acquired under the contract over the eight year period include the revenue vehicles, train control, traction power facilities, fare collection, and manufactured products required for operation and maintenance of the system. The contract for the Core Systems DBOM contractor has been awarded to Ansaldo Honolulu JV; however, execution of the contract is stayed pending resolution of bid protests.

The MSF will be constructed under a DB contract. The MSF DB contractor will be responsible for: completing design; site work; construction of various maintenance buildings; and purchasing, storing, and distribution of rail, special trackwork, switch machines, contact rail and appurtenances for the entire 20.5-miles. Kiewit/Kobyashi, a Joint Venture, has been awarded the DB contract for the MSF and a limited Notice to Proceed for preliminary engineering has been issued.

TERM OF CONTRACT

HART intends to enter into a multi-term contract with the successful offeror. The term of the PMC contract is expected to be for three (3) years from December 2011 to November 2014, with an option for an additional two (2) years to November 2016. The PMC contract will have multiple notices to proceed (NTPs). NTP #1 will be issued for services for the first twelve (12) month period. Subsequent NTPs will be issued annually subject to the appropriation and availability of funds. The PMC contract will be cancelled only if funds are not appropriated or otherwise made available in any fiscal period succeeding the initial term of the contract; however, this will not affect HART's rights or the PMC's right under any termination clause of the contract. HART will notify the PMC on a timely basis regarding the availability or unavailability of funding and its intention to continue the contract for each succeeding fiscal period. The PMC will be reimbursed for unamortized, reasonably incurred, nonrecurring costs if the contract is cancelled due to the non-appropriation of funds.

SCOPE OF WORK

HART has retained the services of a General Engineering Consultant (GEC) who has the overall responsibility for the preliminary design of the HHCTCP including the preparation of the contract packaging plan, the basis of schedule, basis of estimate, standard and directive drawings, project specifications, contract documents and other materials required to design and construct the project. The GEC is also responsible for managing these contracts to their completion including the initial operations and revenue service. The PMC is to provide the staff required in this RFQ to function as an extension of HART staff to provide oversight of the GEC work and to support HART in reporting to the HART Board of Directors, the FTA and its Project Management Oversight Contractor (PMOC). In addition, the PMC will provide training of HART staff to ensure continued technical capacity and capability.

An indicative listing of tasks relating to the scope of work for the PMC accompanies this notice as Attachment A. All PMC levels of effort, work scope, responsibilities and staffing are subject to the review and approval of HART.

SUBMITTAL MATERIALS REQUIREMENT

Interested firms shall submit the following materials:

1) Letter of Interest. The letter of interest must include contact information (name, title, name of firm, mailing address, phone number and e-mail address) for the authorized representative(s) of the firm(s) signing the letter of interest. Please ensure that contact information is up-to-date because contact will be made through the contact person named in

the letter of interest. In the case of a team approach, the letter of interest must indicate whether the team members intend to form a partnership, joint venture, prime-major subconsultant or other legal or organizational structure. If the organizational structure is prime-major subconsultant, the prime firm, which could be a corporation, joint venture, partnership, etc., and the major subconsultant firm(s) and or principal participants, must be clearly identified. Execution of the letter of interest, by a duly authorized representative, attests that the information provided therein is current and factual.

2) Information on the firm. (In the case of a proposed partnership or joint venture, submit information for the respective partnership or joint venture entity itself *and* for each member firm making up the partnership or joint venture. In the case of a prime-major subconsultant, submit information for the prime and the major subconsultant(s).)

   a) Name of the firm, the year the firm was established under the current name, the principal place of business, and location of all of its offices;

   b) Former firm names. Indicate any other previous names for the firm during the last five (5) years and the year the name change(s) were effective;

   c) Type of ownership or legal structure of the firm, i.e., corporation, joint venture, partnership, or other (if firm is a partnership, include the percentage of ownership of each principal participant);

   d) Organizational Eligibility: Submit copies of organizational documents in the form of copies of articles of incorporation, the joint venture agreement, partnership agreement, limited liability company operating agreement or equivalent organizational documents for the firm and principal participant(s);

   e) The average number of employees over the past five (5) years;

   f) The education, training, and qualifications of key members of the Firm;

   g) The total annual revenues of the firm over each of the past five (5) years;

   h) Provide a list of example projects which best illustrate the firm's relevant qualifications for this assignment. The list must not exceed (10) recent projects that have been completed and undertaken in the last 10 years. Provide the following information for each project listed:

      i) Title and location of the project;
      ii) Project owner and owner's project number;
      iii) Primary role of the firm and brief description of the work;
      iv) Period of performance (start and end dates);
      v) Final contract value;
      vi) Identify any project claims or litigation involving your firm (if none, so state); and
      vii) Whether the project involved federal funding and/or included FTA New Starts project development requirements.

   i) The names and phone numbers of up to four (4) clients who may be contacted, including at least two (2) for whom services were rendered during the preceding and current year, preferably for projects similar to this Project; and

   j) Any promotional or descriptive literature which the firm desires to submit.

3) A statement as to whether the firm, its principals or key employees presently, or in the past, are, or have been, involved in any debarment or suspension proceedings.

4) A statement identifying any contract involving the firm that was terminated for default within the past three (3) years.

5) A statement regarding the firm's ability to commit its key personnel resources on a full-time basis for the period necessary and that it has the capacity to undertake the responsibilities associated with this Professional Services Contract.

6) Key Personnel:

   a) Identification and roles of each subconsultant firm proposed to work on the Project. (This section must not exceed two (2) pages.);

   b) The PMC will provide staff for the positions listed below, who will be assigned to the Project and be located in Honolulu, Hawai'i. Identify the persons proposed to be assigned to the positions. If selected, the Offeror will undertake all reasonable efforts to provide all the Key Personnel identified in its SUBMITTAL MATERIALS, (Do not use nicknames.)

      i) Chief Project Officer – This position currently reports to the HART Executive Director and provides oversight on all technical criteria, design details, and compliance matters for all aspects of the Project. Supervises technical and administrative staff.

      ii) Deputy Project Officer for Engineering & Construction – This position reports to the Chief Project Officer and oversees the technical aspects of the Project's planning, engineering, and construction activities. The primary units reporting to the Deputy Project Officer for Engineering & Construction are (1) Design-Build (DB) Contract Management; (2) Design-Bid-Build (DBB) Construction Management; (3) Core Systems Design-Bid-Build-Operate-Maintain (DBOM) Contract Management; (4) Engineering Coordination; (5) Planning and Environmental Compliance; and (6) Utility and Agency Coordination.

      iii) Support Staff for the Deputy Project Officer for Engineering & Construction

         (1) Assistant Project Officer for DB Contracts – Oversees the three DB contracts of the Project.

         (2) Assistant Project Officer for Core Systems DBOM Contract – Oversees the design of all Core Systems for the Project, including vehicles, traction power systems, communication systems, train control systems, fare collection systems, etc.

         (3) Assistant Project Officer for Utilities – Provides interface and HART oversight of utility designs and coordination among HART, private utility companies, and designers/construction contractors.

         (4) Assistant Project Officer for Permits – Provides interface and HART oversight of permitting activities and coordination among HART, public/private agencies, and designers/construction contractors.

         (5) Lead Architect – Manages the architectural design of stations, landscaping, Maintenance and Storage Facility, and other building structures for the Project.

(6) Lead Traffic Engineer – Responsible for ensuring the expeditious flow of traffic in and around the facilities of the Project, both during and after construction.

(7) Rail Operations Manager – Assists the Assistant Project Officer for Core Systems DBOM Contract in the area of rail operations.

(8) Lead Power Systems Engineer – Assists the Assistant Project Officer for Core Systems DBOM Contract in the area of electrical power distribution.

(9) Lead Vehicle Engineer - Assists the Assistant Project Officer for Core Systems DBOM Contract in the area of rail vehicles and compliance with U.S. DOT Buy America requirements.

iv) System Safety and Security Manager – This position reports to the HART Executive Director and develops safety and security rules and procedures, and oversees the development of the Safety and Security Program Plan, System Security and Emergency Preparedness Plan, Safety and Security Certification Plan, and Safety and Security Management Plan.

v) Quality Assurance Manager – This position reports to the HART Executive Director and develops a Project Quality Plan that meets FTA requirements, and monitors, audits, and evaluates all Project activities affecting quality to ensure that the full intent of Project requirements are met.

vi) Public Information Officer – This position reports to the HART Executive Director and oversees each contractor's implementation of its public information program and coordinates with the media.

vii) Support Staff for the Deputy Chief Project Officer for Administration and Control:

(1) Configuration Manager – Oversees the Configuration Management Plan, which includes the following components: baseline management, configuration change control, interface control, design review management, document control, configuration status accounting, and configuration verification audits.

(2) Project Controls Manager – Oversees implementation of the Project's Contract Management System P-6 scheduling, P-6 Analytics and other Oracle-based programs used in the management of the Project documentation, scope, cost and schedule and for reporting of Project status.

(3) Support Staff for the Project Controls Manager:

(a) Two (2) Schedulers

(b) Contract Management Systems Analyst

(c) Project Control Analyst

(d) Assistant Project Control Analyst

(4) Procurement and Contracts Officer – Oversees HART procurement activities to ensure compliance with applicable Federal and State requirements and manages third-party contracts to ensure contract conformance.

(5) Risk Manager – Monitors cost and schedule risk hold points identified in the Risk Contingency Management Plan.

c) Provide resumes and references for subconsultants and staff members identified in 7) b) above, and for any other individuals who may have a major role in providing the services. (Note: References may be contacted to verify individual performance on projects included in resumes. Thus, resumes should be sufficiently specific to allow verification.)

The resumes must include:

i) Total years of experience and number of years with the current firm;

ii) Education [highest relevant academic degree(s) and specialization for each degree];

iii) Current professional registrations (registration number, state, and discipline). The name on the professional registration must match the name in Section 7) b), above;

iv) Work experience on up to five (5) relevant projects. Include a brief description of the project (scope, size, cost, etc), the person's specific role on the project, the year the person's work on the project was completed, and the person's employer for the project; and

v) Names, titles, and contact information for a maximum of three (3) references.

d) An organization chart of the proposed Professional Services team which includes the key individuals indentified in section 7) b) above.

8) Any other pertinent information that should be considered in the evaluation of the firm's qualifications (this section must not exceed five (5) pages).

Should any of the list or page limitations referenced above be exceeded, any SUBMITTAL MATERIALS beyond the limitation will not be considered.

In accordance with Hawai'i Administrative Rules (HAR) §3-122-63(b), the statements of qualifications and related information submitted by the Offerors (SUBMITTAL MATERIALS), except those portions for which a written request for confidentiality has been made per HAR §3-122-58, will be open to public inspection upon posting of the award of this Contract. Offerors will designate in writing those portions of their SUBMITTAL MATERIALS that contain trade secrets, proprietary, or confidential commercial and financial information that are to remain confidential, subject to HAR §3-122-58. The specific proprietary information, trade secrets, or confidential commercial and financial information must be clearly identified as such. Material designated as confidential must be readily separable from the SUBMITTAL MATERIALS to facilitate inspection of the non-confidential portions of the SUBMITTAL MATERIALS. Designation of the entire SUBMITTAL MATERIALS as confidential will not be acceptable and shall not be considered.

SELECTION

HART will evaluate the SUBMITTAL MATERIALS according to the criteria identified below. These criteria are listed with the most important criteria first and other criteria in descending order of importance. Contract negotiations will be conducted pursuant to Hawai'i Revised Statutes Section 103D-304(h).

	Evaluation Criteria in Descending Order of Importance (100 total points)
1	Experience and professional qualifications relevant to the project (30 points)
2	Past performance on projects of similar scope for public agencies or private industry, including corrective actions and other responses to notices of deficiencies (25 points)
3	Capacity to accomplish the work in the required time (25 points)
4	Understanding of the RFP requirements and the ability to provide the qualified persons for the positions identified (20 points)

DEADLINE

1) An original and five (5) copies of the SUBMITTAL MATERIALS packet shall be submitted no later than **Friday, September 2, 2011, 2:00 PM Hawai'i Standard Time**, to:

Mr. Kenneth T. Hamayasu, Interim Executive Director
Honolulu Authority for Rapid Transportation
c/o Wendy K. Imamura, Purchasing Administrator
Budget and Fiscal Services, Purchasing Division
530 South King Street, Room 115, Honolulu, Hawai'i, 96813

RE: RFQ-HRT-431212

2) Facsimiles will not be considered. The PMC contract will only be awarded to a firm that demonstrates the ability to provide all of the services required to perform the scope of work described herein. SUBMITTAL MATERIALS submitted for only portions of the services will be considered non-responsive to this notice.

Any inquiry regarding the services required shall be directed in writing to Frank Doyle, Deputy Project Officer, Contracts and Administration, Honolulu Authority for Rapid Transportation, c/o the above address, or to the Transit Mailbox at E-mail address: *transitmailbox@honolulu.gov.*

HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR PROJECT
HONOLULU AUTHORITY FOR RAPID TRANSPORTATION

PROGRAM MANAGEMENT CONSULTANT

PROFESSIONAL SERVICES CONTRACT

RFQ-HRT-431212

ATTACHMENT A

INDICATIVE LISTING OF TASKS

Attachment A

INDICATIVE LISTING OF TASKS

The Program Management Consultant (PMC) provides in-house project management services and functions as an extension of the Honolulu Authority for Rapid Transportation's (HART) staff. Such services shall include professional, technical, managerial and other support services to initiate and complete the Preliminary Engineering/ Environmental Impact Statement (PE/EIS) phase of the Project and initiation and completion of final design and construction. PMC staff is seconded into HART positions in the overall organizational structure.

The following is an indicative listing of tasks relating to the scope of work for the PMC. All PMC levels of effort, work scope, responsibilities, and staffing are subject to the review and approval of HART, and may be subject to change.

- Project Management: The PMC is required to provide experienced personnel to prepare and update the Project Management Plan (PMP) and related Appendices in accordance with the requirements of the Federal Transit Administration (FTA). The PMC will assist HART in updating the Honolulu High-Capacity Transit Corridor Project (the "Project") Plans and Procedures and assist HART in coordinating, updating and control of FTA-mandated Project documents including:

  a. Project Management Plan.
  b. System Safety and Security Management Plan.
  c. Right-of-Way Acquisition Plan.
  d. Quality Plan.
  e. Capital Financial Plan.
  f. Operating and Maintenance Financial Plan.
  g. Configuration Management Plan.
  h. Contingency Management Plan.
  i. Rail Fleet Management Plan.
  j. Bus Fleet Management Plan.
  k. Operations Plan.
  l. Contract Packaging Plan.
  m. Permitting and Agency Coordination Plan.
  n. Design Claims Avoidance Plan.
  o. Construction Claims Avoidance Plan.
  p. Before and After Study documentation.
  q. Other documents as required.

- Procurement and Contracts. A total of thirty (30) design and construction packages are currently identified under the Contract Packaging Plan, however, other contracts are expected to be added as the program definition is further developed.

  The PMC is required to provide experienced personnel to direct HART personnel and third party contractors including the General Engineering Consultant (GEC), to assure that all Project procurements including Design-Build, Design-Bid-Build, Design-Build-Operate and Maintain contracts, professional service contracts, material and equipment

procurements and others as required, will be prepared, solicited, and managed in accordance with all Federal, FTA programmatic, State and HART requirements. The PMC will participate in the evaluation, selection and negotiation of all professional services, design and construction management contracts and in the evaluation and award of construction contracts. As required, the PMC will assist HART in contractor debriefings and bid protests.

- Project Controls. The PMC is required to provide experienced personnel to direct HART, PMC and GEC personnel in the incorporation and utilization of Contract Management, P-6 scheduling, P-6 Analytics and other Oracle base programs used in the management of the Project documentation, scope, cost and schedule and for reporting of Project status to the FTA and its Project Management Oversight Contractor (PMOC), HART management and the HART Board.

- Project Risk. The PMC is required to provide experienced personnel to oversee the Risk Contingency Management Plan, the preparation and implementation of Contractor and GEC Mitigation Action Plans and all insurance programs required of the Project.

- Right-of-Way. The PMC is required to provide experienced personnel to direct HART, GEC, and other consultants in identification, appraisal, acquisition of properties, re-location of displacees, right of entry, property management and all other matters relating to securing the Right-of-Ways required for the Project. The PMC will assist HART in updating, implementing and compliance with the Real Estate Acquisition Management Plan (RAMP), a document which contains HART policies and procedures in conformance with Federal and State laws, regulations and statutory requirements and guidelines related to securing Right-of-Way.

- Design Management. The PMC is required to provide experienced personnel to:
    a. Conduct technical reviews of the work products submitted by GEC third-party consultants and contractors including the preparation of written comments and recommendations.
    b. Coordinate engineering and design activities, including utility requirements, right-of-way requirements, geotechnical information, base mapping, and constructability reviews, studies and analyses.
    c. Coordinate and manage value engineering and peer review activities.
    d. Attend agency coordination meetings.
    e. Attend public meetings and hearings, and participate, as required, in the Project's public information program.
    f. Respond to comments and requests for information.
    g. Assist in the development of an early action program to perform long lead or critical path activities.
    h. Participate in discussions with utility owners leading towards signed Utility Owner Agreement(s) for design.
    i. Perform other duties as required.

- Construction Management. The PMC is required to provide experienced personnel to oversee the construction management activities of the GEC and construction, engineering and inspection services (CEI) contracts including:

a. Supervision of HART's field contract managers and staff support personnel.
b. Preparation of the Construction Management Manual for the Project and review and comment on the Contract Resident Engineers Manual prepared by the GEC.
c. Review of all requests for information (RFI), requests for change (RFC), and other contractor communications.
d. Participation in the contract change management process including the negotiation of contract change orders.
f. Coordination of construction activities, including permits, utility requirements, right-of-way requirements, geotechnical information, constructability reviews, studies and analyses.
g. Participation in Pre-Design/Construction contract meetings, prepare and issue notices to proceed (NTP's), review monthly contract status reports, process in conjunction with the GEC and HART all consultant/contractor invoices.
h. Oversee the Interface and Integration management activities of the GEC with respect to all Project contracts.
i. Oversee the Quality Assurance/Quality Control of all Project contracts.
j. Perform other duties as required.

- Configuration Management. The PMC is required to provide experienced personnel to oversee the configuration management activities for the Project including:
  a. Establishing and processing all changes to baseline documents in conformance with the Project Configuration Management Plan.
  b. Participation in all Contract Change Committee Meetings.
  c. Conduct the Change Control Committee Meetings including preparation of documentation, incorporating technical support, meeting minutes, and issuance of Contract Change Orders.
  d. Direct the Change Control Group consisting of HART personnel in processing RFCs from inception to completion using the Contract Management System.
  e. Perform other duties as required.

- Planning, Environmental Assessment, and Mitigation Monitoring. The PMC will assist HART with:
  a. Coordination with various agencies and stakeholders throughout the project development process for environmental compliance.
  b. Efforts to ensure that mitigation measures identified in the environmental documents are effectively incorporated into the design, construction and technical specifications as appropriate.
  c. Coordination of HART, the GEC, project contractors and state and federal regulatory/resource agencies for the implementation of the Mitigation Monitoring Program which defines the monitoring actions, criteria and responsible parties to ensure conformance.
  d. Perform other duties as required.

- Public Communication and Involvement:
  a. Attend public meetings and hearings, and participate, as required, in the Project's public information program.

b. Respond to comments and requests for information.
c. Participate in the development of a brand identity of the Project.
d. Review and comment upon contractors' plans for providing community public information during construction.
e. Recommend additional public information activities to supplement ongoing activities and improve responses to concerns of the general public and those directly affected by construction activities.
f. Perform other duties as required.

- Document Control:
  a. Oversee, establish, maintain and control the receipt, routing, storage of hardcopy and digital Project data;
  b. Supervise and train HART personnel assigned to Document Control;
  c. Perform other duties as required.

- Safety and Security:
  a. Develop and implement the Safety and Security Management Plan (SSMP) and the Safety and Security Certification Plan;
  b. Establish and implement Safety and Security Committees and working groups;
  c. Perform safety and security analyses and identify hazards to closure;
  d. Integrate operations and maintenance requirements into design;
  e. Develop and implement safety and security certifiable elements;
  f. Develop design criteria conformance checklists and perform design certification;
  g. Oversee construction contractor execution of approved site safety and security plans (SSSPs);
  h. Develop and implement System Integration Test Plan (SITP), Rail Activation Plan (RAP), and Pre-Revenue Operation (PRO) Plan;
  i. Develop and implement Safety and Security Public Information/Awareness Plan;
  j. Develop and secure approval of operational safety and security plans;
  k. Complete training and certification for all identified operations and maintenance plans and verify completion;
  l. Complete safety and security certification and issue Safety and Security Certification Verification Report (SSCVR);
  m. Perform other duties as required.

- Management Reporting and Coordination
  a. The Monthly Progress Report is to be prepared by the Project Controls Manager and distributed to HART management, the FTA and the PMOC; the report covers the following topics:
     i. Project budget versus expenditures;
     ii. Projections of costs to complete and total cost;
     iii. Progress made to date versus schedule progress;
     iv. Issues and changes;
     v. Safety and security updates;
     vi. Quality updates;
     vii. Design changes under consideration;
     viii. Financial status of the Project;
     ix. Cash flow status and projections;