

NORTHSIDE-SOUTHSIDE STUDY



FINAL
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Project Management Plan

NORTHSIDE-SOUTHSIDE STUDY



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1.0 Project Overview

Purpose of the Project Management Plan

The purpose of the Project Management Plan is to provide a guide for all project team members and an overall approach for the completion of the Northside-Southside Conceptual Design Study. The plan provides a description of the purpose, assumptions, work scope, deliverables, level of effort, and project assignments for each task, as well as the project schedule.

Project Background

In 2008, the East-West Gateway Council of Governments (EWGCOG) and the City of St. Louis, Missouri conducted a conceptual design study for light rail expansion in the Northside-Southside corridor, which resulted in a locally preferred alternative (LPA). The Northside-Southside Conceptual Design Study will: (1) establish the continued validity of the Northside-Southside alignment and review, affirm, and revise the technical findings associated with the 2008 study; (2) identify and analyze an alternative to the Northside LPA alignment that would serve the proposed National Geospatial-Intelligence Agency (NGA) site; and (3) conduct a comparative evaluation of the two Northside alignments that will result in a decision on the most promising Northside alternative and to select an LPA for the entire corridor.

Project Goals

The primary goal of the Conceptual Design Study is to develop an LPA for transit enhancements in the Northside-Southside Corridor. The study will verify and confirm conditions and recommendations developed through the 2008 Northside-Southside Study and will consider potential alignment modifications designed to serve the planned NGA facility along the Northside and other modifications reflecting the changing conditions in the corridor.

During the 19-month schedule, the study will:

- Compare alignment options to identify the best alternative or combination of alternatives for the corridor.
- Provide a transparent public involvement process that will engage the diverse members of the corridor through traditional and innovative methods.
- Facilitate a local decision-making process that identifies an LPA that can attract federal funding.

Project Parameters

The administrative parameters have been established for the Conceptual Design Study and are associated with the responsibilities of the Project Management Team (PMT), which includes the AECOM Project Manager and the Core Task Managers and the EWGCOG Project Manager and staff.

Administrative Parameters

- A 19-month schedule will be followed by the Conceptual Design Study.
- Project deliverables will be submitted on schedule.



- The AECOM Team will be responsible for the preparation and distribution of agendas, information packets, presentation exhibits, presentations for all meetings including PMT, Advisory Committee, Technical Committee, and working groups.
- The AECOM Team will be responsible for the layout and content for announcements, flyers, newsletters and meeting handouts.
- The AECOM Team will monitor updates to federal rulemaking. As each piece for guidance is released, the PMT will work together to make an assessment of the applicability to the Northside-Southside Corridor and any alterations that need to be made to the study.
- Each month, the AECOM Team will submit a progress report documenting hours spent by task during the previous month; the cumulative hours to date, a comparison to the budgeted hours, the percent complete, a description of task or deliverables completed and a MBW and WBE progress report to EWGCOG's project manager with the invoice.

Project Participants

The study is being conducted by EWGCOG on behalf of the City of St. Louis. Bi-State Development Corporation, Metro Transit (Metro) would be the operator of proposed service. EWGCOG, the City of St. Louis, and Metro would collaborate with representatives from the Missouri Department of Transportation (MoDOT), and St. Louis County make recommendations and select an LPA. Ultimate decision-making authority will rest with EWGCOG.

2.0 Work Program

The following tasks will be performed for the Northside-Southside Conceptual Design Study. The overall work program consists of nine tasks, listed below:

- Task 1: Project Management / Administration and Work Plan
- Task 2: Community Engagement and Interagency Coordination
- Task 3: Existing / Future Conditions Inventory
- Task 4: Purpose and Need Statement and Evaluation Framework
- Task 5: Preliminary Alternatives Development and Screening
- Task 6: Detailed Definition of Alternatives
- Task 7: Detailed Alternatives Evaluation
- Task 8: Selection of Locally Preferred Alternative

The Scope of Work is included in Appendix A and provides further detail for task requirements. The tasks are described in terms of overall objectives, the activities to be completed, deliverables and duration.



3.0 Project Budget

The project budget assumes the Work Plan described in Appendix A will be performed. Monthly progress reports will document completed tasks and costs incurred during that month. Any problems regarding the budget will be identified and addressed immediately with EWGCOG. Issues and recommendations for correction will be provided in the monthly progress report.

Estimated Level of Effort by Major Task

An estimate of the level of effort necessary to complete each task is presented in Table 3-1. This estimate is for the purpose of allocating resources among the different task groups relative to the overall level of effort. Additional person-hours may be required to address out-of-scope technical issues that could develop as the project advances. These efforts will be documented, reviewed and approved by EWGCOG prior to work tasks.

Table 3-1: Estimated Level of Effort – Conceptual Design Study

	MAJOR TASK	TOTAL PERSON HOURS	ESTIMATED PERCENTAGE OF TOTAL LABOR
1	Project Management/Administration and Work Plan	1,368	10%
2	Community Engagement and Interagency Coordination	2,355	18%
3	Existing/Future Conditions Inventory	1,713	13%
4	Purpose and Need Statement and Evaluation Framework	654	5%
5	Preliminary Alternatives Development and Screening	1,934	15%
6	Detailed Definition of Alternatives	2,124	16%
7	Detailed Alternatives Evaluation	2,299	17%
8	Selection of Locally Preferred Alternative	696	5%
	TOTAL	13,143	100%

Cost Control

Costs will be controlled through task scheduling, budget monitoring and subconsultant management as defined in the sections below.

Schedule

Maintaining the schedule will be critical to meeting the project objectives within the 19-month study duration and budget. The schedule identifies all major project activities and milestones throughout the contract. A summary schedule is available in Section 4.

Budget Monitoring

AECOM will monitor the project budget and update it on a monthly basis, noting costs-to-date, extra work items, and forecasted costs-to-complete. Any changes from expected values will be highlighted, with appropriate actions recommended to resolve defined or potential problems.



Subconsultant Monitoring

AECOM will manage its subconsultants through the use of subcontracts, corresponding to the scope of services defined in the prime contract with EWGCOG. Subconsultants (Arcturis, Development Strategies, EDSI, KES, RSG, WSP|Parson's Brinkerhoff, and Vector Communications) will be required to submit a detailed progress report on a monthly basis.

Occasionally, additional person-hours may be required to address out-of-scope technical issues. It is incumbent on all subconsultants to carefully document any out of scope requests. Unless otherwise specified in writing, out of scope work should not be initiated without prior review and approval by AECOM and EWGCOG. Work directed by EWGCOG staff should not commence without AECOM's Project Manager's knowledge.

Pre-Approved Travel

Several members of the AECOM Team have budgeted travel expenses to bring personnel to St. Louis for various meetings or other scope items. Prior to scheduling any project related travel any team member will have approval from the AECOM Project Manager. Any AECOM team member must seek and obtain the EWGCOG Project Manager prior written approval for travel costs that will be incurred for travel outside the St. Louis metropolitan region served by the EWGCOG Project Manager (e.g. travel to Kansas City to meet with FTA). Travel will follow applicable federal rules and regulations as well as EWGCOG specific travel and invoicing requirements. All travel expenses will require receipts for reimbursement.

4.0 Project Schedule

A detailed project schedule will be prepared and regularly updated by the AECOM Project Manager. This schedule has been developed so regular updates can be provided to EWGCOG. Figure 4-1 shows a summary schedule for the project.

NORTHSIDE-SOUTHSIDE STUDY



Figure 4-1: Northside-Southside Conceptual Design Study Schedule

Task	2017												2018						
	1/17	2/17	3/17	4/17	5/17	6/17	7/17	8/17	9/17	10/17	11/17	12/17	1/18	2/18	3/18	4/18	5/18	6/18	7/18
Project Management/Administration & Work Plan	[Green bar]																		
Project Management/Administration																			
Technical Advisory Committee	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]
Policy Advisory Committee			[Blue bar]																
Work Plan																			
Project management work plan	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]
Project schedule	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]
Community Engagement & Interagency Coordination	[Green bar]																		
Community engagement and agency coordination plan	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]
Public meeting			[Blue bar]																
Federal and state resource agencies meeting													[Blue bar]						
Existing/Future Conditions Inventory	[Green bar]																		
Existing/Future Conditions Inventory	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]
Purpose and Need Statement & Evaluation Framework																			
Purpose and Need Statement		[Blue bar]																	
Evaluation Methodology		[Blue bar]																	
Preliminary Alternatives Development and Screening																			
Design Standards		[Blue bar]																	
Preliminary Alternatives Development		[Blue bar]																	
Preliminary Alternatives Analysis and Screening		[Blue bar]																	
Detailed Definition of Alternatives																			
Conceptual Engineering																			
Operating Plans for Detailed Alternatives																			
Detailed Definition of Alternatives Report																			
Detailed Alternatives Evaluation																			
Social, Economic, and Environmental Impact Evaluation																			
Transportation Impact Assessment																			
Capital, Operating, and Life-Cycle Cost Estimates																			
Detailed Alternatives Evaluation Report																			
Selection of Locally Preferred Alternative																			
Locally Preferred Alternative Report																			
New Starts Assessment																			



5.0 Project Staffing

Project Management Team

The PMT consists of the following members: the AECOM Project Manager, Dan Meyers and the Core Task Managers – Planning, Julia Suprock; Engineering, Jo Emerick; Implementation, Gavin Poindexter; and Public Outreach, Laurna Godwin; as well as the EWGCOG Project Manager, Jerry Blair.

Advisory Committee

The Advisory Committee consists of representatives from Metro, EWG, St. Louis County, City of St. Louis Mayor's Office, City of St. Louis Treasurer's Office. This committee will provide guidance regarding key decisions and issues and will provide LPA recommendations.

Technical Committee

The Technical Committee consists of technical staff from EWGCOG, Metro, MoDOT, The City of St. Louis, St. Louis County, and Project Connect. This committee will provide guidance on project activities and issues and provide recommendations to the Advisory Committee.

Consultant Team

The AECOM Team will manage the Northside-Southside Conceptual Design Study by working closely with EWGCOG Project Management and staff. Organization, coordination and communication will be vital to the success of the project. AECOM's approach will focus on the successful integration of EWGCOG's needs, the AECOM Team effort, FTA requirements and input from other agencies and public involvement participants.

As mentioned previously, AECOM Project Manager Dan Meyers will be supported by four Core Task Managers. Communication between AECOM (including its subconsultants) and EWGCOG will be through Project Manager Dan Meyers unless otherwise directed. He will be responsible for all management communications. Regularly scheduled project meetings are an essential part of the project management strategy. Project team meetings will include members of the AECOM Team and EWGCOG. Additional meetings will be scheduled as necessary to ensure full coordination among team members and agencies.

Team Member Responsibilities

The responsibilities for each consultant team member and firm are presented in the project organization chart and Work Plan in Appendix A.

Project Directory

A project directory includes the names, addresses, phone, mobile, and fax numbers of the project team members. This directory will be distributed to EWGCOG and all team members and is also included in Appendix B.



6.0 Project Administration and Management

This chapter documents the standard procedures and systems for project documentation, reporting and filing. All project deliverables will be formatted and filed according to the guidelines set forth below.

Project Files

AECOM will maintain a project filing system containing relevant project materials, including deliverables, communications, comments and project administration documents. A project library, containing relevant reports and data for this study will be maintained. AECOM will use Box software to support a permanent project library and ease file transfers between AECOM, EWGCOG, and subconsultants. If a team member needs access to the site, he or she should contact Belle Partin at 314-743-4248 or isabella.partin@aecom.com.

Subcontracts and Tasks Orders

Subcontracts will be used to define scope, budget, schedule and deliverables between AECOM and subconsultants for the work identified in Section 2.

Progress Reports and Invoicing

No later than the 15th of each month, a progress report will be submitted to the EWGCOG's accounts payable with the invoice. The progress report will document the hours spent by task during the previous month; the cumulative hours to date; a comparison to the budgeted hours; the percent complete; and a description of tasks or deliverables completed during that month. The report will also include a statement of resolution or action for resolution of identified problems that may have been encountered during the previous month. These monthly reports will be prepared so as to provide a brief summary overview and can also be accompanied by meetings either in-person or via conference call with the EWGCOG's project leadership. Finally, each invoice will be accompanied with an M/WBE Progress Report which will track the use of MBE and WBE firms on the AECOM Team.

Standard billing and progress reporting formats will be used by all subconsultants and AECOM. Project reports will be due to Jo Emerick by the twentieth of each month. If these dates fall on weekend, the project report is due the following Monday.

Subconsultant invoices must be received by the twentieth of each month to be included in the billing for the next month. AECOM will submit invoices to EWGCOG no later than the fifteenth of each month. There are two options for submitting invoices to AECOM. Invoices shall not be submitted to both:

Electronic Invoicing: Invoices shall be submitted electronically (in PDF format) to AECOM at the following Email Address: USAPImaging@aecom.com.

Paper Invoice Submission: If a subconsultant is unable to submit invoices electronically, the subconsultant must mail them to the following address:



AECOM Corporation
Attn: Accounts Payable
P.O. Box 203970
Austin, Texas 78720

The IRS requires a W-9 form from every vendor used by AECOM. Forms can be obtained from Jo Emerick. Submit completed forms to “Vendor Management Team” at vendor_management@AECOM.com to set up a new organization.

All vendor or subconsultant invoices must contain the following information to be processed and payment made:

- AECOM’s Project Name
- Project Number
- Purchase Order Number
- Line Number
- AECOM Project Manager’s Name
- Vendor Name
- Remit to address
- Valid AECOM vendor ID number
- Invoice Date
- Unique invoice number
- Valid AECOM purchase order number, if applicable
- Valid AECOM subcontract number, if applicable
- AECOM employee e-mail address, must be included for non-purchase orders/non-subcontract

There are two payment options available to each vendor or subconsultant:

- Electronic Funds Transfer (EFT): Funds are directly deposited in the banking institution provided by the subconsultant. Please contact Dan Meyers for details on the preferred payment option.
- Standard Check: Mailed to the subconsultant remit address. Contact vendor_management@AECOM.com for questions regarding this payment option.

7.0 Meetings

Meetings hosted by AECOM will have an agenda, sign-in sheets and formal minutes prepared. Standard formats for meeting agendas and minutes are shown in Appendix C. No member of the AECOM Team will schedule or hold meetings to discuss the Northside-Southside Conceptual Design Study with any EWGCOG’s staff, public agency, private organization or person without prior notification and authorization from EWGCOG’s Project Manager, Jerry Blair.



Project Management Team Meetings

The PMT will meet weekly either in person or via conference call to discuss the progress of the project and the following:

- Activities planned and work accomplished for the previous period
- Activities planned for next period
- Information required by team members for the timely completion of scope
- Major issues to be resolved

Project Staff Meetings

Conference calls led by Dan Meyers or the Core Team Leads will be held as necessary to discuss project issues such as design elements, challenges, progress etc. with the consultant team. The primary task leader will be responsible for distributing agendas and project materials prior to each call.

Committee Meetings

The Technical Committee will meet on the third week of each month throughout the duration of the project. The Advisory Committee will meet later in the months of March, May, August, and November of 2017, and February and May in 2018. These committees will guide the decisions pertinent to the planning of the study. Meeting preparation and attendance, including agendas, information packets, presentation exhibits, electronic presentations and meeting minutes for all Advisory and Technical Committee meetings will be the responsibility of the AECOM Team.

Public Outreach Meetings

Three rounds of public open houses have been scheduled. Each round of open houses will have three locations, one in the northern end of the project, one in the southern end, and one near downtown. The AECOM Team will identify appropriate and accessible locations, dates, times, and amenities for the meetings, especially ones that may encourage people that traditionally do not attend open houses to attend. The AECOM Team will be responsible for the notification of the meetings through email notifications, news releases and social media postings. The AECOM Team will also enlist key project stakeholders to assist in promoting the open houses.

In addition to the traditional open houses, AECOM will create opportunities for public engagement through public involvement/outreach efforts. AECOM will re-engage 2008 study participants in a way that honors their previous input and focuses on identifying changing conditions and priorities. There will be a substantial outreach to potentially affected communities and stakeholders along new or revised alternatives. Stakeholders will be informed about the FTA funding process and the steps needed to move from an LPA to an operational project. Opportunities for communication between stakeholders will be fostered with the understanding that federal funding requires development of a project that has achieved broad community support. A stakeholder group will be reached out to and engaged to effectively coordinate communications and outreach. Feedback will be gathered from residents and business owners along the proposed line, transit riders, and the general public. Maximum



participation will be ensured by offering project emails, comment forms at meeting, as well as online, paper, and text compatible surveys, with language translated (e.g. Spanish, Vietnamese, and Bosnian) as necessary.

8.0 Communications

This chapter discusses the communication process. All communication with media representatives, elected officials, etc. will go through EWGCOG's Project Manager, Jerry Blair.

Project Correspondence

All project correspondence regarding the scope of services should be directed to AECOM Project Manager Dan Meyers at 800 LaSalle Avenue, Suite 500, Minneapolis, MN 55402; dan.meyers@AECOM.com.

All project correspondence regarding invoicing shall be directed to Jo Emerick at 1001 Highlands Plaza Drive West, Suite 300, St. Louis, Mo 63110; jo.emerick@aecom.com

Record of Correspondence

Contact with organizations and individuals outside the project team must be documented. All email correspondence with organizations or individuals outside the project team should be forwarded to both dan.meyers@aecom.com and jo.emerick@aecom.com, and will be maintained in the project file folders. Samples of print correspondence (including press releases, meeting invitations, and interagency coordination letters) should also be saved in electronic format in the project file folders maintained by AECOM.

Document and Graphic Standards

All documents and graphics prepared and delivered for the Northside-Southside Conceptual Design Study will meet the document and graphic standards set forth by EWGCOG. All electronic drawings, renderings, GIS shape files and other graphics will be submitted by AECOM at the conclusion of the study. All figures and graphics, for reporting purposes, will be submitted by AECOM in PDF and JPEG formats. Word processing, databases, and spreadsheets will be prepared using a format compatible with Microsoft Office. Appendix C provides the templates for all project deliverables.

Document Distribution

Documents prepared by the AECOM Team will be transmitted from AECOM Project Manager Dan Meyers to Jerry Blair or his designee. Subconsultants are prohibited from directly submitting any written communications to the client unless specifically authorized. All project deliverables must be submitted to AECOM with a transmittal email or letter. No member of the AECOM Team will release study materials or deliverables to any agency, organization or person without the prior written authorization of EWGCOG. All requests for such information must be directed to Jerry Blair.



Media Contacts

No member of the AECOM Team is permitted to discuss the project with any media representatives unless EWGCOG has authorized such contact in writing and is in attendance.

9.0 Deliverables

The Northside-Southside Conceptual Design Study will entail a number of deliverables. The deliverables are listed below. All technical memorandums and project reports will have drafts and a final version.

Project Reports

- Project Report 1: Project Management Plan
- Project Report 2: Community Engagement and Agency Coordination Plan
- Project Report 3: Draft and final Detailed Definition of Alternatives Report
- Project Report 4: Draft and final Detailed Evaluation of Alternatives Report
- Project Report 5: Draft and final Locally Preferred Alternative Report

Project Technical Memorandum

- Draft and Final Public Involvement Technical Memorandum
- Draft and final Existing and Future Conditions Technical Memorandum
- Draft and final Purpose and Need Statement
- Draft and final Evaluation Framework Technical Memorandum
- Draft and final Design Criteria Technical Memorandum
- Draft and final Definition of Preliminary Alternatives Technical Memorandum defining the initial alternatives, including alignments, station locations, and operating plans
- Draft and final Preliminary Alternatives Assessment Technical Memorandum to document the evaluation of the initial alternatives and recommendations for detailed alternatives
- Draft and final service plan technical memorandum
- Site Optimization and Strategy Technical Memorandum for up to 7 station areas.
- Draft and final Transit Travel Demand Technical Memorandum
- Draft and final Capital Costs Technical Memorandum
- Draft and final Operating Costs Technical Memorandum
- Draft and final Transportation Analysis Technical Memorandum
- Draft and final Environmental Analysis Technical Memorandum
- Draft and final Economic Development Opportunity Technical Memorandum

Other Deliverables

- Monthly progress reports and Issues/action logs
- Meeting preparation and attendance including agendas, information packets, presentation exhibits, presentations (e.g. PowerPoint) and meeting minutes for committee meetings, working groups and the EWGCOG project manager meetings in hard copy and electronic formats.
- Preparation of study related agenda materials, including presentations, and attendance at key milestone meetings for the EWGCOG Board.
- Stakeholder list, to be updated through study
- Short video describing the study



- Public engagement survey and summary of responses
- Plan and conduct elected officials briefings prior to each round of public meetings
- Plan and conduct 4 stakeholder meetings
- Plan and conduct 3 rounds of 3 public meetings, including postcards, newsletter templates, and press release announcing each meeting
- Create “engagement-in-a box kit” for neighborhood associations
- Schedule and develop up to 15 group presentations
- Study website (develop and maintain)
- Study fact sheet and Frequently Asked Questions document
- Plan and conduct editorial briefings
- Corridor base maps
- Corridor existing and future conditions maps
- Resource agency coordination meetings
- Develop presentation materials and community engagement activities related to the initial alternatives
- Draft and final conceptual engineering plans
- Letter requesting entry into FTA New Starts Project Development.

10.0 Quality Management

Each member of the project team will be responsible for the quality and consistency of the work produced. Dan Meyers and the Core Team Task Leaders will be responsible for providing overall direction to the project team members on the project approach and assumptions for ensuring consistency among the work tasks and products. The Core Task Leaders will be responsible for reviewing deliverables and individual work products for completeness, accuracy and consistency with project requirements.

An independent technical review (ITR) will be conducted for each deliverable to validate all technical work. The ITR is conducted by an individual that is highly qualified in the type of work to be reviewed and who has not been involved in the production of the work product. All ITR documentation will be completed in accordance with AECOM policies.

A coordination review of designs, studies or reports to verify compatibility among portions that were developed, checked and reviewed by different disciplines, offices and/or companies will be completed prior to submitting major deliverables to EWGCOG. The AECOM Project Manager Dan Meyers has ultimate responsibility for the content, consistency, accuracy and quality of all AECOM work products.



Appendix A: Scope of Work



Task #1 – Project Management/ Administration and Work Plan

The Project Manager (Dan Meyers) and the Core Task Managers – Planning Manager (Julia Suprock); Engineering Manager (Jo Emerick); Project Implementation Manager (Gavin Poindexter); and Community Engagement Manager (Laurna Godwin) – will responsibly report the status of the project budget, work effort, progress and schedule.

A key part of the professional management of this study will be the responsiveness to the latest guidance from the FTA regarding project entry into the New Starts funding programs under the FAST Act dependent on the Locally Preferred Alternative. The AECOM Team will develop a Project Management Plan (PMP) that complies with FTA requirements and will be periodically updated and maintained as needed through the New Starts project development process. The PMP will define the following:

- Project organization: Identify project goals, roles and responsibilities of key participants
- Work scope and schedule: Establish the approach, policies and procedures for undertaking the study
- Project management, control and monitoring: Develop procedures for quality control and assurance
- Communications program
- Quality management plan/procedures
- Other issues related to project implementation

The PMP for the Northside-Southside Conceptual Design Study will be reviewed and approved by the East-West Gateway Council of Governments (EWGCOG). The AECOM Team will be responsible for incorporating comments from the EWGCOG into the PMP.

A month-to-month project schedule will be coordinated with the EWGCOG early in the project process. The schedule will define major project milestones/deliverables, proposed dates of the committee meetings, and public involvement/outreach efforts.

Each month, a progress report will be submitted to the EWGCOG's project manager with the invoice. The progress report will document the hours spent by task during the previous month; the cumulative hours to date; a comparison to the budgeted hours; the percent complete; and a description of tasks or deliverables completed during that month. The report will also include a statement of resolution or action for resolution of identified problems that may have been encountered during the previous month. These monthly reports will be prepared so as to provide a brief summary overview for the purposes of presenting to the EWGCOG Board, and can also be accompanied by meetings either in-person or via conference call with the EWGCOG's project leadership. Finally, each invoice will be accompanied with a DBE Progress Report which will track the use of DBE firms on the AECOM Team.

As discussed earlier, there are new and developing sets of guidance for transit capital projects advancing through federal funding and approval processes. Throughout the project process, the AECOM Team will monitor updates to federal rulemaking, and as each piece of guidance is released will work with the EWGCOG to make an assessment of the applicability to the Northside-Southside Conceptual Design Study and any alterations that need to be made to the study. Additionally, it will be important early on in the project, and regularly thereafter, to interface with officials from the FTA Regional office to brief them on project progress, get their feedback on elements such as the project Purpose and Need and ridership modeling approach, and inquire about any undefined areas of guidance. Open and continuous communication with



the FTA has paid significant dividends on other transit capital investment studies managed by the AECOM Team.

Deliverables:

- Project Report 1: Project Management Plan
- Monthly progress reports and Issues/action logs
- Meeting preparation and attendance including agendas, information packets, presentation exhibits, presentations (e.g. PowerPoint) and meeting minutes for committee meetings, working groups and the EWGCOG project manager meetings in hard copy and electronic formats
- Preparation of study related agenda materials, including presentations, and attendance at key milestone meetings for the EWGCOG Board

Task #2 – Community Engagement and Interagency Coordination

When the Northside-Southside Corridor was studied in 2008, a publicly supported LPA was identified. The public outreach provided through that study allowed multiple opportunities for the community to shape and refine the alternatives into an LPA that received support from the large majority of involved participants. Eight years later, as transit opportunities in this corridor are reassessed in light of new and proposed development in the area, the approach to public involvement will address several needs:

1. Re-engage 2008 study participants in a way that honors their previous input and focuses on identifying changing conditions and priorities
2. Substantial outreach to potentially affected communities and stakeholders along new or revised alternatives
3. Inform stakeholders about FTA funding process and the steps necessary to move from an LPA to an operational project
4. Foster opportunities for communication between regional stakeholders with the understanding that federal funding requires development of a project that has achieved broad community support

In order to make the Northside-Southside MetroLink line a reality, this study must demonstrate how Northside-Southside will increase the quality of life of surrounding neighborhoods, help attract new residents and jobs, and provide the entire region with a sound investment in the future. AECOM's approach to public involvement will achieve this goal by providing:

- Effective coordination among relevant agencies responsible for the study
- Opportunities for specific and meaningful input from agencies, stakeholders, and the public
- Transparent and realistic expectations for the study process
- Accessible messaging to multiple audiences through innovative public engagement and communication tactics

Community Engagement and Agency Coordination Plan

The purpose of the Community Engagement and Agency Coordination Plan is to keep everyone on track and coordinating effectively to improve public and stakeholder involvement. Members



of the AECOM team (Dan Meyers, Ken Kinney, Jo Emerick, Russ Volmert, and Laurina Godwin) were involved in the 2008 study, which utilized the most effective methods of engagement in this part of the region. That knowledge will inform the Community Engagement and Agency Coordination Plan and provide outreach techniques that acknowledge the different needs of diverse demographic groups along the corridor, complying with the Council's Title VI program. AECOM's plan will reflect the latest technologies and best practices developed over the last eight years aimed specifically at engaging demographic groups that are not easily represented through the traditional public meeting format. The plan will include a schedule, roles and responsibilities, evaluation measures, and specific strategies as summarized below.

Stakeholder Advisory Group

The AECOM team will reach out to and engage an advisory group including transit and transportation advocates; bike, pedestrian, and disability advocates; neighborhood associations; college and universities; and church, civic, and business leaders. The AECOM team will create and maintain a stakeholder database that will be used to effectively coordinate communications and outreach. Stakeholders will meet at key milestones during the study to provide feedback and to be study ambassadors

Agency Coordination

AECOM proposes a monthly meeting with its Technical Committee, comprised of member of the Transportation Corridor Improvement Group as well as technical staff from St. Louis county and Project Connect. AECOM proposes meetings every three months with an Advisory Committee of local elected officials and staff to provide project information and solicit feedback throughout the project. AECOM will meet with federal and state resource agencies at the outset of environmental screening process as well as during the detailed evaluation of alternatives. In addition, before each round of public meetings, the AECOM team will hold an Elected Officials Briefing, inviting members of the City of St. Louis' Board of Aldermen, City of St. Louis Parking Commission, state and federal legislators or their staff, and other key public officials to view the presentation and ask questions.

Stakeholder Involvement in the New Starts Process

Based on conversations with Bi- State Development Agency (Bi-State) and the Council, AECOM acknowledges a need for communication about the FTA New Starts process and the criteria used to select projects for federal funding. AECOM will incorporate into Advisory Committee Meetings and other presentations as applicable, an overview of the New Starts process, selection criteria, changes to the New Starts program under MAP-21 and FAST Act, and an informed discussion of local planning priorities. This will allow us to develop selection criteria that reflect both the likelihood of receiving federal funds and ability to address local goals.

Coordination with St. Louis County Conceptual Planning Study team



FTA New Starts is a nationally competitive resource, and as such, a project's ability to advance will depend on its regional, rather than jurisdictional competitiveness. Jo Emerick, who has extensive experience working with St. Louis County officials, has been identified to provide stakeholder leadership to guide the simultaneous development of this study with the MetroNorth, Daniel Boone and MetroSouth Corridors Conceptual Planning Study. Open communications and regular coordination between these two study teams will be crucial for developing comparable evaluation framework, ensuring regional needs are met, and developing a regionally successful project.

Public meetings

The AECOM team will organize three rounds of public meetings: at the introduction of the study, during the preliminary development and screening of alternatives, and during the detailed evaluation of alternatives. AECOM will hold meetings in North St. Louis, South St. Louis, Downtown St. Louis, and as a live Webinar to make it easier for residents and business leaders to participate. Comments will be recorded and collected at each meeting and discussed at advisory committee meetings.

Public Feedback

During the study, the AECOM team will gather specific and meaningful feedback from residents and business owners along the proposed line, transit riders and the general public. AECOM will ensure maximum participation by offering multiple ways to provide feedback including a dedicated project email; paper comment forms at meetings; online, paper, and texting compatible surveys. Participants will be directed to these tools through a project website, informational business cards, event tabling, partner communications, social media announcements, and advertisements at transit facilities and on vehicles.

Targeted outreach may include surveys to Paraquad and Call-a-Ride users, information kits for small business owners, small group discussion guides, and language translation (Spanish, Vietnamese, Bosnian) as necessary. The AECOM team will continue a relationship with the International Institute and look for new similar opportunities to expand outreach. All surveys and comments will be analyzed to identify common themes and issues to help guide the decision-making process.

Deliverables:

- Project Report 2: Community Engagement and Agency Coordination Plan
- Draft and Final Public Involvement Technical Memorandum
- Stakeholder list, to be updated through study
- Short video describing the study
- Survey and summary of responses
- Plan and conduct elected officials briefings prior to each round of public meetings
- Plan and conduct 4 stakeholder meetings
- Plan and conduct 3 rounds of 3 public meetings, including postcard announcements, newsletter templates, and press release announcing each meeting



- Create “engagement-in-a box kit” for neighborhood associations
- Schedule and develop up to 15 group presentations
- Study website (develop and maintain)
- Study fact sheet and FAQ document
- Plan and conduct editorial briefings
- Four press releases

Task #3 – Existing/Future Conditions Inventory

The review and documentation of existing (2016) and future (2040) conditions is the foundation of information that helps identify technical issues and investigate their underlying causes and patterns, so that alternatives can be fully evaluated. AECOM will collect data and review existing conditions through aerial photography, environmental base maps, census demographics, existing transportation facilities and services, and travel patterns. Future conditions include forecasted population, modeled travel patterns, and development as determined through a review of state and local planning documents, site plans, and ongoing studies.

AECOM will review background materials from previous transit studies, most notably the 2008 study Final Report as well as more recent studies, such as the St. Louis Rapid Transit Connector Study and the Council's Connected 2045 Long-Range Transportation Plan. The AECOM team will also review and incorporate information from the City of St. Louis Planning and Urban Development Agency regarding land use and development conditions and recommendations around the 2008 studies previously identified stations. The 2008 study documented existing and future conditions for land use, demographics, travel patterns, activity centers, environmental considerations, and transportation facilities and services along the corridor. AECOM will update existing conditions using the latest data and information, confirm and verify that conditions have not changed and highlight changing conditions which could potentially affect the project, when present.

The AECOM team will update land use assumptions to reflect changing and future conditions along the north portion of the LPA due to the area's designation as a Federal Promise Zone and plans to relocate the NGA. The AECOM team will assess market and economic conditions and redevelopment opportunities both within the study area and broadly across the city and county in order to better understand the relationship and connections between this project and regional growth. Team members Development Strategies and Arcturis have current knowledge and understanding of the study areas recent changes and opportunities. This knowledge will be supplemented by collecting new demographic information from the 2010 US Census and the latest American Community Survey data (currently 2014) in order to assess the project's impact on low-income, minority, and transit-dependent populations.

The AECOM team will collect environmental baseline data which will be used to identify potential environmental impacts and set aside alternatives which would result in unacceptable impacts. Because LRT would operate within the study corridor's existing roadways, the key areas of concern will include traffic, safety, noise and vibration, air quality, and neighborhood cohesion. AECOM will confirm and verify existing conditions for wetlands, floodplains,



hazardous materials, historic and archaeological resources, and parklands in order to inform the placement of stations and facilities.

AECOM will document the changing conditions of MetroBus network, route-level, and system level ridership which may reflect different travel patterns or key locations for light rail interaction. Recent and planned bike network improvements have resulted in the reduction of available right-of-way which was previously identified to accommodate in-street running light rail. As a result of this and demographic changes, the existing traffic conditions along corridors designated for the LPA have also changed. The AECOM team will review street rights-of-way, profiles and collect updated traffic counts from MoDOT and the City of St. Louis.

As part of the AECOM team, EDSI's GIS specialists will organize all land use, environmental, demographic, and transportation data into an online database that will be viewable by the client and all members of the project team in order to streamline environmental screening, analysis, and coordination. AECOM will provide maps to be used in the Existing and Future Conditions Technical Memorandum and larger scale reproductions for public meetings.

Deliverables:

- Draft and final Existing and Future Conditions Technical Memorandum
- Corridor base maps
- Corridor existing and future conditions maps

Task #4: Purpose and Need Statement and Evaluation Framework

Purpose and Need Statement

The 2008 study defined two needs that the project should address: sustainable development and access to opportunity. AECOM will use the 2008 study and the ten guiding principles identified in Connected2045 as the foundation for the project Purpose and Need Statement, updating it with the existing and future conditions inventory completed in Task 3 to develop study-specific needs, goals and objectives. Through the Purpose and Need Statement, AECOM will discuss how light rail investment can be leveraged to stimulate development and create new markets in areas of historical disinvestment.

AECOM will coordinate with the Technical Committee to establish a consensus around the project's purpose and related evaluation criteria. Following incorporation of Technical Committee feedback, the revised Purpose and Need Statement will be presented to the Advisory Committee for its input and approval. The Purpose and Need Statement will then be presented at the first public meeting and, following consolidation of public comment, shared with state and federal resource agencies. Following incorporation of all comments, the Purpose and Need Statement will be finalized and become the foundational document of the study.

Evaluation Methodology

The AECOM team will work with the Council, the Technical Committee, the Advisory Committee, and members of the community to develop the evaluation criteria that will be



documented in a stand-alone technical memorandum. The methodology will reflect the findings of the existing/future conditions inventory, the Purpose and Need Statement, and feedback from the first project open house, and will be developed to complement the FTA New Starts Project Justification evaluation criteria.

The technical memorandum will document a three-step alternative development and evaluation process, and will identify evaluation criteria, which will be linked to project goals and objectives. The evaluation criteria will become successively more detailed and quantitative over the course of the study. The evaluation criteria and process will be designed to identify a Locally Preferred Alternative that meets the locally-identified need for transit investment in the corridor and is competitive for federal funding through the FTA New Starts program.

Deliverables:

- Draft and final Purpose and Need Statement
- Draft and final Evaluation Framework Technical Memorandum
- Resource agency coordination meetings

Task #5: Preliminary Alternatives Development and Screening Design Standards

AECOM will work with Bi-State and the FTA to ensure consistency with current light rail operations in the St. Louis region. The team will develop a technical memorandum for design criteria that will include the design assumptions and criteria, background on options considered, and additional information that supports and supplements the recommendations. AECOM will develop the design criteria using the FTA Standard Cost Code (SCC) format to allow for an efficient and predictable capital cost estimate in Task 6.

Preliminary Alternatives Development

The AECOM team understands that the development of preliminary alternatives will include two concurrent activities: (1) confirming the validity of the LPA alignment identified during the 2008 study, and (2) identifying preliminary alternatives to connect Downtown with the NGA site. AECOM will update the definition of the 2008 LPA in order to facilitate comparison with newly-defined alternatives, which will include horizontal and vertical alignments, station locations, intersection modifications, and facilities.

The AECOM team conducted a preliminary field visit to review potential Northside re-alignments to better serve the NGA site. AECOM found that Delmar between 14th and North Jefferson is generally feasible for further study, with four lanes of traffic and some on-street parking. North Jefferson, between Delmar and Maiden has four to six lanes of traffic. From there, North Jefferson roadway to Natural Bridge while North Jefferson picks up again at North Market as a two lane street. AECOM will further develop at least three options for connecting this area to Natural Bridge as shown on the previous page, as well as refine other locations identified through Task 3.



In order to facilitate ridership projections and screening, AECOM will develop preliminary operating concepts for both the modified 2008 LPA and NGA alternatives, including feeder bus networks, support facilities, park-and-ride and transfer center locations. The ridership forecasts developed through this task will be refined through Tasks 6 and 7.

Preliminary Alternatives Analysis and Screening

The initial screening of potential light rail alignments will reflect the evaluation methodology developed in Task 3 and will rely on a qualitative assessment of each alignment's implementation and operational feasibility. This assessment will be based on a series of evaluation criteria, which will likely include:

- Transit reliability and performance
- Traffic and parking impacts
- Urban design and placemaking
- Capacity to efficiently meet ridership demand
- Impacts to non-motorized transportation
- Capital and operating costs
- Transit Integration
- Environmental impacts
- Construction risk

The development and evaluation of alternatives will be an iterative, phased approach that will first conceptually define alternatives in a manner that identifies key differentiators and facilitates the defensible removal of poorly-performing alternatives from further consideration; Tasks 6 and 7 will define the remaining alternatives to a higher degree of detail to facilitate detailed, New Starts-oriented evaluation and the identification of a Locally Preferred Alternative.

Through this task, AECOM will identify a minimum of two alternatives to serve the NGA site as well as an alternative that modifies the 2008 LPA as needed. AECOM will present information regarding screening criteria and alternatives at Technical Committee, Advisory Committee and public meetings to solicit feedback regarding the selection process and identify issues for further consideration in Task 6.

Deliverables:

- Draft and final Design Criteria Technical Memorandum
- Draft and final Definition of Preliminary Alternatives Technical Memorandum defining the initial alternatives, including alignments, station locations, and operating plans
- Draft and final Preliminary Alternatives Assessment Technical Memorandum to document the evaluation of the initial alternatives and recommendations for detailed alternatives
- Develop presentation materials and community engagement activities related to the initial alternatives



Task #6 – Detailed Definition of Alternatives Conceptual Engineering

Building on the refined alternatives from Task 5, AECOM will continue to modify the plan and profile drawings for the alignments that were developed in the 2008 study. The team will utilize the 2015 aerial imagery available through the Council and contour information available through MSD. AECOM will engineer the alternatives to the level of detail required to determine impacts, benefits and cost. AECOM anticipates a level of design around 10% but may enhance engineering in areas where necessary to fully establish the physical requirements of an alternative.

AECOM will review the engineering documents produced for the 2008 study to identify required modifications based on:

- Design criteria established through Task 5
- Locations where previous design is not compatible with improvements including:
 - Additional bike lanes on portions of North Florissant and Chouteau
 - Revised lane and parking configurations in the downtown area
 - Development on North Jefferson and a new O'Reillys at the proposed Broadway and Chariton Park and Ride
- Locations where planned improvements such as the Gateway Bike Plan, the I-44 at Jefferson Street Bridge reconstruction, and the Downtown Transit Center (under construction), may require modifications.

AECOM's approach will be to focus on key locations for detailed engineering in order to identify solutions to the most impactful and cost-sensitive issues, so that the end result is a well-defined project that can advance to the FTA process. AECOM will:

- Revise typical section and right-of-way to address bike and parking improvements
- Optimize the alignment to reduce impacts and costs associated with grade-separated crossings
- Optimize economic development potential through proper station siting
- Coordinate with utility providers to minimize impacts and potential construction relocation cost

Operating Plans for Detailed Alternatives

AECOM will develop and refine bus and rail operating plan concepts for the detailed alternatives. These plans will reflect the extensive work already done through the 2008 study, and will update assumptions and recommend alternatives where conditions have changed. AECOM will generate key operating statistics, including:

- Frequency, service spans, and holiday and weekend service assumptions
- Updated travel speeds and running times
- Annual revenue hours and miles



- Operating and maintenance costs
- Fleet and staffing needs
- Estimated ridership and farebox recovery

MetroLink currently operates at 10-minute peak headways, and the 2008 study recommended similar headways for Northside-Southside to facilitate transfers. One-way travel time for the corridor was estimated at 49 minutes. AECOM will verify or update this figure based on revised engineering detail in order to determine realistic running times and vehicle needs that reflect the latest industry standards. AECOM will also review existing and planned transit services to develop a transit integration plan. Transit integration will be cost constrained, and AECOM will maximize resources by streamlining bus/rail overlap, adding station feeders in underserved areas, and considering commuter connections from terminal stations into the county.

Detailed Definition of Alternatives Report

The AECOM team will prepare a Detailed Definition of Alternatives Report which will include the typical sections, plan and profile drawings, and operating plan prepared in the previous tasks. In addition, Development Strategies and Arcturis and will bring their invaluable insight and capabilities to prepare a Site Optimization and Strategy Technical Memorandum for 5 to 7 station areas that incorporate development potential and urban design considerations. Components of the Detailed Definition of Alternatives Report will be translated into boards, plan drawings, and other presentation materials to facilitate community engagement activities.

Deliverables:

- Project Report 3: Draft and final Detailed Definition of Alternatives Report
- Draft and final conceptual engineering plans
- Draft and final service plan technical memorandum
- Site Optimization and Strategy Technical Memorandum for up to 7 station areas.

Task #7 – Detailed Alternatives Evaluation

The AECOM team will work to facilitate consistent methodologies between this study and the MetroNorth, Daniel Boone and MetroSouth Corridors Conceptual Planning Study to facilitate a direct comparison of the costs, benefits, and impacts of each alternative.

Social, Economic, and Environmental Impact Evaluation

AECOM will conduct a detailed evaluation of impacts associated with each detailed alternative identified through Task 6, following the evaluation methodology developed during Task 4. Through this evaluation, AECOM will compare the existing social, economic, and environmental conditions documented in Task 3 to the potential effects associated with the construction, permanent facility, and operation for the alternatives. Development Strategies and Arcturis will identify potential land use changes around stations including possible programs by jurisdictions.

The AECOM team will evaluate impacts on neighborhoods and businesses in accordance with FTA guidance and Bi-State standards. The impact assessment will consider temporary, short



and long term impacts, as well as positive impacts such as those identified as goals of the One STL Plan and the City of St. Louis Sustainability Plan. The AECOM team will identify and evaluate alternative mitigation measures where impacts are considered adverse. An important step in the alternatives evaluation assessment will be to include design and cost implications of mitigation strategies.

The impact assessments will conform to NEPA regulations and FTA guidance. However, AECOM will not be preparing NEPA documents; instead AECOM will identify areas that will need further review during NEPA. AECOM will prepare a report that summarizes the evaluation of the detailed alternatives of the corridor, focusing most on issues critical to the LPA decision. The development of the Environmental Impact Evaluation will facilitate refinement of alignment options, if possible, to avoid major environmental impacts and result in a constructible, FTA-ready project.

Transportation Impact Assessment

As part of the Detailed Alternatives Evaluation, the AECOM team will provide an assessment of potential transportation impacts. Since the completion of the 2008 study, best practices for estimating rail ridership have changed. AARF has been replaced by STOPS, which the AECOM team will calibrate in concert with the Council's 2012 regional travel demand survey to determine ridership impacts.

STOPS has been calibrated to match nationwide experience on how light rail transit attracts riders. Its local calibration procedures also allow AECOM to reflect current conditions in St. Louis with a high degree of fidelity. FTA is likely to prepare its own forecasts of ridership using STOPS, and AECOM recognizes that the FTA decision-making process will require an understanding of the STOPS results. Using it as the primary local tool will result in fewer surprises at the end of the project.

The AECOM team will coordinate ridership methodologies with regional ongoing efforts including the MetroNorth, Daniel Boone and MetroSouth Corridors Conceptual Planning Study. This allows a meaningful comparison between projects that are results of the transit system attributes rather than differences in ridership forecasting methodologies. AECOM will document the basis for the projections and the following components affecting modeled ridership:

- Existing rider counts
- Modeled existing ridership
- Estimated future ridership (No-Build)
- Ridership impact of Build Alternatives

Together this approach and the reported results help to build the case that the forecasts of ridership are plausible and describe the benefits of the proposed project. At the end of this process, ridership will be described in sufficient detail to demonstrate the true impacts of the project. Key statistics will include:

- System-wide linked transit trip impacts



- System-wide rail trip impacts
- Trips-on-project
- Boardings by station by mode of access
- Impacts on vehicular miles traveled

In addition to the impact on transit ridership, this analysis will analyze the alternatives' impact on traffic. AECOM will prepare a traffic model to evaluate the traffic changes required to provide a dedicated operational corridor on existing street right-of-way. Microsimulation modeling is ideally suited for estimating the multi-modal impacts in areas with operational complexity along the transit corridor. These areas of complexity can include transit signal timing strategies (transit signal priority, exclusive transit phases, queue jumps, or preemption strategies), transit interaction with parking areas and loading zones, and modal interaction around station locations. In many locations, at least one traffic-lane and/or on-street parking will have to be eliminated in order to provide an exclusive transit corridor. The traffic assessment will identify potential impacts to the current level of service and identify strategies such as ITS, signal priority, and reconfigured approaches that could alleviate any adverse impacts.

Capital, Operating, and Life-Cycle Cost Estimates

AECOM will prepare a capital cost methodology, including unit costs for review and approval by the Technical Committee. Upon approval of the capital cost methodology, AECOM will prepare order-of-magnitude capital cost estimates for each of the detailed alternatives developed through Task 6 taking into account the design standards developed as part of Task 5.

Utilizing Bi-State's current operating expenses for both bus and rail the AECOM team will develop estimated annual operating costs for each alternative, including changes in the bus network. The operating cost methodology will follow FTA guidance by assigning individual costs to cost drivers (e.g. fleet size, revenue miles, revenue hours, number of facilities).

AECOM will develop life-cycle capital and operating costs using FTA's recommended useful life for each project element, Bi-State's recent experience, and AECOM's national experience. The life-cycle cost estimates will cover the first 20-years of operation for Northside-Southside.

Detailed Alternatives Evaluation Report

The results of the detailed evaluation will be presented at stakeholder, agency and public meetings and documented in a summary report and detailed technical memoranda that clearly outline methodologies, data sources and evaluation results in a way that is understandable to the public and policymakers, while also generating the technical data that is necessary to support a New Starts application.

Deliverables:

- Project Report 4: Draft and final Detailed Evaluation of Alternatives Report
- Draft and final technical memorandum for transit travel demand methodology and results
- Draft and final technical memorandum for capital costs methodology and results



- Draft and final technical memorandum for operating costs methodology and results
- Draft and final technical memorandum for transportation analysis
- Draft and final technical memorandum for environmental analysis
- Draft and final technical memorandum for economic development opportunity

Task #8 – Selection of Locally Preferred Alternative

AECOM will prepare a Locally Preferred Alternative Report summarizing the study process; the alternatives defined and evaluated, the selection process, and provide a description of the LPA. The report will include a discussion of the costs, benefits and anticipated impacts of the project, as well as an estimate of the revenues necessary to operate the project over a twenty-year period. Included in the Locally Preferred Alternative Report will be a summary of how the project would likely rate under FTA criteria for evaluating potential New Starts projects. AECOM will prepare an evaluation of the benefits and adverse effects of light rail within the context of racial equity and disparate impacts.

AECOM will assist with preparation of materials to assist the Technical Committee in making an LPA recommendation to the Advisory Committee. Similarly AECOM will prepare materials to assist the Advisory Committee in its review of the Technical Committee recommendation and its subsequent recommendation to the Council's Board. After the final LPA decision, AECOM will finalize the LPA Report and Executive Summary. AECOM will prepare letter requesting entry into FTA Project Development.

Deliverables:

- Project Report 5: Draft and final Locally Preferred Alternative Report
- Letter requesting entry into FTA New Starts Project Development.



Appendix B: Project Directory



Northside-Southside Conceptual Design Study Project Team Contact Info

Project Management Team

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Appendix C: Project Templates



NORTHSIDE-SOUTHSIDE STUDY

Official project documents will use the Northside-Southside Study logo, consistent design principles and Arial font. Templates for presentations, meeting agendas, meeting minutes, and sign-in sheets are included here. This Project Management Plan will serve as the template for other project documents.

Presentation template:

NORTHSIDE-SOUTHSIDE STUDY 

Meeting Title

Month Day, 2017
East-West Gateway Council of Governments

NORTHSIDE-SOUTHSIDE STUDY 

Agenda

1. Agenda Item #1
2. Agenda Item #2
3. Agenda Item #3
- 4.

Technical Committee Meeting 1 1


NORTHSIDE
SOUTHSIDE
STUDY

1 : Section Divider

NORTHSIDE-SOUTHSIDE STUDY 

Sample Content Slide - Charts

A high concentration of Environmental Justice groups live within the Study Area.

Category	Study Area	City	County	MSA	Missouri
Population of Color & Hispanic Ethnicity	~65%	~45%	~35%	~25%	~15%
People below Poverty	~35%	~25%	~20%	~15%	~10%
Extreme Poverty	~25%	~15%	~10%	~8%	~5%
Zero-Car Households	~25%	~15%	~10%	~8%	~5%

Technical Committee Meeting 1 18

NORTHSIDE-SOUTHSIDE STUDY 

Sample Content - Graphics

Transit ridership represents larger portion of trips in the Corridor than City or Region

Percent of Commuters Who Use Transit to Commute to Work

Area	Total Commuters, 16 and over (2014)	% Commuters Using Transit (2014)
Study Area	~1,000,000	~12%
St. Louis City	~500,000	~8%
St. Louis County	~1,000,000	~6%
St. Louis MSA	~2,500,000	~5%
Missouri	~10,000,000	~3%

Technical Committee Meeting 1 25

NORTHSIDE-SOUTHSIDE STUDY 

Sample Content Slide - Text

Goal #3:

Develop and Select an Implementable and Community-Supported Project

- Define and select an LRT investment with **strong public, stakeholder and agency support**
- Define and select as LRT investment that is **cost-effective and financially feasible**, both in the short- and long-term
- Define and select an LRT investment that is **competitive** for Federal Transit Administration funding

Technical Committee Meeting 1 30



Meeting Agenda

Meeting Date: Friday, December 9, 2016

Time: 9:00 AM to 11:00 AM

Location: East-West Gateway Council of Governments
One Memorial Drive, Suite 1600 | St. Louis, MO 63102

Subject: Northside-Southside Conceptual Design Study Kickoff Meeting

1. **Introductions**
2. **Project Scope & Schedule**
 - a. Review major scope of work items
 - b. Review project schedule
3. **Project Management**
 - a. Roles & responsibilities
 - b. Documentation & Communications Protocol
 - c. Public Engagement
4. **Near-term Milestones**
 - a. Public Engagement Plan
 - b. Purpose and Need
 - c. Existing Conditions
 - d. Alignment near NGA
5. **Data Needs**
6. **Project Goals & Issues Discussion**
7. **Next Steps / Action Items**



Meeting Minutes

Subject: Meeting Title
Meeting Date: Weekday, Month Day, Year
Time: 9:00 AM to 11:00 AM

In Attendance:

Jo Emerick, AECOM	Jerry Blair, EWG
Kristen Lueken, AECOM	Marcie Meystrik, EWG
Dan Meyers, AECOM	Jim Wild, EWG
J.C. Murray, AECOM	Jessica Mefford-Miller, Metro
Julia Suprock, AECOM	Laura Ellen, MoDOT
John Kohler, City of St. Louis	Isa Reeb, Project Connect
Todd Waelterman, City of St. Louis	Rob Orr, SLDC
Connie Tomsula, City of St. Louis PDA	Stephanie Leon Streeter, St. Louis County
Don Roe, City of St. Louis PDA	Courtney Mueller, Vector
Matt Wetli, Development Strategies	Larna Godwin, Vector
Paul Hubbman	Dan DeArmond, WSP/Parsons Brinkerhoff

Action Items

- Action Item #1
- Action Item #2
- Action Item #3
- Action Item #4
- Action Item #5...

Minutes

- Discussion Item #1 Summary
- Discussion Item #2 Summary
- Discussion Item #3 Summary
- Discussion Item #4 Summary
- Discussion Item #5 Summary...