

FEDERAL TRANSIT ADMINISTRATION
PROJECT MANAGEMENT OVERSIGHT PROGRAM

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CLIN 0003: Monitoring of Grantee
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Grantee: City and County of Honolulu

Honolulu High-Capacity Transit Corridor
Project
Specialized Monitoring Deliverable
November 2007 - January 2008

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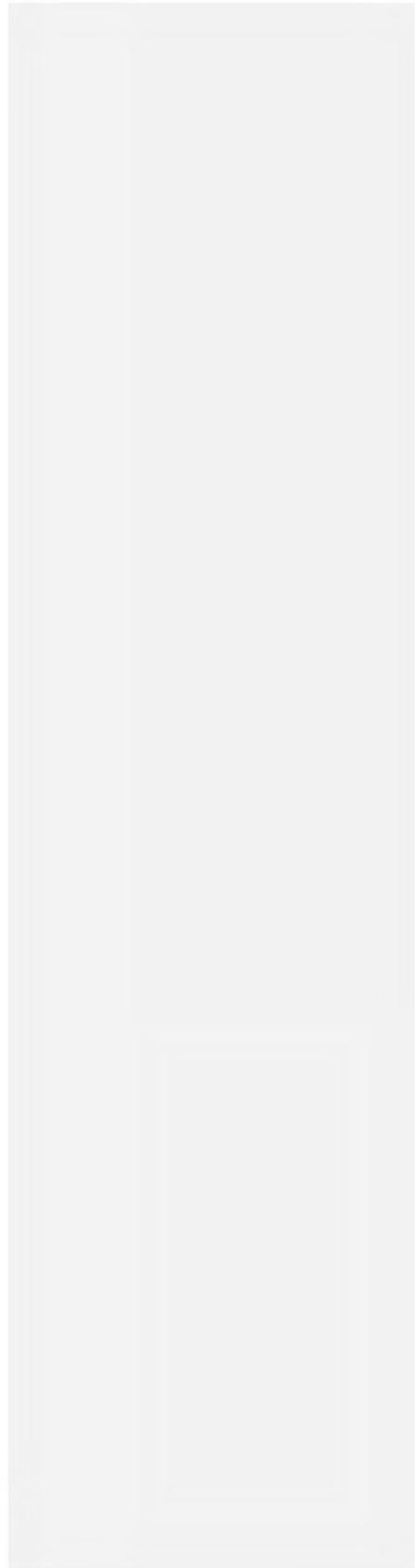
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LIST OF ACRONYMS

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
FEIS	Final Environmental Impact Statement
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
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
ROW	Right-of-Way
RTD	DTS Rapid Transit Division
SSCP	Safety and Security Certification Plan
SSMP	Safety and Security Management Plan
SSOA	State Safety Oversight Agency
SSOO	State Safety Oversight Office
SSORC	Safety and Security Oversight and Review Committee
SSPP	Safety and Security Program Plan
SSWG	Safety and Security Working Group
TOD	Transit Oriented Development
UH	University of Hawai'i

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I. EXECUTIVE SUMMARY

The information provided in this report was obtained from phone conversations and e-mail correspondence during the months of *November, December 2007 and January 2008*, 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 *January 14-17, 2008*.

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). *An updated organizational chart was provided during the January 2008 site visit for all current RTD staff including InfraConsult.* 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

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. *An consolidated organizational chart for the Project, including the RTD, PMSC and GEC staff needs to be provided, with all key personnel, titles and vacancies identified.*

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.

During the PMOC January site visit, the City stated that the overall Master Schedule for delivery of this project continues to remain in the development stage. A preliminary copy of the schedule was provided for review during the site visit in January 2008. The EIS section of the schedule was the most developed, however the remaining sections of the schedule require significant refinement. The PMOC expressed concern that the Real Estate Acquisition and

Relocation schedule has not been defined and could potentially impact the current critical path identified. The City maintains 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 for February 15, 2008 with FTA approval by March/April 2008, Record-of-Decision (ROD) on August 4, 2009, start of construction by December 31, 2009, and Revenue Service for Phase I by December 2012.

Several workshops were held during the January 2008 site visit to address the PMOC's comments generated from the review of FTA deliverables transmitted from the City in December 2007 and January 2008. All of the 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. 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 for Phase II.

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.

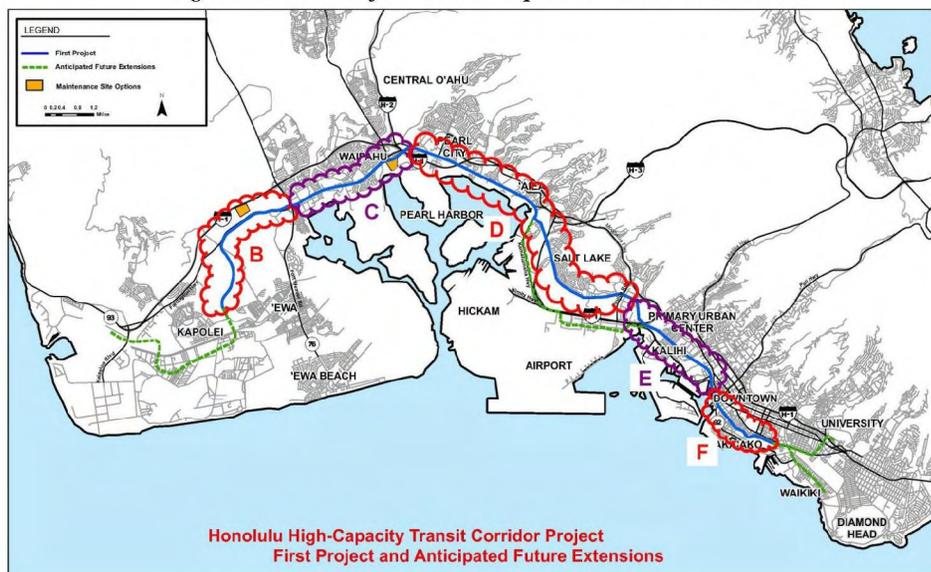
The assumptions made for the Fixed Guideway in the AA report were:

- 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



The City is in the process of developing the overall program Master sSchedule for the project. A ~~preliminary~~detailed schedule for PE-EIS work under the GEC contract was provided for review during the January 2008 site visit. ~~h~~ However the program Master sSchedule needs significant refinement to be complete. The fully integrated Master 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

Comment [p1]: Replace with Wayne Y. Yoshioka?

III. CURRENT REVIEW

The information provided in this report was obtained from e-mail correspondence with City staff regarding activities in the *months of November, December 2007 and January 2008*. A full list of attendees to the PMOC site visit on *January 14-17, 2008* 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 Project Management Support Consultant (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:

- ▶ Jurgen Sumann, Chief Systems Engineer.
- ▶ Terry Gruver, PMP Development

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 *continues to work* 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), Safety and Security Management Plan (SSMP) and *Real Estate and Acquisition Management Plan (RAMP)* from projects being developed by other city grantees as guides for the City. Introductory workshops for the development of the SSMP and the RAMP were held by the PMOC during the site visit to Honolulu on October 17, 2007.

The FTA PE Checklist was reviewed with the City in its entirety. *The City is currently on schedule to complete the requirements Technical Capacity and Capability for Entry into PE by the end of March, early April 2008.* The only area of uncertainty is the Risk Activities/Contingency Management Plan requirements. *This is a major concern that needs to*

be addressed by FTA. The PMOC has encouraged the City to communicate directly with the FTA to resolve some of the unknowns associated with the risk program.

- **Project Management Plan (PMP)**

The third version of the PMP was transmitted to the PMOC for review on December 20, 2007. The PMOC reviewed the PMP and provided comments to the City during the PMP workshop held on January 15, 2008 (see **Appendix A** for a list of attendees.)

- ▶ Overall, the PMP covers all the requirements to be included in the plan at this phase of the project. The PMOC advised that additional revisions have already been incorporated to the PMP and will be included in the next submittal issued for approval, along with responses to the PMOC's comments. The City anticipates that the fourth version of the PMP will be issued by mid February 2008.

- **Safety and Security Management Plan (SSMP)**

The first version of the SSMP, dated December 28, 2007, was transmitted to the PMOC for review on January 3, 2008. The PMOC reviewed the SSMP and provided comments to the City during the SSMP workshop held on January 16, 2008 (see **Appendix A** for a list of attendees.) The GEC Safety and Security Manager and Design Manager were present to discuss the requirements and issues associated with the SSMP submittal.

- ▶ The City indicated that the Mayor of Honolulu will sign and approve the SSMP policy statement. By having the Mayor sign the policy statement, all City agencies will be committed to the provisions contained within the SSMP. In addition to the Mayor's sign-off on the policy statement, five City department heads will be required to sign a 'statement of commitment' to the SSMP. ~~The City departments are signees are intended to be:~~
 - Project ~~Director~~Executive, RTD
 - Fire Chief, Honolulu Fire Department
 - Chief of Police, Honolulu Police Department
 - Director, ~~of Honolulu City~~ Department of Emergency Management
 - Director, ~~of Honolulu City~~ Department of Emergency Services

The Plan will be approved by the ~~DTS~~ Director of ~~Department Transportation Services~~ (DTS).

- ▶ A Safety and Security Oversight and Review Committee (SSORC) has been established for the project and held its first meeting on January 17, 2008. The primary purpose of the SSORC is to ensure safety and security requirements are incorporated into the design and construction of the project. The PMOC attended this first meeting.
- ▶ A detailed review of the SSMP and the schedule contained within the **PMP** was conducted. The following items were discussed during the review:

- *The SSMP scope section needs to be expanded to provide a brief discussion of the project.*
 - *Currently, the Safety and Security Manager function for the City is being filled by a member of the PMSC. The ~~City~~ has advertised is working to fill the position with a City employee.*
 - *The organization chart for the City needs to be updated to show that Safety and Security reports to the ~~RTD Project Executive~~ DTS Second Deputy Director.*
 - *A State Safety Oversight Agency (SSOA) has not been identified by the State of Hawai'i. Discussions included the timing of the designation and whether FTA will inform the State.*
 - *The project schedule for safety and security was reviewed during the meeting. The City agreed to make suggested changes including adding a line for submittal of the Safety and Security Certification Plan (SSCP) and safety and security workshops.*
- ▶ *The submittal dates for safety and security submittals from the GEC through the City to the PMOC are planned as follows:*
 - *SSMP next revision, by February 15, 2008; and,*
 - *SSCP, by February 28, 2008.*
- ***Real Estate Acquisition Management Plan (RAMP)***

*The first version of the RAMP was transmitted for review to the PMOC on January 3, 2008. The PMOC reviewed the RAMP and provided comments to the City during the RAMP workshop held on January 16, 2008. The workshop was attended by individuals with the City, PMSC and GEC (see **Appendix A** for a list of attendees).*

 - ▶ *There has been good progress on the develop of the RAMP, however, there is still a significant amount of work to completed. The PMOC and the attendees of the workshop had a good discussion about the RAMP and identified a number of issues and potential solutions. The City agreed to revise the RAMP to address the PMOC's comments.*
 - ▶ *The City is currently proceeding to recruit a Right-of-Way (ROW) Coordinator. The ROW Coordinator will report to the RTD Project Executive. A revised organization chart was provided to reflect the addition of the ROW Coordinator. The organization chart should also indicate when vacant positions will be filled.*
 - ▶ *The City's Chief of Land Division indicated that the Survey, Appraisal and Acquisition positions on the organization chart have been filled and the next version of the RAMP will include their resumes.*
 - ▶ *A draft schedule detailing activities and durations for real estate acquisitions and relocations was provided to the PMOC during the workshop. Based on discussion*

with all workshop members, this new information will be incorporated into the RAMP to add more detail on anticipated durations and relocation activities.

- ▶ As the refinement 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 *mid February 2008*. It was acknowledged that the RAMP is a living document that will be supplemented with additional information as it becomes available.

- ***Bus Fleet Maintenance Plan (BFMP)***

*The second version of the BFMP was transmitted to the PMOC for review on January 7, 2008. The PMOC provided a general overview of the document and then proceeded to review specific comments in detail with the City staff during the BFMP workshop held on January 16, 2008 (see **Appendix A** for a list of attendees.) The second version of the BFMP did not vary significantly from the initial version with some sections still missing or not fully developed. ~~discussions of the approach required to fully develop and implement the plan.~~*

Once all comments are incorporated into the BFMP, a third revision will be issued for review and approval. The City anticipates that the third version of the BFMP will be issued by mid February 2008.

- ***Quality Management Plan (QMP)***

*The first version of the QMP, was transmitted to the PMOC for review on January 3, 2008. The PMOC reviewed the QMP and provided comments to the City during the QMP workshop held on January 16, 2008 (see **Appendix A** for a list of attendees.)*

- ▶ *The Quality Management Plan (QMP) as written is predominantly from the perspective of the GEC QA/QC Manager. The QMP needs to address the requirements of the RTD Manager of Quality Assurance.*
- ▶ *The QMP should not include procedures but simply make reference to them. Not all procedures included in the plan provide the level of detail associated with procedures.*
- ▶ *The QMP should address any other quality requirements that apply in addition to those of the FTA (e.g., Internal communication; customer focus/customer satisfaction and continual improvement from ISO 9001:2000.)*
- ▶ *The QMP needs to address the records retention and management process.*
- ▶ *The QMP needs to clarify the process of updating Operating Procedures, preventive action based on audit observations and non-conformances, and the review of subconsultants.*

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:

- *The PMOC has a significant concern regarding risk activities needed to enter into PE. The City appears to be on target to meet the schedule to complete the requirements for Technical Capacity and Capability for Entry into PE by the end of March, or early April 2008. However, FTA needs to clearly identify the risk products required to enter into PE. Continued delay in specifying the risk activities will significantly impact the critical path of the project.*
- *While there has been significant advancement of all FTA deliverables received, the plans should to be reviewed by the appropriate RTD Manager for content. In addition, a quality review needs to be performed prior to transmittal to the PMOC to ensure consistency with function, terminology and schedule.*
- **Project Management Plan (PMP)**
 - ▶ *A revised organizational chart was provided during the site visit. This revised organizational chart ~~does not adequately~~ outlines the reporting relationships/interfaces between the GEC and the RTD staff within the integrated project office. 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 contracting strategy for the project (e.g., design-build, design-bid-build, etc.) has an impact on the level of detail required for the safety and security planning and oversight requirements. The GEC Safety and Security Manager suggested that safety and security performance specifications will be developed for the project and provided to the design-build contractor to prepare its own plans, policies, and procedures. However, there is a concern that if a design-bid-build or other contracting strategy is implemented for the project or parts of the project, these performance specifications may be insufficient.*
 - ▶ *The time required to establish an SSOA in the State of Hawai`i is undefined at this time. The process for establishing an SSOA has been identified by the City, however, the schedule for requesting the establishment of the oversight agency has not been determined. In addition, concerns were raised by the City about finding qualified individuals to fill both the City's Safety and Security Manager and the State Safety*

Oversight Agency (SSOA) staff.

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

- ▶ *The PMOC has concerns about the available resources to provide Relocation Advisory Services. Relocation planning is a requirement of the Uniform Act and should begin early enough in the process to identify potential issues and develop solutions. The City has not identified sufficient resources to begin the required Needs Assessment and development of the Relocation Plan.*
- ▶ *Until the receipt of a better defined organization chart including receipt of resumes for the acquisition and relocation positions, it remains a concern that the City has not adequately outlined the reporting and working relationships between the acquisition and relocation departments.*

- **Bus Fleet Management Plan (BFMP)**

- ▶ *The Bus Fleet Management Plan (BFMP) will require input from other stakeholders to complete the plan. The ability to accommodate current and projected ridership and the scheduled and unscheduled maintenance cycles of the bus fleet need further discussion. There needs to be an analysis of the peak vehicle demand because the majority of transit boardings throughout the year occur during the morning and evening peak hours. It is necessary to determine if the bus service schedule is sufficient to meet peak rider demands for current and proposed changes in ridership. The City needs to research and determine what load factors are currently in use-how peak vehicle assignments are made and incorporate the information analysis of peak vehicle demand into the plan.*
- ▶ *The other areas of the BFMP require a basic understanding of the effects of required maintenance schedules on vehicle availability. There are routine scheduled maintenance activities and there are unscheduled maintenance activities. The plan should explain how scheduled maintenance on a daily basis is determined based on facilities, maintenance schedules and manpower.*

- **Quality Management Plan (QMP)**

- ▶ *The QMP section in Project Quality Manual is intended to be a freestanding policy statement document. Quality procedures should be a separate section detailing the process. The lack of separation in existing document confuses the overall process. In addition, the QMP function is to demonstrate without a doubt the commitment to quality by RTD top management.*

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.
- **Real Estate Acquisition Management Plan (RAMP)**
 - ▶ *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 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.
- **Bus Fleet Maintenance Plan (BFMP)**
 - ▶ *The City needs to ~~determine~~ verify the transit agency load factor policy how buses are currently assigned during the peak periods and determine whether current headways are adequate to maintain and/or meet current and projected ridership figures. While the current system level indicates that the existing fleet size can accommodate the current demand, additional vehicles may be needed to meet capacity demands during the peak of the peak.*
 - ▶ *The City needs to verify if the current maintenance ~~eyes~~ resources are realistic and adequate- to meet current and projected changes in vehicle availability demands.*
- **Quality Management Plan (QMP)**
 - ▶ *The City needs to separate the procedures from the QMP, develop the procedures to a higher level of detail for PE and add more process-related detail the procedures.*
 - ▶ *The QMP should be revised and written from the point of view of the City instead of the GEC.*
 - ▶ *The QMP should provide references to the PMP, Configuration Management Plan (CMP), and record keeping.*

- ▶ *The QMP should also clearly reflect the needs and responsibilities of the RTD Quality Assurance Managers.*

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 for the “First Project”, originally scheduled for November 2007, *has not been made available at this time because the City is still assessing various design-build contracting options. A specific time frame for delivering the Master Schedule was not established.* The GEC has developed a detailed 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 June 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 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, which depicts the Final Environmental Impact Statement (FEIS) being completed in June 2009.
- The City is still in the process of developing a “First Project” Master Schedule.
- 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 *continues to review* the phases and methods of design and construction with the GEC.
- *The schedule for selecting the vehicle technology stills calls for the technology decision by late February or early March 2008. The information packages are now scheduled to be submitted by January 24, 2008, two weeks later than planned. More details on the technology decision are provided in a subsequent section of this report.*
- 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 31, 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 9 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 *remains* concerned that the schedule is very aggressive.

Action Items

- The City is developing a “First Project” Master Schedule. Delivery of the schedule needs to be established.
- The City will *continue to refine* the PE/EIS schedule.

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 January 2008 site visit, all key GEC key staff are now on site. The GEC has furnished an updated organizational chart, outlining the key personnel that will support the project. Several key GEC personnel that were new to the project were introduced to the PMOC team: Mark Garrity, Art Borst (Chief of Facilities Design), Martin Hall (Segment Lead for 1st Segment), Marcus Johnson (Chief Scheduler), Dennis Haskell (Chief Architect), Mike Becher (Chief of Systems Design) and Aileen Read (Leader of QA/QC Process).*
- *The GEC advised that there are now a total of 76 subconsultants associated with the GEC, of which approximately 70 are local firms. There are signed agreements with 26 of the subconsultants, with 10 others in process.*
- *The GEC has conducted environmental, planning, station area interface, financial and structural workshops since the October 2007 PMOC visit. The Structural and Geotechnical workshop was held January 7-10, 2008 and covered several key areas including discussion of the superstructure standard guideway types, identifying “long span” alternatives, reviewing foundation issues and alternatives, discussion of*

construction packaging and staging, discussion of design criteria and a review of the project schedule.

- *The GEC has also undertaken and completed several environmental studies, studied alignment refinements, and is currently assisting the City in the technology selection process.*
- *The GEC has developed a draft project schedule, which has a significant level of detail in the EIS and related preliminary design process areas, but lacks sufficient detail in most other areas, including the Master Schedule.*
- *The GEC has assisted the City in the development of and production of the key FTA deliverables required to demonstrate technical capacity prior to entry into Preliminary Engineering.*

PMOC Concerns

- *The PMOC is concerned that a detailed project schedule, the Master Schedule, has not been developed in sufficient detail, covering many of the key project areas.*

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 developed a detailed schedule outlining the activities required for the*

development of the EIS. This schedule also includes the design elements required to support development of the EIS.

- In support of the development of the EIS, the GEC is currently preparing plan and profile drawings, identifying Right-of-Way takes for the guideway, stations and ancillary facilities, and identifying traffic lane impacts on roadways adjacent to the proposed alignment.
- The City indicated that they have satisfied all the requirements for the Alternative Analysis (AA) to FTA. The City is currently awaiting concurrence from FTA that the AA submittal has been received and approved.

PMOC Concerns

- The PMOC remains concerned that the schedule for the EIS is very aggressive, particularly in the timeframe between the DEIS and FEIS, where public hearings are held and comments are generated and incorporated into the FEIS documentation.
- The PMOC is also concerned that the City has underestimated the review time that will be required for the review of the FEIS by FTA prior to issuance of the Record of Decision.

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Comment [p2]: The schedule reflects the review time per FTA.

Action Items

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

F. Technology Selection Process – Request for Information

General Observations

The Mayor and the City Council have agreed that a Request for Information (RFI) approach is best to facilitate the selection of the Fixed Guideway Technology for the project. A RFI and accompanying evaluation criteria was issued and made available to all interested suppliers and technology manufacturers in December 2007, with response from all interested parties originally due January 11, 2008. Based on information requests on the RFI, the due date has been shifted to January 24, 2008. This shift will not impact the overall schedule for selecting the technology. The City, with assistance from the GEC, will analyze the RFI responses and prepare a report summarizing Technology Recommendations with all supporting data and information. This report will then be presented to the Technology Selection Panel, which will meet February 18-22, 2007, and select the Fixed Guideway Technology.

The Technology Selection Panel will be comprised of 5 members, 2 of whom will be selected by the Mayor and 2 of whom will be selected by the City Council. The 4 selected panel members will be nominated for approval by the full City Council on January 23, 2008, and then after being approved, will select the 5th member of their Panel. The panel must meet predetermined

criteria, with members having experience in at least two different types of fixed guideway systems, and ~~with~~ at least one with civil/construction ~~expert~~experience, at least one with operations and maintenance ~~expert~~experience, at least one with vehicles and systems ~~expert~~experience and at least one with experience or advanced degree in public policy ~~expert~~. All potential panel members must also meet predetermined conflict of interest criteria. RTD has provided both the Mayor and City Council a list of qualified potential panel members for consideration.

Once selected, the Technology Selection Panel will have 30 days to select the Fixed Guideway Technology, with the selection expected by the end of February 2008.

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 Badelbou	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	dunni@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		

Comment [p3]: Replace this with list from January meeting.

Richard Torres' phone # is 808-768-8304.

Field Code Changed

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

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

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*	12/20/07	01/23/08		
2	Bus Fleet Management Plan (BFMP)	06/01/07	12/15/07	01/03/08	01/23/08		
3	Quality Management Plan (QMP)	06/18/07	12/01/07	01/03/08	01/23/08		
4	Real Estate Acquisition Management Plan (RAMP)	06/01/07 (part of PMP)	01/01/08	01/03/08	01/23/08		
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	01/03/08	01/23/08		
7	Safety and Security Certification Plan (SSCP)	TBD	2/28/08				
8	Risk Assessment (<i>To Be Determined</i>)	TBD	TBD				
9	Financial Plan		11/15/07	12/04/07			
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 <i>Standard</i> (SSPS)	TBD	TBD				

Revised 01/17/2008

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.*

APPENDIX C – OVERALL PROJECT SCHEDULE

HONOLULU HIGH-CAPACITY TRANSIT CORRIDOR Project Schedule Analysis				
Activity Description	SCHEDULE DATES			
	April 2007 Schedule	June 2007 Schedule	January 2008 Schedule	Actual
RFQ – Advertise	06/01/2007	06/05/2007	06/05/2007	06/05/2007
RFQ – Contract Award (NTP#1)	08/01/2007	08/15/2007	08/24/2007	08/24/2007
Start Vehicle Procurement	4 th Qtr 2008	08/15/2007	12/05/2007	12/05/2007
Select Vehicle Technology	Mid 2007	Mid 2008	03/12/2008	
Start Preliminary Engineering (NTP #2)	Mid 2007	10/2007	10/2007	
<i>Complete DEIS Process</i>			09/19/2008	
<i>Complete FEIS Process</i>			06/22/2009	
Record of Decision (ROD)	Mid 2009	Mid 2009	08/04/2009	
<i>Break Ground</i>			12/31/2009	
Start Utility Relocation		Mid 2009	Mid 2009	
Start Right-of-Way Relocation and Acquisition	4 th Qtr 2007	Mid 2009	Mid 2009	
Start Phase I Design	4 th Qtr 2009	3 rd Qtr 2009	3 rd Qtr 2009	
Start Phase I Construction	4 th Qtr 2009	1 st Qtr 2010	1 st Qtr 2010	
FD Authorization	1 st Qtr 2009	3 rd Qtr 2010	3 rd Qtr 2010	
Start Remaining Design	N/A	3 rd Qtr 2010	3 rd Qtr 2010	
FFGA		3 rd Qtr 2011	3 rd Qtr 2011	
Start Remaining Construction	N/A	3 rd Qtr 2012	3 rd Qtr 2012	
Complete Phase I Construction	Mid 2012	Mid 2013	Mid 2013	

APPENDIX D – ACTION ITEM SUMMARY

Action Item	Responsible	Date of Completion			Status
		Planned	Currently Projected	Actual	
<i>Produce a Master Project Schedule for the “First Project” detailed for the current phase that includes the appropriate timelines for requesting entry into PE and producing the required technical capacity deliverables.</i>	City	12/01/07			
<i>Determine the process for establishing an SSOA in the State of Hawai`i.</i>	City	Ongoing			
<i>Elevate the position of Safety and Security Manager in the GEC organization.</i>	GEC	11/01/07			
<i>Pursue the establishment of the SSWG and FLSC by preparing memorandums to the various emergency response agencies.</i>	City	12/01/07			
<i>Identify one person who will be responsible for right-of-way and relocation activities.</i>	City	01/01/08			
<i>Develop an organization structure for the right-of-way and relocation activities.</i>	City	01/01/08			
<i>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.</i>	City	01/01/08			
<i>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.</i>	City	12/01/07			
<i>Confirm acceptance of the AA documentation received from the City.</i>	FTA	Ongoing			

APPENDIX E - PMOC 90-DAY LOOK AHEAD SCHEDULE

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

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