

---

**EAST  
WEST BRT**  
a feasibility study

MILWAUKEE COUNTY EAST-WEST BUS RAPID TRANSIT

**Project Report 1:  
Project Management Plan**

REVISION #2

---

DATE 4/26/2016



**Prepared for:**

Milwaukee County  
10320 W. Watertown Plank Rd.  
Wauwatosa, WI 53226

**Prepared by:**

AECOM  
1555 North RiverCenter Drive, Suite 214  
Milwaukee, WI 53212

---

## REVISIONS

REVISION NO.	DATE	PREPARED BY
#1	4/15/2016	Carrie Cooper
#2	4/26/2016	John Rogers/Carrie Cooper
##	Month DD, YYYY	Enter name here

# CONTENTS

<b>1. PROJECT OVERVIEW .....</b>	<b>1-1</b>
1.1 Purpose of the Project Management Plan.....	1-1
<b>1.2 Project Background .....</b>	<b>1-1</b>
<b>1.2.1 Project Goals.....</b>	<b>1-1</b>
<b>1.3 Project Parameters.....</b>	<b>1-2</b>
<b>1.4 Project Participants.....</b>	<b>1-3</b>
<b>2. WORK PLAN .....</b>	<b>2-1</b>
<b>3. PROJECT BUDGET .....</b>	<b>3-1</b>
3.1 Estimated Level of Effort by Major Task.....	3-1
3.2 Cost Control .....	3-2
3.3 Schedule .....	3-2
3.4 Budget Monitoring .....	3-2
3.5 Subconsultant Monitoring.....	3-2
3.6 Pre-Approved Travel .....	3-3
<b>4. PROJECT SCHEDULE .....</b>	<b>4-1</b>
<b>5. PROJECT STAFFING .....</b>	<b>5-1</b>
5.1 Project Management Team.....	5-1
5.2 Stakeholder Advisory Group (SAG) .....	5-1
5.3 Consultant Team.....	5-1
5.4 Team Member Responsibilities .....	5-2
5.5 Project Directory.....	5-2
<b>6. PROJECT ADMINISTRATION AND MANAGEMENT .....</b>	<b>6-1</b>
<b>6.1 Project Files.....</b>	<b>6-1</b>
<b>6.2 Subcontracts and Tasks Orders.....</b>	<b>6-1</b>
<b>6.3 Progress Reports and Invoicing.....</b>	<b>6-1</b>

- 6.4 Meetings..... 6-2
  - 6.4.1 Project Management Team Meetings ..... 6-2
  - 6.4.2 Stakeholder Advisory Group ..... 6-3
  - 6.4.3 Project Staff Meetings ..... 6-3
  - 6.4.4 Public Outreach Meetings ..... 6-3
- 7. COMMUNICATIONS ..... 7-1
  - 7.1 Project Correspondence ..... 7-1
  - 7.2 Record of Correspondence ..... 7-1
  - 7.3 Document and Graphic Standards ..... 7-1
  - 7.4 Document Distribution ..... 7-2
  - 7.5 Media Contacts..... 7-2
- 8. DELIVERABLES ..... 8-1
- 9. QUALITY MANAGEMENT ..... 9-1
  - 9-3

## FIGURES

Figure 4-1: East-West BRT Feasibility Study Schedule..... 4-1

## TABLES

Table 3-1: Estimated Level of Effort – BRT Feasibility Study ..... 3-1

## APPENDICES

Appendix A: Scope of Work ..... 9-1  
Appendix B: Consultant Organizational Chart ..... 9-2  
Appendix C: Project Directory ..... 9-3  
Appendix D: Project Template ..... 9-4

# 1. PROJECT OVERVIEW

## 1.1 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 Milwaukee East-West Bus Rapid Transit (BRT) 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.

## 1.2 Project Background

The Milwaukee East-West BRT Feasibility Study will define and evaluate a variety of transit modes and alignment options that will eventually result in the identification of the Locally Preferred Alternative (LPA). The seven-mile Corridor extends from downtown Milwaukee to the Regional Medical Center (MRMC) and the Milwaukee County Research Park (MCRP), which would roughly follow Wisconsin Avenue, Bluemound Road or State Street in the east-west direction. The AECOM Team will work closely with study partners to provide a process that will result in the selection of a regionally-oriented transportation solution that meets the individual needs of the corridor communities.

### 1.2.1 Project Goals

The primary goal of the Feasibility Study is to develop a LPA for transit enhancements in the Milwaukee East-West BRT corridor. The study will consider a variety of transit modes including light-rail and bus-rapid transit and several alignment options including Wells Street, Wisconsin Avenue or Michigan Street in downtown Milwaukee, and Wisconsin Avenue, State Street, or on Bluemound Road in Wauwatosa.

During the 120 day schedule, the study will:

- Compare different transit modes and 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.

## 1.3 Project Parameters

The administrative parameters have been established for the Feasibility Study and are associated with the responsibilities of the Project Management Team (PMT), which includes the Milwaukee County Department of Transportation, hereinafter referred to as Milwaukee County and AECOM.

### Administrative Parameters

- An FTA Small Starts application will be the result of the Feasibility 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 Project Management Team (PMT) meetings, Stakeholder Advisory Group (SAG), and Public Engagement Meetings.
- The AECOM Team will be responsible for the layout and content for announcements, flyers, website information and meeting handouts.
- The AECOM Team will monitor updates to federal rulemaking. As each piece of guidance is released, the PMT will work together to make an assessment of the applicability to the Milwaukee East-West BRT study and any alterations that need to be made to the study.
- 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, description of task or deliverables completed and will submit information regarding DBE payments to the Diversity Management and Compliance System.

## 1.4 Project Participants

The study is being conducted by Milwaukee County and Milwaukee Transport Services, which works to provide transit services in the Milwaukee County region. Milwaukee County will recommend the LPA to the cities of Milwaukee and Wauwatosa and Milwaukee County Board of Supervisors for their support or approval, with the expectation that the Milwaukee County Transit System (MCTS) will operate the BRT service.



## 2. WORK PLAN

The following tasks will be performed for the Milwaukee East-West BRT Feasibility Study. The overall work program consists of eleven tasks, listed below:

- Task 1: Project Management and Internal Review
- Task 2: Statement of needs, goals and principles
- Task 3: Evaluation Screening and Framework
- Task 4: Data Collection and Review of Existing Conditions
- Task 5: Alternative Refinement
- Task 6: Technical Analysis
- Task 7: Evaluation Framework Application
- Task 8: Conceptual Design/Cost Estimate
- Task 9: Public Engagement
- Task 10: Develop Final Report
- Task 11: FTA Project Development Process

The Scope of Work is included in Appendix A and provides further detail for each task deliverables. The tasks are described in terms of overall objectives, the activities to be completed, deliverables and duration. The project schedule is provided in Chapter 4 that includes milestones, key meetings and events.

### 3. PROJECT BUDGET

The project budget assumes the Work Plan described in Chapter 2 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 MTS. Issues and recommendations for correction will be provided in the monthly progress report.

#### 3.1 Estimated Level of Effort by Major Task

An estimate of person-hours 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 required to complete the Feasibility Study. 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 MTS prior to the commencement of work.

**Table 3-1: Estimated Level of Effort – BRT Feasibility Study**

	MAJOR TASK	ESTIMATED PERSON-HOURS	ESTIMATED PERCENTAGE OF TOTAL PERSON-HOURS
1	Project Management and Internal Review	329	7%
2	Statement of needs, goals, and principles	98	2%
3	Evaluation Screening and Framework	96	2%
4	Data Collection and Review of Existing Conditions	266	6%
5	Alternative Refinement	491	10%
6	Technical Analysis	1,069	22%
7	Evaluation Framework Application	460	10%
8	Conceptual Design/Cost Estimate	576	12%
9	Public Engagement	804	17%
10	Develop Final Report	115	2%
11	FTA Project Development Process	451	9%

<b>TOTAL</b>	<b>4,755</b>	<b>100%</b>
--------------	--------------	-------------

### 3.2 Cost Control

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

### 3.3 Schedule

Maintaining the schedule will be critical to meeting the project objectives within the 120-day study duration and budget. The schedule identifies all major project activities and milestones throughout the contract. A summary schedule is provided in Chapter 4.

### 3.4 Budget Monitoring

AECOM will monitor the project budget and update it on a monthly basis, noting for cost-to-date in place, extra work items and forecasting cost-to-complete, highlighting variance and initiating appropriate action to resolve defined or potential problems.

### 3.5 Subconsultant Monitoring

AECOM will manage its subcontractors through the use of work orders, corresponding to the scope of services defined in the prime contract with MTS. Subconsultants (HNTB, Bay Ridge Consulting, P3 Development Group, Connetics Transportation Group, Inc., and FaegreBD Consulting) 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 consultants 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 MTS. Work directed by MTS, MCTS or Milwaukee County should not commence without AECOM's knowledge.

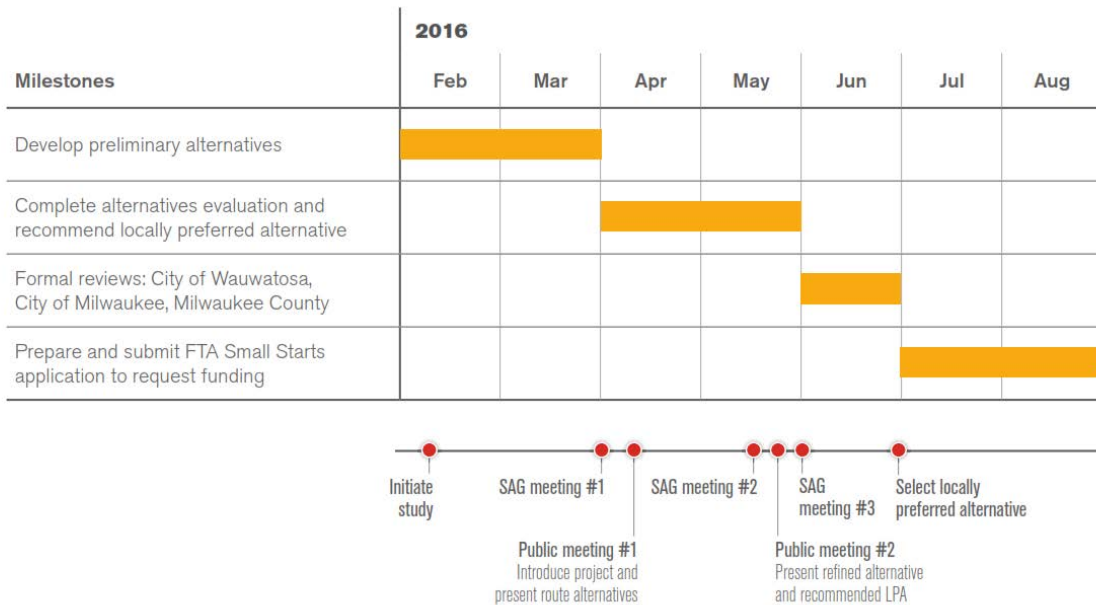
## 3.6 Pre-Approved Travel

Several members of the AECOM Team have budgeted travel expenses to bring personnel to Milwaukee for various meetings or other scope items. Prior to scheduling any project related travel, the Task Leads will have approval from the AECOM Project Manager. Other team members will submit a written request at least two weeks in advance of the anticipated travel dates with approval from the AECOM Project Manager. Travel will follow applicable federal rules and regulations.

# 4. PROJECT SCHEDULE

The project schedule is included below. This schedule has been developed to facilitate the deliverables deadline of July 1<sup>st</sup> in order to submit the FTA small starts application. The schedule allows for regular project updates to the Stakeholder Advisory Group and the Public throughout the study. Figure 4-1 shows a summary schedule for the project.

**Figure 4-1: East-West BRT Feasibility Study Schedule**



## 5. PROJECT STAFFING

### 5.1 Project Management Team

The East-West BRT project team consists of the following members: AECOM Project Manager, Dan Meyers, AECOM Deputy Project Manager, Carrie Cooper, and the Task Leads – Alternatives Development, Ashley Booth (HNTB); Alternatives Evaluation, Julia Suprock (AECOM); Project Implementation, Gavin Poindexter (AECOM); and Public Outreach, Caron Kloser (HNTB); as well as the East-West BRT Project Manager, Brian Dranzik (Milwaukee County), and John Rodgers (Milwaukee County).

### 5.2 Stakeholder Advisory Group (SAG)

The Stakeholder Advisory Group's is scheduled to have three Milestone meetings during the feasibility study where the members will review deliverables, and to provide comments and policy guidance. The SAG includes members from the following organizations: ACLU, ATU, BID 21, City of Milwaukee, City of Wauwatosa, Marquette University, MCTS, METROGO!, Milwaukee County, MRMC, SEWRPC, WisDOT, and WURTA.

### 5.3 Consultant Team

The AECOM Team will manage the East-West BRT Feasibility Study by working closely with MTS/Milwaukee County 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 MTS and Milwaukee County's needs, the AECOM Team effort, FTA requirements and input from other agencies, the Stakeholder Advisory Group and public involvement participants.

As mentioned previously, AECOM Project Manager, Dan Meyers, will be supported by four Task Leads. Ashley Booth (HNTB) will lead the Alternatives Development Tasks; Julia Suprock (AECOM) will lead the Alternatives Evaluation; Gavin Poindexter (AECOM) will lead

the Project Implementation task and Caron Kloser (HNTB) will lead the Public Engagement tasks. The Project Administration Team will be supported by Sharon Yerckie (Project Administration); and Jeromie Winsor (AECOM) will lead the QA/QC efforts.

Communication between AECOM and MTS/Milwaukee County will be through Project Manager, Dan Meyers, unless otherwise directed. He will be responsible for all management communications, including billing with MTS. Regularly scheduled project meetings are an essential part of the project management strategy. Project team meetings will include members of the AECOM Team and the MTS. Additional meetings will be scheduled as necessary to ensure full coordination among team members and agencies. Communication between MTS/Milwaukee County and AECOM will be through Project Manager Brian Dranzik or his designee.

## **5.4 Team Member Responsibilities**

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

## **5.5 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 the PMT and all team members, and is also included Appendix C.

## 6. 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.

### 6.1 Project Files

AECOM will maintain a project filing system containing relevant project materials, including deliverables, communications, comments and project administration documents. Project files that are too large to email will be transferred via the AECOM secure file transfer system.

### 6.2 Subcontracts and Tasks Orders

Subcontracts will be used to define scope, budget, schedule and deliverables between AECOM and subconsultants for the work identified in Chapter 2. AECOM will issue a Notice to Proceed to the subconsultants to commence work, and will provide a scope of work and associated Work orders for the consultants to carry out the work authorized by AECOM.

### 6.3 Progress Reports and Invoicing

Each month beginning with February/March, a progress report will be submitted to MTS. The progress report will document the hours spent by task including all subconsultants 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 PMT. Finally, each milestone payment will be registered within Milwaukee County's Diversity Management and Compliance System to track payments to DBE 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 Carrie Cooper (AECOM) by the first day of each month (after March). If these dates fall on a weekend, the project report is due the following Monday.

Subconsultant invoices must be received by the fifteenth day of each month to be included in the billing for that month. AECOM will submit invoices for each Task to MTS after MTS has approved the deliverable. There are two options for submitting invoices to AECOM:

**1. Email Invoice Submission** – submit each invoice as a separate **PDF** to: [USAPImaging@aecom.com](mailto:USAPImaging@aecom.com)

**2. Mail Invoice Submission** – Invoices can be mailed to: AECOM, Attention Accounts Payable, P.O. Box 203970, Austin, TX 78720

Subconsultants should not submit invoices to both locations (emails and P.O. Box) for the same invoice.

## 6.4 Meetings

Meetings hosted by AECOM will have an agenda, sign-in sheets and formal minutes prepared. No member of the AECOM Team will schedule or hold meetings to discuss the Milwaukee East-West BRT Feasibility Study with any MCTS staff, public agency, private organization or person without prior notification and authorization from the Project Manager, Brian Dranzik.

### 6.4.1 Project Management Team Meetings

The PMT, or select members of the PMT (based on topic), 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 planning for next period

- Information required by team members for the timely completion of scope.
- Major issues to be resolved.

### **6.4.2 Stakeholder Advisory Group**

The Stakeholder Advisory Group will meet three times during the course of the study and will provide input on project evaluation and alternatives.

### **6.4.3 Project Staff Meetings**

Conference calls led by Dan Meyers (AECOM), Carrie Cooper (AECOM) or the Task 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.

### **6.4.4 Public Outreach Meetings**

Three public open houses have been scheduled. Each open house will be held at different locations. 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 and announcements on the project website. The AECOM Team will also enlist key project stakeholders to assist in promoting the open houses and general information regarding the East-West BRT Feasibility Study.

## 7. COMMUNICATIONS

This chapter discusses the communication process. All communication with media representatives will be handled by Brendan Conway (Milwaukee County Transit System), and all communication with elected officials will be managed by Claire Zautke (Milwaukee County Executive Office). Project or Technical questions should be sent to Brian Dranzik (Milwaukee County, Project Manager) and John Rodgers (Milwaukee County,) and they will forward to the consultant team if needed. Communication with community/resident/business stakeholder groups will be addressed by the AECOM Team.

### 7.1 Project Correspondence

All project correspondence should be forwarded for project filing to AECOM Deputy Project Manager, Carrie Cooper, 1555 North RiverCenter Drive, Suite 214, Milwaukee, WI 53212; [carrie.cooper@AECOM.com](mailto:carrie.cooper@AECOM.com).

### 7.2 Record of Correspondence

Contact with organizations and individuals outside the project team must be documented.

### 7.3 Document and Graphic Standards

All documents and graphics prepared and delivered for the Milwaukee East-West BRT Feasibility Study will meet the document and graphic standards set forth by templates that have been developed and approved by MTS/Milwaukee County. 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 D provides the templates for all project deliverables.

## **7.4 Document Distribution**

Documents prepared by the AECOM Team will be transmitted from the AECOM Project Manager, Dan Meyers, to Brian Dranzik 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 from MTS/Milwaukee County. All requests for such information must be directed to Brian Dranzik.

## **7.5 Media Contacts**

No member of the AECOM Team is permitted to discuss the project with any media representatives unless MTS/Milwaukee County has authorized such contact in writing and is in attendance. All Media requests should be forwarded to Brendan Conway at MCTS.

## 8. DELIVERABLES

The Milwaukee East-West BRT Feasibility 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.

### **Task 1: Project Management**

- Project Management Plan that includes at a minimum scope, schedule, budget and internal communication processes
- Monthly progress reports that include tasks undertaken, budget tracking schedule, and emerging and unresolved issues
- Summary notes for all project meetings
- Presentation materials as needed for internal and external briefings

### **Task 2: Statement of Needs, Goals and Principles**

- Statement of needs, goals, and principles for the Milwaukee County East-West BRT Feasibility Study reflecting MCTS, Milwaukee County, SEWRPC, and community input

### **Task 3: Evaluation and Screening Framework for Potential BRT Alignments**

- An evaluation and screening framework for the Potential BRT Alignments

### **Task 4: Data Collection and Review of Existing Conditions**

- Draft and final technical memo of existing conditions, policy and planning guidance, and identification of key challenges and opportunities to be considered in development of design

### **Task 5: Alternative Refinement**

- Draft conceptual layout of potential alignment concepts, including street cross-sections and channelization plans; station locations; BRT infrastructure elements including roadway, signal, and transit supportive treatments, and terminal layout; streetscape opportunities; urban design and/or public space opportunities; and multi-modal elements including potential bicycle facilities

- Draft and final technical memo summarizing the basis for the development of the concepts

#### **Task 6: Technical Analysis**

- Draft and final technical memo summarizing technical analysis of potential concept designs
- Any technical data sets or tools developed for this analysis

#### **Task 7: Evaluation Framework Application**

- Draft and final technical memos describing application of evaluation framework and documenting narrowing process utilizing evaluation and screening framework developed in Task 3

#### **Task 8: Concept Design and Cost Estimate**

- Engineering drawings to a 15% design level, including CAD and other electronic files necessary to advance the project to future phases of design
- Draft and final technical memo summarizing design concept, costs, and technical analysis
- Determination if Categorical Exclusions requirements are met

#### **Task 9: Public Engagement**

- A public engagement strategy and plan for the Feasibility Study
- Implementation of the strategy, including preparing materials, managing logistics for all meetings and events, and preparing meeting notes
- Draft and final memo summarizing public engagement process and input received

#### **Task 10: Develop Final Report**

- A draft and final Feasibility Study Final Report
- Presentations, summary materials, and other meeting materials

#### **Task 11: FTA Project Development Process**

- Draft and final memo identifying a Locally Preferred Alternative
- Materials and project criteria analyses required for FTA to develop a project rating
- Materials and analyses required for FTA to issue a final environmental decision
- Additional materials or analyses as required by the FTA's Project Development process

## 9. QUALITY MANAGEMENT

Each member of the project team will be responsible for the quality and consistency of the work produced. Dan Meyers and the Task Leads 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 Task Leads 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 MTS/Milwaukee County. The AECOM Project Manager, Dan Meyers, has ultimate responsibility for the content, consistency, accuracy and quality of all AECOM work products.

# APPENDIX A.

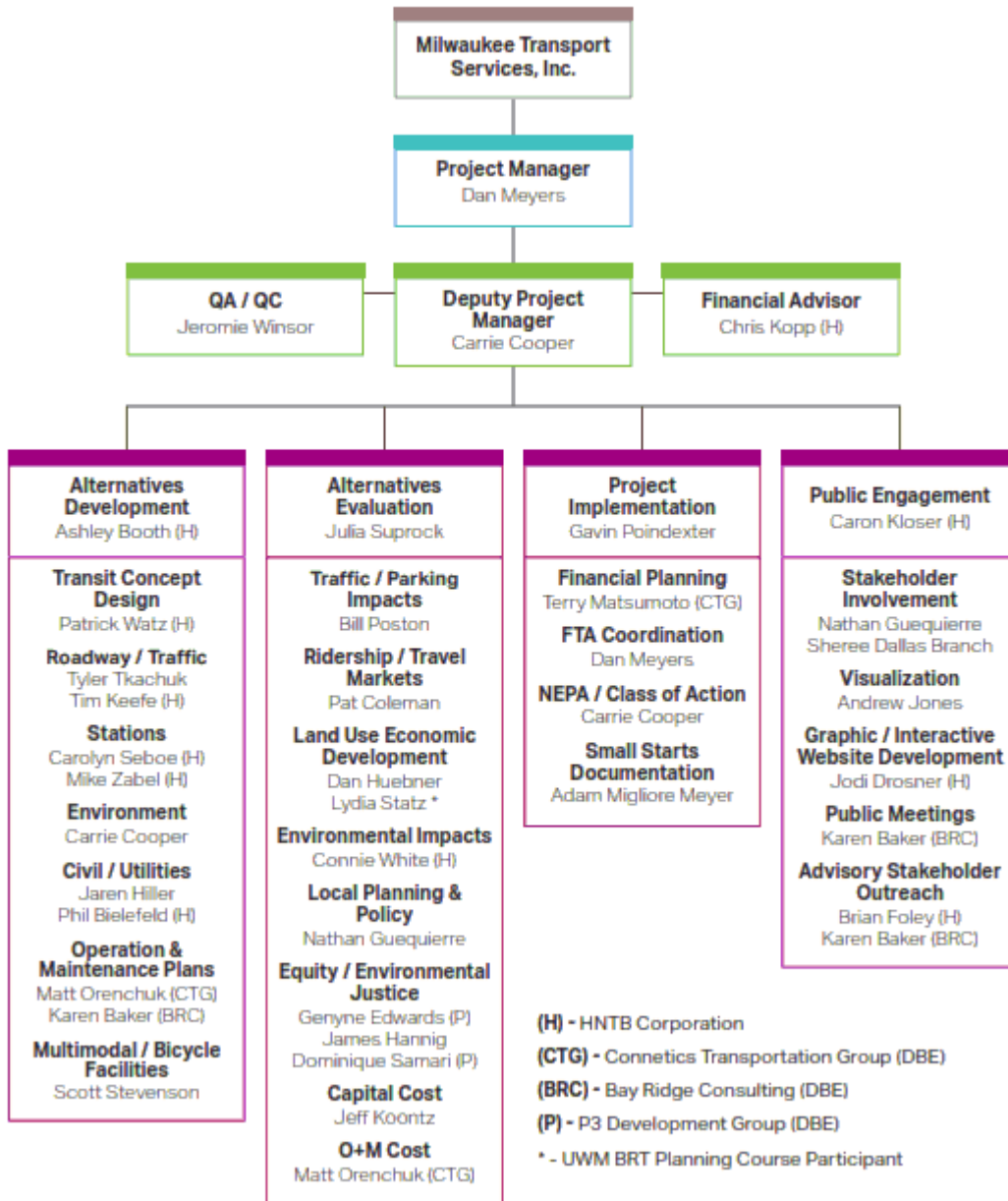
## Scope of Work

The following table lists the Scope of Work that AECOM will provide to Milwaukee County/Milwaukee Transport Services, Inc. for the East-West BRT Feasibility Study.

MKE BRT Tasks	Task Deliverables
Task 1: Project Management an Internal Review	Project Management Plan, Project Management
Task 2: Statement of Needs, Goals, and Principles	Purpose and Need
	Goals and Objectives
	Evaluation Criteria
Task 3: Evaluation and Screening Framework for Potential BRT Alignments	Tier 1 Development of Evaluation and Screening Framework
Task 4: Data Collection & Review of Existing Conditions	Tier 1 - Technical Memos on Existing Conditions
	Policy and Planning Guidance
	Challenges & Opportunities
Task 5: Alternative Refinement	Tier 1: Technical Memos and Report Summarizing the Basis of Development of BRT Concepts
Task 6: Technical Analysis	Tier 2: Technical Memos & Report Summarizing the Technical Analysis of BRT Concept Designs
Task 7: Evaluation of Framework Application	Tier 2: Technical Memos Documenting the Application of the Evaluation Framework in order to narrow down the BRT Concepts
Task 8: Concept Design and Cost Estimate	Tier 2: Conceptual Engineering Drawings & Technical Memos Summarizing the Concepts, Costs, and Technical Analysis
Task 9: Public Engagement	Public Engagement Plan
Task 10: Develop Final Report	Report Summarizing the Public Engagement Activities
	Tier 3: Feasibility Study or Locally Preferred Alternative Report
Task 11: FTA Development Process	Locally Preferred Alternative Report Small Starts Grant Application to the FTA (with assistance to answer questions & comments)
	Implementation Plan
	Financial Plan
	NEPA Class of Action Determination



# APPENDIX B. Consultant Organizational Chart



## APPENDIX C. Project Directory

### Milwaukee County Department of Transportation

Brian Dranzik [Brian.Dranzik@milwaukeecountywi.gov](mailto:Brian.Dranzik@milwaukeecountywi.gov)  
John Rodgers [John.Rodgers@milwaukeecountywi.gov](mailto:John.Rodgers@milwaukeecountywi.gov)  
James Martin [James.Martin@milwaukeecountywi.gov](mailto:James.Martin@milwaukeecountywi.gov)

### Milwaukee County Transit System (MCTS)

Dan Boehm [DBoehm@mcts.org](mailto:DBoehm@mcts.org)  
Sandra Kellner [SKellner@mcts.org](mailto:SKellner@mcts.org)  
Dan Basile [DBasile@mcts.org](mailto:DBasile@mcts.org)  
Jeff Sponica [JSponica@mcts.org](mailto:JSponica@mcts.org)  
Brendan Conway [BConway@mcts.org](mailto:BConway@mcts.org)  
Tim Hosch [THosch@mcts.org](mailto:THosch@mcts.org)  
Mark Stein [MStein@mcts.org](mailto:MStein@mcts.org)  
Tom Winter [TWinter@mcts.org](mailto:TWinter@mcts.org)

### Southeastern Wisconsin Regional Planning Commission (SEWRPC)

Kevin Muhs [KMUHS@SEWRPC.org](mailto:KMUHS@SEWRPC.org)  
Ken Yunker [KYUNKER@SEWRPC.org](mailto:KYUNKER@SEWRPC.org)

### AECOM Team

Dan Meyers [dan.meyers@aecom.com](mailto:dan.meyers@aecom.com)  
Carrie Cooper [carrie.cooper@aecom.com](mailto:carrie.cooper@aecom.com)  
Julia Suprock [julia.suprock@aecom.com](mailto:julia.suprock@aecom.com)  
Gavin Poindexter [gavin.poindexter@aecom.com](mailto:gavin.poindexter@aecom.com)  
Caron Kloser [CKloser@HNTB.com](mailto:CKloser@HNTB.com)  
Ashley Booth [ABooth@HNTB.com](mailto:ABooth@HNTB.com)

# APPENDIX D. Project Template

---



MILWAUKEE COUNTY EAST-WEST BUS RAPID TRANSIT

## Tech Report Title

REVISION #

---

DATE Month DD, YYYY



**Prepared for:**  
Milwaukee County  
10320 W. Watertown Plank Rd.  
Wauwatosa, WI 53226

**Prepared by:**  
[Firm/Address]

Tech Report Title  
**RECORD OF REVISIONS**



## REVISIONS

REVISION NO.	DATE	PREPARED BY
##	Month DD, YYYY	Enter name here
##	Month DD, YYYY	Enter name here
##	Month DD, YYYY	Enter name here

Tech Report Title  
**TABLE OF CONTENTS**



# CONTENTS

- 1. HEADING 1 ..... 1-1
  - 1.1 Heading 2..... 1-1
    - 1.1.1 Heading 3..... 1-1
- 2. HEADING 1 ..... 2-1
  - 2.1 Heading 2..... 2-1
    - 2.1.1 Heading 3..... 2-1

Tech Report Title  
**TABLE OF CONTENTS**



**FIGURES**

Figure 1-1: Title of Figure Goes Here ..... 1-3  
Figure 2-1: Title of Figure Goes Here ..... 2-3

**TABLES**

Table 1-1: Title of Table Goes Here ..... 1-2  
Table 2-1: Title of Table Goes Here ..... 2-2

Tech Report Title  
**SECTION TITLE**



# 1. HEADING 1

Body copy.

Body copy.

Body copy.

## 1.1 Heading 2

Body copy.<sup>1</sup>

- Body copy bullets (primary).
- Body copy bullets (primary).
  - Body copy bullets (secondary).
  - Body copy bullets (secondary).

### 1.1.1 Heading 3

Body copy.

1. Body copy numbered.
2. Body copy numbered.

#### 1.1.1.1 Heading 4

Body copy.

---

<sup>1</sup> Footnote text here.

Tech Report Title  
**SECTION TITLE**



## HEADING 5

Body copy.

### *Heading 6*

Body copy.

### Heading 7

Body copy.

**Table 1-1: Title of Table Goes Here**

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
Table body copy	Table body copy	Table body copy	Table body copy	Table body copy	Table body copy
Table body copy	Table body copy	Table body copy	Table body copy • Table body copy bullets • Table body copy bullets	Table body copy	Table body copy
Table body copy	Table body copy	Table body copy	Table body copy	Table body copy	Table body copy

Table Source



Tech Report Title  
**SECTION TITLE**



**Figure 1-1: Title of Figure Goes Here**



*Figure Source*