

**PROJECT CONNECT**  
**Memorandum of Understanding**

**Regional Rail System Statement of Joint Agency Management**

**WHEREAS**, in 2001 The Capital Metropolitan Transportation Authority (Capital Metro) and City of Austin initiated the multi-year Rapid Transit Project to study the possibility for enhanced or high capacity transit, including rail service, that would connect East, South and North Austin, Downtown Austin, the State Capitol Complex, and The University of Texas; and

**WHEREAS**, In 2006 Capital Metro presented a potential rail circulator route following eighteen months of community input that would link downtown Austin and the Mueller Development; and

**WHEREAS**, in 2008 the City of Austin identified a potential route for rail service that would connect Downtown Austin, the Mueller Development and Austin Bergstrom International Airport (ABIA); and

**WHEREAS**, in 2010 Capital Metro initiated its MetroRail Red Line commuter rail service from Leander to downtown Austin; and the Capital Area Metropolitan Planning Organization (CAMPO) adopted its CAMPO 2035 Plan that included Central Texas Regional Rail System projects; and

**WHEREAS**, the CAMPO 2035 Plan rail projects include Capital Metro's MetroRail Red Line, the City of Austin's proposed Urban Rail line and Lone Star Rail District's LSTAR line; and

**WHEREAS**, the Central Texas Regional Rail System projects will be most successful in meeting the needs of the communities served if their planning, development and operation is coordinated and integrated to be an integrated rail network that is also coordinated with other modes of public transportation in Central Texas; and

**WHEREAS**, the City of Austin's Downtown Austin Plan adopted in 2011, Imagine Austin comprehensive plan adopted in 2012, and other city planning efforts each contemplate the importance of high capacity transit by supporting the potential for rail service; and

**WHEREAS**, in 2011 the Capital Area Metropolitan Planning Organization reconvened its Transit Working Group to consider the potential system design, organization and funding of high capacity transit in Central Texas for its upcoming CAMPO 2040 Plan initiative; and

**WHEREAS**, in 2011 Capital Metro, City of Austin and Lone Star Rail District, in support of the Transit Working Group effort, established the collaborative Project Connect regional high capacity transit planning effort; and

**WHEREAS**, in 2012 the Transit Working Group, supported by the Project Connect effort, adopted a “Vision Plan” for high capacity transit in Central Texas that includes Urban Rail, Capital Metro’s MetroRail and Lone Star Rail District’s LSTAR service; and

**WHEREAS**, in 2012 a peer review of the current Urban Rail and Central Texas high capacity transit planning efforts undertaken at the request of the Project Connect cooperative by the American Public Transportation Association identified the importance of formalizing the relationships between Capital Metro, City of Austin and LSRD through a memorandum of understanding (MOU).

**NOW, THEREFORE**, in consideration of the premises and provisions contained herein for collaboration in the planning and development of rail services in Central Texas by the parties, the senior management of Capital Metro, City of Austin and LSRD agree to the following Statement of Joint Agency Management:

## **PURPOSE & GOALS**

The purpose of this Joint Agency Statement is to initiate a unified approach to the management and oversight of regional rail investments best undertaken jointly by local government entities (Partnering Agencies) in Central Texas. It is proposed that staff of the Partnering Agencies work together under this Statement, beginning with the Urban Rail project, to assure the fullest practical integration of their efforts to develop and operate regionally important rail service investments. The goals of these joint efforts include the following:

- I. Establishment of a unified collaborative approach to planning and developing regionally important rail projects that:
  - Can create an integrated, single rail system that is connected to the overall transportation network;
  - Has a clear focus, organization and responsibility;
  - Eliminates redundancy of effort;
  - Provides a common interface with national and state level funding entities; and
  - Builds strong interagency relationships between the participating entities.
- II. Implementing a regional rail system that:
  - Operates seamlessly, cost effectively and to benefit both the individual entities and the Central Texas region;
  - Maximizes user convenience and, meets community expectations for customer satisfaction;
  - Supports the region’s sense of identity while also aiding in local efforts for economic development; and
  - Leverages the resources and funding of all agencies to ensure success of the regional rail system.

## GUIDING PRINCIPLES

To accomplish the above goals, the entities and their respective staff will develop, operate and maintain joint rail investments under the following collaboration principles:

- Focus on success through joint problem solving, effective program management and a regional service orientation;
- Work in good faith to complement each entities efforts and to resolve issues of service delivery and funding competition;
- Be open and transparent in communications among/between Participating Agencies and in independent and joint deliberations/actions that could affect the progress or success of the jointly managed projects;
- Be open and transparent in public communications and collaborative in interagency efforts and in regional relationships;
- Pursue fairness and equity in inter-agency relationships and in cost sharing with/among regional communities receiving service;
- Maintain unity in direction and in representations to federal agencies, regional communities, system stakeholders or customers;
- Prioritize joint planning recommendations based on criteria focusing on system effectiveness and efficiency, economic development potential, financial affordability and sustainability and, customer service; and
- Prioritize joint operations on their cost effectiveness, short and long term benefits and, quality service delivery.

## BACKGROUND

The Capital Metropolitan Transportation Authority, City of Austin and the Lone Star Rail District, acting under interlocal agreements for mutual support and resource sharing, have launched *“Project Connect”* to accomplish the following:

- Evaluate and recommend improvements to the high-capacity transit components of the CAMPO 2035 plan (rail, bus rapid transit, and express bus service in high occupancy vehicle lanes);
- Identify how the high-capacity transit components can work together as an integrated system;
- Identify how Central Texas region could organize to fund, develop, operate and maintain this system;
- Provide consistent, integrated public information on the recommended regional high-capacity transit plan; and
- Implement the high-capacity transit components of the CAMPO 2035 plan and the 2040 updates in a collaborative partnership with other local governments in Central Texas.

The three public entities (Partnering Agencies) are currently operating or pursuing potential development investments in the following passenger rail infrastructure within Central Texas

under the 2035 Regional Public Transportation System (see attached CAMPO Central Texas Regional Rail System map):

The Capital Metropolitan Transportation Authority (Capital Metro) operates the MetroRail Red Line providing commuter rail service from Leander to downtown Austin and has proposed future commuter service from Elgin to downtown Austin and is currently evaluating options for high capacity transit service in its North Corridor Study; and

The City of Austin (COA) is currently studying the potential design and feasibility of an initial Urban Rail line in Downtown Austin that would link the Capital Metro and LSRD rail services to form a single regional rail system that could also ultimately provide service between Austin-Bergstrom International Airport, the Texas State Capitol Complex, University of Texas and the Mueller Redevelopment; and

The Lone Star Rail District (LSRD) is conducting environmental studies and working with the Union Pacific Railroad (UP) toward establishing the regional LSTAR passenger rail line with potential stations in Georgetown, Round Rock, Austin (including downtown Austin), Buda, Kyle, San Marcos, New Braunfels, Schertz and San Antonio.

To assure the compatibility of design and operation of these rail line initiatives it is imperative that the involved rail system owner-operator public entities, the Partnering Agencies, go beyond their existing agreements and extend their joint efforts to the fullest extent practical and align their individual efforts to develop rail lines that function as an integrated rail system that also creates new opportunities for community economic development and social benefits, and is integrated with the overall transit system and coordinated with other transportation modes.

## **JOINT MANAGEMENT**

To effectively and efficiently achieve their respective project investment/ownership/operations goals in a collaborative and joint manner, the Chief Executive Officers (CEO) and Senior Executive Management of each of the Partnering Agencies will outline a collaborative working arrangement for projects under the Project Connect umbrella through this Statement of Joint Agency Management until such time as their respective rail initiative or related planning effort may be terminated or a more formal cooperative partnership agreement may be deemed appropriate and adopted by the respective agencies' governing bodies. It is anticipated that each Partnering Agency's rail ownership investments within Central Texas will be managed in accord with this Statement to the extent practicable. This Statement is intended to assure clarity of purpose and entity responsibility, foster unified objectives and consistent direction and, establish a coordinated organizational structure and joint administrative understanding under the following provisions (see attached Organizational Structure Chart):

- 1) Joint Management – Efforts of the Partnering Agencies under this statement are intended to assist, as deemed appropriate by the individual participating agencies, in implementing

the rail transit elements of the Project Connect plan. Projects to be implemented under this approach will be selected by mutual agreement and as deemed applicable or appropriate to each project's characteristics. This Statement or the joint management approach may also be applied by mutual agreement of the Partnering Agencies to projects implementing other modes of high capacity transit

- 2) Joint Agency Executive Committee – The Partnering Agencies will establish a Joint Agency Executive Committee (Executive Committee) to oversee the collaborative or joint development of their high-capacity transit system investments and operations. Each Partnering Agency will have one seat on the Executive Committee appointed by the respective agency's Chief Executive Officer. The Executive Committee will employ a consensus approach to decision making in developing its joint recommendations to the respective governing boards/commissions or program guidance. The Executive Committee shall establish such other procedures or bylaws as are appropriate to the conduct of its business.

The Executive Committee will have the responsibility to develop recommendations to each of the individual Partnering Agencies governing bodies related to the projects under its oversight. It will be the responsibility of the Executive Committee members to assure the timely and effective communication on joint activities status and Executive Committee recommendations to their respective agency's governing bodies. Topics that will be subject to the deliberation and recommendation/determination of the Joint Agency Executive Committee include, but are not limited to, system enhancement or expansion investment proposal development and prioritization, coordination of Federal agency communications and grant applications, rail operation and scheduling, program management milestones and timelines, passenger fare and collection/accounting system policies, system security and customer service operations, operating agent assignments/designations and other issues of joint system funding, management and operational impacts.

In no case will the Joint Agency Executive Committee act beyond the authority granted to the respective CEO's by the individual or combined Partnering Agencies' governing bodies. It is also expressly understood that all final decisions relating to Program or Project funding, financing, capital program definition, land acquisition and route alignment and service level provision shall be returned for deliberation and decision to the appropriate, directly investing or impacted Partnering Agency. In no case will the Managing Partner or the Joint Agency Executive Committee have the authority to obligate a Partnering Agency in regard to the aforementioned types of issues.

- 3) Joint Agency Executive Committee Chairperson – The Executive Committee will appoint one of its members to act as the committee chairperson to serve on an annual basis and establish a regular meeting schedule and corresponding meeting agendas in collaboration with the Managing Partners and Program Leads. The Joint Agency Executive Committee will adopt such joint management policies or procedures deemed appropriate for the administration of the Programs under its oversight and consistent with the interests,

direction and authorization of the respective individual Partnering Agencies governing bodies.

The initial appointed Committee Chairperson will be the Chief Executive Officer of the Capital Metropolitan Transportation Authority.

- 4) Managing Partners – The Joint Agency Executive Committee will assign one of its members to act as Managing Partner and provide day-to-day executive oversight to capital and/or operations programs under its direction; separate Managing Partners may be assigned for individual or multiple programs under the Executive Committee. Managing Partners will be responsible for bringing all questions or issues of strategic direction or importance related to an assigned Program and/or Project to the Joint Agency Executive Committee for consultation and deliberation, and will abide by the Committee’s consensus or collective recommendations and decisions. Managing Partners will serve until they resign their appointment or the Joint Agency Executive Committee selects a new appointee. (See also Urban Rail Program Lead section below.)

The Managing Partner appointment for Urban Rail Program will be the Chief Executive Officer of the Capital Metropolitan Transportation Authority.

- 5) Urban Rail Program Lead – The initial high-capacity transit effort collaboratively managed under the Joint Agency Executive Committee will be the planning phases of the Urban Rail Program development. Assigned Urban Rail Program roles and responsibilities under this Statement of Joint Agency Management will be undertaken to support the City of Austin’s goal of holding a public vote/bond election for Urban Rail related capital funding no later than November 2014.

The Partnering Agencies will jointly select an Urban Rail Program Lead to provide day-to-day oversight of this program (see attached Organizational Structure chart). The Urban Rail Program Lead’s responsibilities are detailed in the Urban Rail Program Lead scope of services document (see attached Scope of Services – Urban Rail Program Lead). The Urban Rail Program Lead will serve at the will of the Joint Agency Executive Committee as a direct report to the Managing Partner. The retention of the Urban Rail Program Lead will be based on performance. The position or the person holding the position may be terminated at any time based on the consensus of the Joint Agency Executive Committee. The day-to-day management, direction and performance of the Urban Rail Program Lead will be the responsibility of the Urban Rail Managing Partner.

Tasks – Project efforts to be overseen by the Urban Rail Program Lead include the following subject to refinement or updating as assigned work advances:

Program Work Content/Deliverables

- Federal agency coordination/communication and approval for Urban Rail, including regulatory compliance (MAP-21)
- Other agency coordination

- Public and stakeholder outreach
- Presentations and communications to Partnering Agencies' governing boards or councils.
- System planning and Alternatives Analysis (AA)
- NEPA documentation
- Project development and project engineering
- Full funding grant agreement and application for all reasonable capital grant programs/opportunities
- Development and implementation of a project process in accordance with the Transportation Investment Decision Tree.
- Program related recommendations and work as assigned

#### Program Management

- Direction oversight/coordination of assigned staff and consultants consistent with intended use/project deliverable and appropriate to the individual's skills or consultant's scope of work
- Program grant budget monitoring and adherence
- Program consultants deliverables monitoring and, scope of services/work and related budget adherence monitoring
- Development and maintenance of a Program Milestone Timeline
- Regular communication, including development of meeting agendas, minutes and supporting materials as appropriate with the assigned Managing Partner, Joint Agency Executive Committee and Technical Oversight/Resource Support Committee; Urban Rail Program Lead will keep the Managing Partner, Joint Agency Executive Committee and the Technical Oversight/Resource Support Committee informed of the status of Program consultant deliverables and, scope of services/work and related budget
- Develop and maintain an Urban Rail Program management plan in accordance with FTA requirements
- Implementation of Program management recommendations and work as assigned
- Use of Program organizational structure's chain of command in oversight/coordination responsibilities (see attached Organizational Structure Chart – Urban Rail Program)

- a) Technical Oversight/Resource Support Committee – The Urban Rail Program Lead will work with a Technical Oversight/Resource Support Committee Team to assure the smooth communication and interaction with each Partnering Agency's organization, including their program assigned staff and consultants. This Team will have four primary functions: 1) Review and accept the technical product of the Urban Rail Team prior to its advancement to the Joint Agency Executive Committee; 2) Assist in assuring program productivity, including interceding in support of the program on cross-functional requests or communications within the respective individual Agencies; 3) Assist in stakeholder communications and coordination; and

- 4) Assure program conformance with the appropriate Partnering Agency's procurement, contract and personnel policies (see Section d below).
- b) Agency Urban Rail Responsibilities – Partnering Agencies oversight/management and program service responsibilities/assignments for the Urban Rail Program will be generally distributed as follows:
- Capital Metro
    - Serve as the Managing Partner for Urban Rail;
    - Provide a member of the Joint Agency Executive Committee;
    - Provide day-to-day management and direction of the Urban Rail Program Lead;
    - Provide a Technical Oversight & Resource Support Committee member;
    - Provide a Service Planning Project Manager (Planning PM) and support team members from agency staff and/or consultants;
    - Provide staff and consultants to lead/jointly develop a short and long-term funding plan that corresponds with likely capital and O&M resources;
    - Provide public information team members from agency staff and/or consultants;
    - Provide administrative and project management support from agency staff and/or consultants;
    - Act as project co-sponsoring agency as appropriate;
    - Comply with FTA Financial Capacity requirements.
  - City of Austin
    - Provide a member of the Joint Agency Executive Committee;
    - Provide a Technical Oversight & Resource Support Committee member;
    - Provide an Urban Rail Project Manager (NEPA PM) and support team members from agency staff and/or consultants;
    - Provide staff and consultants to lead/jointly develop a short and long-term funding plan that corresponds with likely available capital and O&M resources;
    - Provide Public Information Project Manager (Public Information PM) and team members from agency staff and consultants;
    - Provide administrative and project management support from agency staff and/or consultants;
    - Act as project co-sponsoring agency as appropriate.
  - Lone Star Rail District
    - Provide a member of the Joint Agency Executive Committee;
    - Provide a Technical Oversight & Resource Support Committee member;
    - Provide staff and consultant support to the capital finance and O&M funding efforts;
    - Provide public information team members and support as appropriate and available from agency staff and/or consultants;



- Provide additional support as appropriate and available from existing LSRD resources;
- Act as project co-sponsoring agency as appropriate.

Partnering Agencies will also provide technical or operational support from their other organizational resources as appropriate to the Program request/need for assistance or advice and as reviewed by the Technical Oversight/Resource Support Committee and, available and offered from the respective Agency.

Project Managers (PM) assigned by Partnering Agencies shall be co-responsible with the Urban Rail Program Lead for maintaining deliverables schedules and, scope of service/work and budget compliance for contracts under their direction and shall keep the Urban Rail Lead and the Technical Oversight/Resource Support Committee members informed of the contract deliverables, scope of services/work and corresponding budget status.

Each of the Participating Agencies understand that time is of the essence and, in addition to the above identified responsibilities/assignments and support, shall use their best efforts to review and comment when requested on the program's deliverables and will work to expedite the provision of requested information or approvals necessary to advance the program within the established Program Milestone Timeline.

- c) Funding & Cost Sharing Support – The provision of funding and other supporting resources for the Urban Rail Program from each Partnering Agency beyond those outlined above will provided as follows or as mutually agreed to by the respective agencies:
- i. Within thirty (30) days of after the effective date of the Statement of Joint Agency Management, COA and Capital Metro will finalize and execute an Interlocal Agreement by which the Urban Rail Program Lead through December 2014 will be funded 80% from the COA's FTA grant and 20% (the local match for the grant funding) by Capital Metro.
  - ii. Capital Metro will provide usable office space and other normal office equipment, supplies and support services for the Urban Rail Program Office including but not limited to copying equipment, IT support and phone service. Capital Metro expenditures through December 2014 for the Urban Rail Program Lead and its office support that exceed \$213,000 will be split on a 50/50 basis with the City of Austin. The office space will be at a mutually agreed location and should be adequate to collocate and provide meeting space for the Partnering Agencies Urban Rail Program/Project assigned staff members.
  - iii. Public outreach costs will be split on a 50/50 basis between Capital Metro and the City of Austin.

- iv. LSRD will assign or provide regional funding outreach/facilitation services in support of establishing a Central Texas rail system with its staff and/or consulting resources and through its interlocal agreement for Urban Rail project support with the COA.
- v. Partnering Agencies shall only be responsible for contracted services/work expenditures, such as Program consultants, as provided for in the related or corresponding contract scope of services/work unless otherwise mutually agreed to by the respective Partnering Agency and the assigned Managing Partner.
- d) Agency Staffing & Consultants – Initial staff of the Urban Rail Program/Project will be those individuals currently engaged in equivalent capacities in the Program/Project. Said staff will only be reassigned within or out of the Urban Rail Program/Project with the express approval of the assigning Agency. New staff assignments will be made with the mutual approval of the Partnering Agencies.

Staff members assigned by Partnering Agencies will continue to be under the personnel rules and procedures of the respective Agencies but performance related evaluations and actions or work reassignments will be undertaken only with the consultation and concurrence of the directly involved Agencies' appropriate senior management and with the Managing Partner's appropriate senior management.

Contracted services/consultants assigned by Partnering Agencies will continue to be under the existing contract (including its scope of services/work and corresponding budget), purchasing and administrative rules and procedures of the respective Agencies but performance related evaluations and actions or work reassignments will be undertaken only with the consultation and concurrence of the directly involved Agencies' appropriate senior management and with the Partnering Agency's appropriate senior management.

The Urban Rail Program Lead will also be consulted on Urban Rail Program staff or contracted services/consultant evaluations or work reassignments related to the Program.

- 6) Miscellaneous – Program or Project management issues unaddressed or unanticipated in this Statement of Joint Agency Management will be addressed in good faith by the Partnering Agencies in such a fashion as to ensure their timely resolution. This Statement of Joint Agency Management may be reviewed and amended from time to time as mutually deemed appropriate by the signatories in order to address transit management issues of joint interest. Such consideration may include, but are not limited to the following topics:
  - a) Inclusion of other modes of high capacity transit under this Statement of Joint Agency Management; and

- b) The addition of other rail or high capacity transit system owner-operator partners as Partnering Agencies; and
  - c) The development of a more formal integrated partnership agreement in the form of an interlocal agreement to be proposed for consideration and adoption by the respective agencies governing bodies within sixty (60) days of voter approval of capital funding for Urban Rail.
- 7) Term & Termination – The intent of this Statement of Joint Agency Management is to assure the individual system components of the regional high capacity transit system are developed, operated and maintained as an integrated operation. The Chief Executive Officer and senior management of each of the Partnering Agencies support the provisions of this Statement of Joint Agency Management so long as it continues to meet the joint interests and needs of the agencies they represent. The initial term of this Statement shall commence upon its execution by the Partnering Agencies' Chief Executive Officers shall terminate on December 31, 2014. The term of the Statement may be extended with the mutual agreement of the Partnering Agencies Chief Executive Officers.

The Partnering Agencies may terminate this Statement of Joint Agency Management at any time and any Partnering Agency that determines its participation is no longer helpful to the joint effort or that its participation no longer serves its interests, may withdraw its agency's participation without prejudice.

**Agreed** and executed by the following on \_\_\_\_\_, 2013:

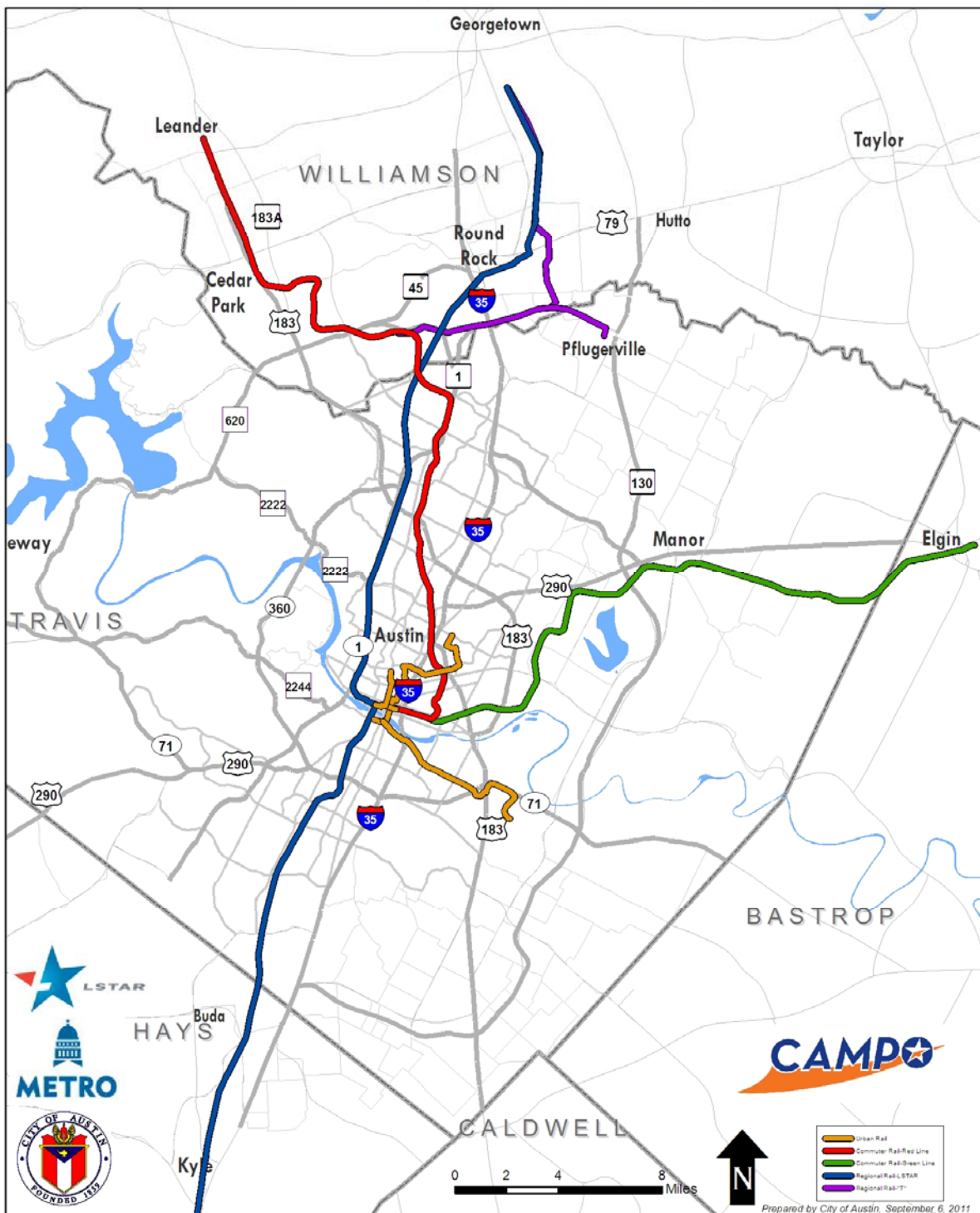
\_\_\_\_\_  
For: Capital Metropolitan Transportation Authority  
Linda S. Watson, President/Chief Executive Officer

\_\_\_\_\_  
For: City of Austin  
Marc Ott, City Manager

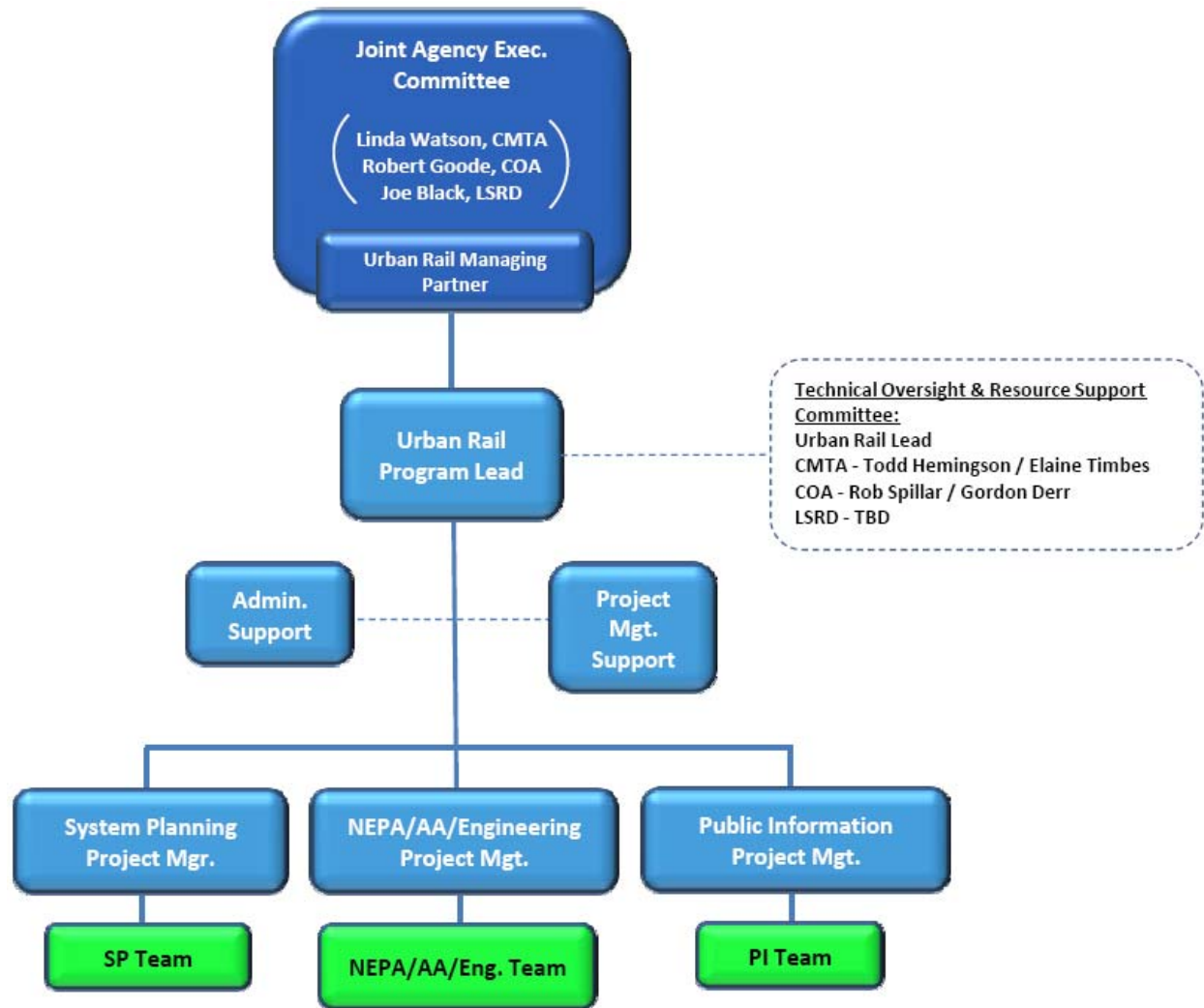
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For: Lone Star Rail District  
Ross Milloy, Interim Executive Director

# Central Texas Regional Rail System

CAMPO 2035 Regional Public Transportation System



## Organizational Structure Chart – Urban Rail Program



## **SCOPE OF SERVICES URBAN RAIL PROGRAM LEAD**

### **Position Tasks**

The City of Austin (City) in cooperation with Capital Metropolitan Transit Authority (Capital Metro) (jointly the Partnering Agencies) have undertaken the joint procurement of an Urban Rail Program Lead to guide the Urban Rail effort through the planning phases of FTA Project Development (NEPA, alternatives review and selection of locally preferred alternative) and Project Engineering to coordinate that process with the broader system planning effort known as Project Connect. The Urban Rail Program Lead will be responsible for direction oversight and coordination of agency staff and consultants to complete the required FTA process and associated documentation and outreach. Urban Rail Tasks to be overseen by the Urban Rail Program Lead are anticipated to include the following subject to refinement or adjustment in order to meet the requirements of the program as they evolve or the assigned work advances:

- 1) FTA coordination and approval for urban rail, including compliance with MAP-21 requirements
- 2) Agency coordination
- 3) Public and stakeholder outreach
- 4) System planning and alternatives analysis
- 5) NEPA documentation
- 6) Project engineering
- 7) Coordination of steps/activities necessary for a Full Funding Grant Agreement
- 8) Project process development and implementation in accordance with the CAMPO Transportation Investment Decision Tree
- 9) Development and communication of program related recommendations

The Urban Rail Program Lead will lead the Program through the transition to final design. This work will include incorporating and updating elements of the existing *Central Austin Transit Study* alternatives evaluation (AE) and *Urban Rail First Investment Evaluation* into an Alternatives Analysis (AA) Corridor Study. The goal of this effort is to produce a Locally Preferred Alternative (LPA) recommendation that can be selected by the City of Austin City Council and the Capital Metro Board of Directors for advancement through the environmental process and serve as the basis for the New Starts documentation for future federal funding.

The effort will also incorporate accepted American Public Transportation Association (APTA) Peer Review and ULI recommendations in the implementation of the above identified tasks, and ensuring integration of the Urban Rail project with other regional high capacity transit projects and transportation system improvements.

The position is expected to be filled by a contracted consultant or by a contract employee, with the potential to become a permanent position dependent upon project advancement.

## **Urban Rail Project**

Urban Rail is a blend of modern streetcar and LRT service operating in both mixed traffic and semi-exclusive rights-of-way. The Urban Rail plan is in development but the first investment/phase is proposed to be 5.5-miles and to connect key Central Austin activity centers to each other and to the emerging regional high-capacity transit system. The first investment would link the Mueller Redevelopment (former municipal airport), University of Texas at Austin campus, the state Capitol Complex, and downtown. Beyond the Central Austin activity centers, a first investment would connect to the 2-1/2 year old MetroRail commuter rail line in two locations, the two new arterial BRT lines (MetroRapid, opening 2014), and planned regional/commuter LSTAR line in downtown, providing extensive access to the rapidly growing region's urban core.

The City, Capital Metro, Lone Star Rail District (LSRD), and Capital Area Metropolitan Planning Organization (CAMPO), are currently engaged in development of a regional high capacity transit (HCT) System Plan.

The City initiated NEPA with Scoping in March and April 2011 for a 16.5-mile Urban Rail System Plan. In response to comments received and following upon some of the early work for the Regional HCT System Plan, the City is currently preparing an Alternatives Analysis for the proposed first investment corridor, after which it will re-engage in the NEPA process.

## **Scope of Services**

The Urban Rail Program Lead will provide Program direction oversight and coordination of the professional transportation and environmental planning services for the Urban Rail project. The work will be supervised and managed by Capital Metro and the City, in coordination with its regional transit partners (the Partnering Agencies) (see attached Organizational Structure). As the Partnering Agencies ultimately intends to pursue federal funds through the New Starts Program, all FTA guidance and processes will need to be followed and adhered to in order to maintain New Starts eligibility. A brief description of scope for each task, subject to refinement or adjustment as the project advances, is outlined/discussed below.

### **TASK 1: Develop Project Plan**

- a. Gather, review and assess existing work products regarding urban rail as developed by the City of Austin, Capital Metro, CAMPO or other entities.
- b. Conduct a SWOT (strengths, weaknesses, opportunities and threats) analysis of the work, and identify gaps in the work to date.
- c. Conduct meetings with project team members to learn status, key issues, and other project information.
- d. Prepare a comprehensive project plan to advance urban rail. This work will include:
  - i. Project Management Plan (PMP);
  - ii. Public Involvement Plan (PIP);

- iii. Project Master Schedule; and
- iv. Other documents as needed to support a robust, comprehensive and coordinated plan for advancing the urban rail project.

#### **TASK 2: FTA Coordination**

- a. Manage coordination with FTA for Capital Metro and the City.
- b. Coordinate meeting times, locations, and topics; Partner Agencies will be the primary point of contact with FTA based on their respective roles.
- c. Prepare meeting materials including agendas, minutes and technical materials.
- d. Ensure all attendees are thoroughly prepared for FTA meetings and discussions.

#### **TASK 3: Agency Coordination**

- a. Manage coordination with federal, state, and local agencies for Capital Metro and City. Local agencies will include CAMPO and its Transit Working Group subcommittee (TWG). TWG meetings can be expected to occur quarterly.
- b. Manage coordination between the Partnering Agencies; including Capital Metro, City of Austin and the Lone Star Rail District (LSRD). Weekly or bi-weekly meetings are expected.
- c. Develop and implement a plan to incorporate accepted recommendations from the Urban Rail Peer Reviews (developed by ULI Rose Fellows and by APTA Peer Review Panel), including periodic follow-up status review sessions with the APTA panel and project staff.
- d. Act as primary point of contact and coordinate meeting times, locations, and topics.
- e. Prepare meeting materials including agendas, minutes and technical materials.
- a. Ensure all attendees are thoroughly prepared for FTA meetings and discussions.

#### **TASK 4: Public and Stakeholder Outreach**

- a. Manage overall public and stakeholder outreach effort in coordination with the assigned Partnering Agencies public information team members/staff to ensure a consistent project message regardless of presenter.
- b. Review past outreach efforts and the proposed approach to the AA process outreach.
- c. Suggest additional outreach efforts or modifications to planned efforts.
- d. Develop and guide the outreach approach through the Project Development and Project Engineering phases.
- e. Present at various outreach efforts, including the preparation of ongoing public information activities and materials development on Urban Rail, the proposed regional rail system and other regional high capacity transit initiatives.

#### **TASK 5: Local Alternatives Analysis (AA)**

- a. Responsible for direction oversight and coordination of the Urban Rail Project Team in efforts to evaluate alternatives and select a LPA.
- b. Review and comment on AA approach and all documentation for accuracy and compliance.
- c. Present AA status, approach, and results at various outreach and agency meetings.



- d. Work with CAMPO to ensure the development and use of a ridership model that meets FTA and local partner agency requirements.

#### **TASK 6: NEPA Documentation**

- a. Ensure successful completion of environmental documentation for the project by the Urban Rail Project Manager and NEPA consultant.
- b. Provide leadership in the development and utilization of the CAMPO ridership model.
- c. Ensure NEPA consultant has the information required to complete the NEPA documentation. Assist in coordinating with FTA and other agencies on the project.
- d. Responsible for schedule development with the Urban Rail Project Manager and NEPA consultant to complete NEPA within the agreed upon schedule.
- e. Present NEPA status, approach, and results at various outreach and agency meetings.

#### **TASK 7: Project Development**

- a. Assist Capital Metro and the City with the management and assembly of information to be submitted to FTA for Entry to Project Development.
- b. Ensure the information collected and developed for Entry to Project Development meets the requirements of FTA. A Medium rating or higher is required to be accepted into Project Development.
- c. Ensure all FTA review questions have been logged and addressed appropriately.
- d. Oversee schedule with the Urban Rail Project Manager and NEPA/AA consultant and be responsible for the completion of the request for Entry to Project Development within the agreed upon schedule.
- e. Present Project Development status, approach, and results at various outreach and agency meetings.

#### **TASK 8: Project Advancement**

- a. Responsible for work of Urban Rail Project Engineering consultant in their efforts to complete this step of the project to a level sufficient to receive a Full Funding Grant Agreement.
- b. Ensure Project Engineering consultant has the information required to complete the effort.
- c. Assist in coordinating with FTA and other agencies, as well as any Project Management Oversight Consultants assigned by FTA on the project.
- d. Responsible for schedule development with the Project Engineering consultant, if and when selected/assigned, and ensure completion within the agreed upon schedule.
- e. Present Project Engineering status, approach, and results at various outreach and agency meetings.

#### **Urban Rail Program Lead – Program Oversight & Supporting Services**

The Urban Rail Program Lead will be under the oversight of, and report regularly to the Joint Agency Executive Committee. A member of the Committee will be assigned as Managing Partner and will provide direct day to day executive oversight/management of the Urban Rail Program Lead on behalf of the Committee. The position will be a direct report to the Managing

Partner who will provide day to day executive oversight on behalf of the committee. The Committee will be comprised of senior executives from each of the project's Partnering Agencies. The Organizational Structure chart included here (see Attachment A) provides an overview of the reporting and management relationships anticipated for the Urban Rail Program Lead position. It is anticipated that the Joint Agency Executive Committee will meet monthly, and more often on an as-needed basis.

The Urban Rail Program Lead will work with a Technical Oversight/Resource Support Committee Team to assure the smooth communication and interaction with each Partnering Agency's organization, including their program assigned staff and consultants. This Team will have four primary functions: 1) Review and accept the technical product of the Urban Rail Team prior to its advancement to the Joint Agency Executive Committee; 2) Assist in assuring program productivity, including interceding in support of the program on cross-functional requests or communications within the respective individual Agencies; 3) Assist in stakeholder communications and coordination; and 4) Assure program conformance with the appropriate Partnering Agency's procurement, contract and personnel policies (see below Partnering Agencies assignments).

In performing the above outlined tasks, the Urban Rail Program Lead shall monitor Program consultant deliverables and, scope of work and related budget adherence and shall keep the Managing Partner, Joint Agency Executive Committee and the Technical Oversight/Resource Support Committee informed of the their status.

Project Managers (PM) assigned by Partnering Agencies shall be co-responsible with the Urban Rail Program Lead for maintaining deliverables schedules and, scope of service/work and budget compliance for contracts under their direction and shall keep the Urban Rail Lead and the Technical Oversight/Resource Support Committee members informed of the contract deliverables, scope of services/work and corresponding budget status.

Supporting program services will be performed by the City's AA/NEPA Consultant, AECOM /LAN (ACE) Team and the Public Involvement (PI) Team, as well as Capital Metro's General Planning Consultant (GPC).

Partnering Agency oversight/management and program service assignments will be generally distributed as follows:

- Capital Metro
  - Serve as the Managing Partner for Urban Rail;
  - Provide a member of the Joint Agency Executive Committee;
  - Provide day-to-day management and direction of the Urban Rail Program Lead;
  - Provide a Technical Oversight & Resource Support Committee member;
  - Provide a Service Planning Project Manager (Planning PM) and support team members from agency staff and/or consultants;

- Provide staff and consultants to lead/jointly develop a short and long-term funding plan that corresponds with likely capital and O&M resources;
  - Provide public information team members from agency staff and/or consultants;
  - Provide administrative and project management support from agency staff and/or consultants;
  - Act as project co-sponsoring agency as appropriate;
  - Comply with FTA Financial Capacity requirements.
- City of Austin
    - Provide a member of the Joint Agency Executive Committee;
    - Provide a Technical Oversight & Resource Support Committee member;
    - Provide an Urban Rail Project Manager (NEPA PM) and support team members from agency staff and/or consultants;
    - Provide staff and consultants to lead/jointly develop a short and long-term funding plan that corresponds with likely available capital and O&M resources;
    - Provide Public Information Project Manager (Public Information PM) and team members from agency staff and consultants;
    - Provide administrative and project management support from agency staff and/or consultants;
    - Act as project co-sponsoring agency as appropriate.
- Lone Star Rail District
    - Provide a member of the Joint Agency Executive Committee;
    - Provide a Technical Oversight & Resource Support Committee member;
    - Provide staff and consultant support to the capital finance and O&M funding efforts;
    - Provide public information team members and support as appropriate and available from agency staff and/or consultants;
    - Provide additional support as appropriate and available from existing LSRD resources;
    - Act as project co-sponsoring agency as appropriate.

## Attachment A

### Organizational Structure Chart – Urban Rail Program

