# WAKE TRANSIT VISION PLAN UPDATE

## UPDATED Scope of Work (10/17/23)

### Task 1: Project Management and Core Technical Team Coordination

Nelson\Nygaard will be the prime consultant for this task, leading the consultant team and collaborating with CAMPO throughout the process. Nelson\Nygaard will also prepare a single monthly progress (including the community funding area program management plan) that reports on project schedule, spending, and portion of fee earned by DBE and project partners.

The consultant team will support a series of project management activities and meetings.

Project Management Meetings

- Biweekly check-ins with the CAMPO project management team that will be led by Nelson\Nygaard with sub-consultants included as needed/relevant.
- Mid-project check-in with CAMPO project management team to discuss overall progress and status. This will give the overall team time to correct or adjust approach, prioritize remaining tasks, and adjust schedule or budget as needed.

External Advisory Committee Meetings

- Monthly meetings with a Core Technical Team (CTT). The CTT will include Wake County municipalities and transit providers and will provide oversight and advisory input to the Wake Transit Plan Vision Update. We will hold one CTT to cover technical and engagement-related conversations. Nelson\Nygaard will lead these meetings and invite sub-consultants as appropriate (see also Task 2.1).
- Quarterly meetings with a Stakeholder Advisory Committee (SAC), which would be a broader and more externally oriented group as compared with the CTT.

For all meetings, Nelson\Nygaard will prepare agendas, meeting materials, and a summary. We will also facilitate meetings.

# Task 2: Public and Stakeholder Engagement and Communications Planning and Implementation

As the prime consultant, Nelson\Nygaard will participate in the engagement task to ensure engagement strategy reflects the technical team needs, prepare technical content, and coordinate across teams as needed. Most of this task will be led by our project partners, including Kimley-Horn and Public Participation Partners (P3).

## 2.1 Develop Engagement Plan and Communications Strategy

The NN team will develop a public and stakeholder engagement and communications plan. This plan will create an overall engagement strategy for the Wake Transit Vision Plan, with a focus on desired outcomes. The engagement strategy will also lay out a clear strategy (methods and tactics) for achieving the identified outcomes.

The engagement strategy will be organized around the Wake Vision Plan, so each phase of engagement is coordinated with and informs technical work. We anticipate three phases of engagement (see Task 2.2). For each phase of engagement, the engagement plan will identify goals, outcomes, required information, target audiences, tactics, and a tentative schedule. We will also recommend how responsibilities can be shared between the consultant team and Wake Transit Plan partner organizations. The overall engagement plan will be informed by two advisory groups, the Core Technical Team, and a Stakeholder Advisory Committee:

- The **Core Technical Team** (CTT) will be responsible for guiding the overall study, reviewing technical materials, and assisting on community engagement (see also Task 1: Project Management). The CTT would meet monthly and be assigned project management and community engagement responsibilities.
- The **Stakeholder Advisory Committee** would be comprised of a broader group of community and organizational stakeholders beyond the CTT, including community groups, municipal stakeholders and other people/groups interested in the Wake Transit Plan. This group would meet less often – potentially quarterly throughout the study – and provide checks and balances to the study and process.

The consultant team will lead the implementation of the engagement strategy. The consultant team will lead the development and production of engagement materials (advertisement/awareness, social media graphics and messages, presentation materials, surveys, maps, poster boards, 'games" and other materials used in the field) to support the engagement activities. The consultant team will lead the implementation of the engagement activities, with support from the Wake Transit Plan partners. Support may include helping to staff events, make presentations, and distribute surveys (for example). Actual roles will be negotiated as part of developing the engagement strategy.

Key tactics for engagement with community members will include (for example):

- Holding virtual and/or in-person public meetings.
- Presentations at municipal and community meetings, such as (for example) city council meetings, regional meetings with elected officials and regularly scheduled neighborhood meetings.
- Using surveys and interactive tools to collect feedback, potentially using Nelson\Nygaard's "Design Your Own Transit System" survey to understand community members priorities for different types of transit investments.
- Holding pop ups at transit centers, key activity centers, and community events.
- Holding focus groups and meeting with community partners.
- Holding "train the trainer" activities so the team can leverage resources available from Wake Transit Plan partners.
- Other strategies developed with the project team and CTT.

We will start work to develop the engagement plan as soon as we receive a Notice to Proceed, so we are able to share it with the project management team and CTT early in the project. Implementation of the engagement plan, including setting up systems like webpages will be done within one month of receiving the NTP.

## 2.2 Implement Stakeholder Engagement & Communications Strategy

The Nelson\Nygaard team expects to conduct three phases of public and stakeholder engagement, with an optional fourth phase:

1. **Phase 1: State of the Plan** – We will share the "state of the Wake Transit Plan" with stakeholders and community members for their input and comment. The goal of this phase will be to educate stakeholders and the public on the status of the Wake Transit Plan overall, including successes, challenges, and opportunities. Our goal will be to understand community satisfaction with the Wake Transit Plan, their sense of progress towards the original Wake Transit Plan goals and changing priorities for regional transit goals.
   a. **Phase 1.2: Goals and Guiding Principles** – We can build on feedback collected during Phase 1 to understand and articulate the choices and trade-offs facing the Wake Transit Plan. We will use feedback to further engage folks in an assessment of the Wake Transit Plan's choices and trade-offs associated with future transit investment. Our expectation is that we will focus on the "Four Big Moves" and offer different ways investment could be balanced and measured across these goals.
2. **Phase 2: Transit Investment Scenarios** – Subsequent phases of the engagement will be to report on results from the first phase of engagement, including revised goals

and priorities. We will also share how the priorities translated to distinct transit investment scenarios – or options. We will present options for stakeholders and community members with the goal of 1) educating them on underlying trade-offs and the constraints of the Wake Transit Plan and 2) letting us know their priorities for the individual investment options.

3. **Phase 3: Draft Recommended Investment Strategy** – We will thank participants for engaging in the project and report on results from the Transit Investment Scenario work. We will then share the draft Wake Transit Plan investments strategy and collect feedback on the proposal.
4. **Optional Phase 4: Recommended Investment Strategy** – This phase is for sharing the final plan for public feedback. This phase may be conducted by CAMPO staff after the scoped timeline as well. Nelson\Nygaard is prepared to lead this step and could schedule the work as part of the scheduled plan, but it is not currently included in our schedule or budget. We estimate an additional cost of $25,000 to $30,000 depending on the number of events and direct costs.

## 2.3 Branding

Nelson\Nygaard understands that **the Wake Transit Plan has an established brand** that has been used to communicate project investments and plans since 2016. We will create a set of templates that iterate on existing brand to create an updated, complementary banding strategy for the Transit Vision Plan update project.

We will prepare templates for MS files that can be used in project deliverables – technical memos, reports, slide decks and other project collateral, like posters, flyers and other materials used to communicate with stakeholders and members of the public.

## 2.4 Create Wake Transit Dictionary

Nelson\Nygaard will create a Wake Transit "dictionary" that develops **a shared set of key terms and metrics for use in the Wake Transit Plan.** Nelson\Nygaard will build from terms and definitions developed as part of CAMPO's tracker system and update materials with the most important, shared terms that underscore the Wake Transit Plan. We will confirm both the starting point and proposed additional terms and definitions with the CTT.

Developing the dictionary is expected to be included in portions of at least two and up to three CTT meetings including time to introduce topic and agree on list of terms, review and comment on draft dictionary and approve the dictionary. The Wake Transit Dictionary will be shared with the team working on the CFAP program management plan development, so terms are consistent.

# Task 3: State of the Wake Transit Plan

CAMPO and the Wake Transit Plan partners prepared the last Vision Plan Update during COVID and while participation in that effort was strong, the overall awareness and focus of stakeholders and community members was reduced. In addition, the pandemic has changed local and regional travel patterns as well as priorities and needs. With this context in mind, **Nelson\Nygaard recommends preparing a "State of the Plan" analysis to inventory status, success, and impact of the Wake Transit Plan and create a "report card"** that summarizes spending, accomplishments, capital investments, new regional infrastructure, and expanded services, as well as outcomes and benefits of the Plan.

The State of the Plan analysis will also consider needs and opportunities for the Wake Transit Plan given underlying changes in Wake County's development, including changes to socio-economic, demographic and land use patterns. We will use this analysis and summary material to facilitate a county-wide conversation about next steps for the Wake Transit Plan investments. The combination of community and stakeholder input with the technical work will also form the foundation for scenario analyses and investment strategy for the Wake Transit Plan through 2035.

## 3.1 Inventory Wake Transit Plan Investments, Outcomes, & Spending

Building on the 2016 Wake Transit Plan and 2021 Wake Transit Plan Vision Update, Nelson\Nygaard **will inventory and describe the impact and accomplishments of Wake Transit Plan**. We will structure our inventory around the progress towards each of the Four Big Moves, detailing:

- Transit service improvements, such as new bus routes, increased frequency, and hours of operation on key routes (addition Sunday service, evening hours, etc.) and new service models.
- Capital investments, including large, highly visible investments like Bus Rapid Transit (BRT), GoRaleigh Union Station as well as smaller, but investments like new buses and bus stop investments that have a big impact on riders. We will also inventory "behind the scenes" investments into operational and maintenance facilities.
- Community Funding Area Program programs and investments.

The inventory will also describe benefits and outcomes associated with the investment, including benchmarks established in the FY2018-2027 and FY2021-2030Wake Transit Plans as well as other notable outcomes, such as equity-based impacts. We will also report on spending and the financial status of the Wake Transit Plan.

## 3.2 Countywide Market Trends and Analysis

Nelson\Nygaard will **update the market analysis** prepared for the Wake Bus Plan (2021) to reflect the most recent data and impacts, including capturing trends that reflect how the region is changing. We will position this market analysis, so it aligns more directly with the "Status of the Plan" direction of this task and report on how the market and need for transit service is changing, where these changes are occurring and opportunities for improvement. Our other ideas for updating the market analysis include:

- Describe the growth and development trajectory of Wake County overall and for specific communities, such as Raleigh and Cary. The analysis will also consider the development occurring in suburban communities, which in some cases is outpacing growth in urbanized areas. The analysis will be an input to and resource for the Community Funding Area Program (CFAP) work conducted as part of Task 7.
- Consider ongoing transit-oriented development (TOD) activities, including equitable transit-oriented development (ETOD) initiated by Wake County municipalities and other area developers. The inventory will include adopted TOD strategies, completed, and planned TOD development together with expected impact on the need for transit services.
- Summarize best practices for using TOD and ETOD to support long term transit investment strategies. We will look at other rapidly growing urbanized areas with different levels of transit funding (e.g., Austin, TX, Nashville, TN and Denver, CO).

## 3.3 Needs and Opportunities

The State of the Plan analysis will include an **inventory of transit needs and opportunities for future transit investment in Wake County**. The analysis will build on steps conducted as part of this task (market analysis and status of plan overall) and combine current spending with ideas and opportunities generated by the CTT, review of other regional and sub-regional plans and studies, and a survey of industry trends and developments.

We will use this process to identify strategies that advance the Four Big Moves but consider strategies beyond traditional transit investments envisioned in 2016. New/innovative investments may include strategies related to access to transit and/or offer a more focused approach toward equitable investments. Other ideas include consideration of new technologies, such as fare payment, information systems, automated vehicles (AV), and other industry trends.

## 3.4 Develop State of the Plan Executive Summary

Nelson\Nygaard will combine the needs and opportunities with the "report card" analysis to **frame the updated vision of the Wake Transit Plan**. We will do this by combining and summarizing the findings of the State of the Plan analysis – including the market analysis, evaluation of investments, outcomes, and spending together with input from the needs and opportunities—into an Executive Summary document. The Executive Summary will frame key questions about how the Wake Transit Plan could or should refocus its approach to transit investment in Wake County.

We recommend preparing a glossy Executive Summary briefing book to communicate the status of the Wake Transit Plan simply, clearly, and in a way that is accessible to a broad audience. We will prepare related materials (slide deck, flyers, web content) and use it to support conversations with stakeholders and community members.

# Task 4: Update Goals, Priorities, and Strategic Direction

The Wake Transit Plan goals, principles, and documents developed in 2016 and updated through 2022 have successfully guided Wake County to a stronger, more accessible transit network that offers more diverse ways of traveling through the region. The Wake Transit Vision Plan Update presents **an opportunity to revisit existing goals and evaluate them in the context of the implementation and regional changes** (growth and travel patterns).

## 4.1 Wake Transit Plan Goals and Priorities

Using conversations and feedback received through the "State of the Plan" analysis, the Nelson\Nygaard team will work with the CTT to consider goals that have been met (i.e., ridership and coverage distribution), update existing metrics for the extended time frame, and opportunities for new goals or objectives. As part of reflecting on goals, we will also consider areas where the Wake Transit Plan may not have delivered as successfully, such as strengthening ridership or aligning with community development trends.

Nelson\Nygaard will use this information **to facilitate a conversation with the CTT to potentially update, revise or confirm Wake Transit Plan goals and objectives.** We will also use this step to translate updated goals and objectives into an evaluation framework (see Task 5) and revisit the Wake Transit Plan Prioritization Policy (Framework) used to guide investments.

## 4.2 Coordinate with Update Community Funding Area Program Management Plan (see Task 7).

The Nelson\Nygaard team will coordinate work carried out by a consultant team partner (Cambridge Systematics) who is leading an evaluation of the Wake Transit Plan's Community Funding Area Program. The Nelson\Nygaard team will coordinate with this team to ensure the Wake Transit Vision Plan Update priorities, recommendations and funding assumptions are consistent with those developed as part of Task 7. An important part of this step will be to craft a strategy for how CFA projects move into the Wake Transit Work Plan and are funded by the broader Wake Transit Plan pool of funding resources.

### 4.3 Establish Microtransit Guidelines

Microtransit services have become more prevalent since the original Wake Transit Plan, which does not detail how these services should be treated in the context of Plan funding. The Nelson\Nygaard team will develop **guidelines for how microtransit gets planned, evaluated, and funded within the context of the Wake Transit Plan**, building upon work completed as a part of the FY2025-2030 Wake Bus Plan update process. Recommendations and findings developed as part of this task will be coordinated with the CFAP recommendations (Task 7)

## Task 5: Determine Financial Capacity for Projects Through 2035 and Develop Scenarios

Building on the status of the Wake Transit Plan and the updated goals and priorities, the Nelson\Nygaard team will **evaluate WTP's capacity for projects and investments through 2035** and use the financial capacity to develop scenarios or options for WTP's investment strategy. We will share scenarios with stakeholders and community members for their review and input.

### 5.1 Document Wake Transit Plan Committed Projects and Investments

As part of developing scenarios, Nelson\Nygaard will build on the inventory of completed projects (prepared in Task 3) and **add in planned, programmed, and funded WTP capital and service investments.** Key resources for the planned projects will be the recently completed Wake Bus Plan and recent BRT implementation plans.

As part of adding in the committed projects, we will assess the schedule and budget feasibility of major capital projects, so that any subsequent investment scenarios can gauge the feasibility of the planned projects.

**MAJOR CAPITAL PROJECTS**

Capital projects form a significant portion of the Wake Transit Plan financial capacity. We know some of these projects are underway, while others are planned and moving towards execution and still others are planned but not advancing.

We will use this subtask **to inventory major capital projects approved in the Wake Transit Plan**, including the planned cost and schedule for each project. We will evaluate the status of each project to determine the feasibility and likelihood of implementation overall, as well as within the expected time and cost parameters included in the WTP financial model. Key projects to be reviewed include BRT investments and the Greater Triangle Commuter Rail. The team will also broadly identify potential risk associated with each project and the impact of that risk on the Wake Transit Plan's longer term investment strategy.

### TRANSIT SERVICE AND PROGRAMMATIC INVESTMENTS

The Wake Transit Plan also includes a series of service and program investments, notably investments in bus services at the regional, local and community level. As part of developing the Wake Transit Plan investment strategy, Nelson\Nygaard will inventory planned service and program investments (e.g., Community Funding Areas Program and GoWake Access) planned through 2030 and assumed through 2035.

The project team will evaluate how transit service costs align with capital programs to ensure the investment strategy is coordinated and integrated. The project team will also examine the impact of new service models, like microtransit, may have on major capital projects by supporting access to transit. Lastly, the team will revisit the cost share of regional facilities considering new federal funding included in the Bipartisan Infrastructure Law (BIL). A key outcome of this effort is to determine if planned projects are still realistic, viable, desired, and correctly programmed. Interim products of this analysis will be a financial model that guides evaluation of the WTP's financial capacity through 2035, that accounts for variations in the WTP financial capacity, including potential opportunities for federal and state funding.

## 5.2 Identify New Investment Strategies

After cataloging the planned projects and documenting their expected costs, Nelson\Nygaard will consider community and stakeholder input and working with the CTT, **develop new scenarios or ways the Wake Transit Plan can invest in Wake County's transit infrastructure**. These scenarios will offer different approaches to align the investment strategy with regional markets, community preferences, and travel needs. These investment scenarios may recommend directing more resources towards existing programs or developing new strategies such as:

- Access to transit projects and investments
- Expansion of the Community Funding Area Program
- A countywide low-income fare program.
- Increased deployment of microtransit, including potential automated vehicle (AV) systems and technologies.
- Investments in non-Wake Transit rail infrastructure and coordinated service delivery.
- New / expanded use of Bus Rapid Transit systems.
- Partnerships to further passenger rail opportunities

Key resources for sub-task 5.1 will be original and updated WTP plans and documents (including Annual Work Plan programs, Wake Bus Plan, and BRT plans, etc.) as well as interviews/meetings with Wake Transit Plan partners responsible for implementation. As needed, the team will also survey other similar projects implemented in similar-sized and positioned communities in the United States to identify potential lessons learned and adjustments to project schedules.

## 5.3 Development of Transit Investment Scenarios/Concepts

Based on stakeholder and community input, financial capacity, committed projects, and potential new strategies, the Nelson\Nygaard team will **develop three to five scenarios that represent transit investment alternatives**. We will develop investment scenarios by preparing planning-level cost estimates for different service, project, and program investments. The scenarios will represent different approaches to using the available funds; for example, one scenario may focus on more BRT investments, while another may focus on improved bus service.

The scenarios will align with expected WTP potential financial capacity through 2035 and be constrained by the availability of other non-financial resources, such as access to rail and roadway infrastructure, land costs, and impact on locations for hubs and transfer points, technology, and other constraints.

Nelson\Nygaard will work closely with the CTT in developing the scenarios. Like other Wake Transit Plan efforts, the consultant team will develop draft scenarios and then we will schedule in-person workshops to review and refine the scenarios. Given the scale and importance of scenario development – and the potential need for additional analysis and data collection – we expect that the CTT may require two rounds of workshops to confirm the draft scenarios.

As part of developing and evaluating scenarios, our team will align scenarios with stakeholder and community priorities and work with the CTT to balance a desire to be visionary, leverage opportunities, and be grounded in reality.

## 5.4 Prepare Transit Investment Scenarios or Concepts for Community Review

Our team will work with the CTT to develop three to five investment scenarios; this process will ensure that the full range of opportunities is considered and evaluated. However, our experience suggests that community feedback is most effective when one or (at most) two options are shared with the broader community for review and feedback. A key part of the scenario development process, therefore, will be to **winnow and refine the full range of options into one or two scenarios that best balance community goals and needs**. We will work with the CTT and rely on the evaluation framework developed as part of Task 4.1 to winnow the longer list of investment scenarios into these options that will be shared with the public.

Another important step is to prepare materials that easily and clearly guide stakeholders and community members through the options for investing their transit resources. Information must be simple, graphic, compelling and easy-to-understand, so that folks are interested and excited to weigh in. We will work closely with CAMPO and the CTT to develop materials; we expect that we will develop a full suite of documents, such as summary sheets, slide decks, briefing books as well as interactive online tools.

This step of engagement is critical. In addition to focusing on preparing interesting, engaging materials, our team will also be sure to "train the trainer" so we have a large team of experts prepared to share information in a variety of settings.

# Task 6: Draft and Final Wake Transit Plan Vision Update

The Nelson\Nygaard team will use this task to develop a preferred, draft investment strategy for the Wake Transit Plan.

## 6.1 Evaluate Wake Transit Plan Investment Scenarios

As mentioned, the Nelson\Nygaard team will evaluate the scenarios developed in Task 5 using the framework developed as part of the goals and priorities work included in Task 4. This evaluation will consist of quantitative GIS analysis and qualitative assessments, as well as using the financial model developed as part of Task 5. The financial analysis will **evaluate individual scenarios based on costs and capacity of the WTP financial capacity**, inclusive of the likelihood of scenarios attracting additional funding.

Our first round of evaluation will focus on shortening the list of scenarios that we bring to the public. The second round of evaluation will return to the original analysis and consider feedback and input received from stakeholders and community members during engagement. We will hold a workshop to work through the trade-offs, balance stakeholder and community engagement, and create an updated Wake Transit Plan investment strategy.

The draft investment strategy, from FY2026 to FY2035 will set the direction for future Wake Transit Plan priorities, including aligning financial resources across services, capital projects, and programmatic investments. We will use the findings and recommendations to update Wake Transit Plan policy documents, such as the Wake Transit Plan Prioritization Policy (Framework) and potentially, the Wake Transit Plan Financial Model. The analysis will also support recommendations for programs, like the Community Funding Area Program and services like microtransit and ADA.

## 6.2 Document / Describe the Draft Investment Strategy

The Nelson\Nygaard team will **document and describe the recommended – but still draft – Wake Transit Plan investment strategy** for review and consideration by a broader group of stakeholders and community members. We anticipate that conversations about the draft strategy will lead to adjustments in the recommended strategy.

### 6.3 Develop Vision Plan Update Documents

Based upon the existing Wake Transit Plan or as a new document the Nelson\Nygaard team will **compile the pieces of this study into a draft FY2026-2035 Wake Transit Vision Plan**. The updated plan will affirm the Four Big Moves together with the updated priorities, educate readers on the state of the Wake Transit Plan, and lay out the investment strategy for the next decade via the scenarios and its evaluation. As appropriate or needed, it will also include updates to the maps and graphics that present and describe the Wake Transit Plan to stakeholders and members of the public. The draft will be circulated for feedback via the CTT, stakeholders, and the public.

## 7.0 Community Funding Area Program Management Plan

As part of the Wake Transit Vision Plan Update, the consultant team will update the Program Management Plan for Wake Transit's Community Funding Area (CFA) Program; the Program Management Plan (PMP) was last updated in 2020. Cambridge Systematics (CS) will be the lead consultant for this task.

The alignment with the Locally Administered Project Program (LAPP), developing performance standards, reviewing the market analysis updated to focus on Community Funding Areas, and preparing recommendations to enhance and improve the PMP linkages to WCT policies.

While CS' analysis of the CFA Program will be conducted as an independent task, findings and recommendations will be developed jointly and coordinated with the Wake Transit Plan Vision Update effort. Specific areas of coordination will include:

- Participating in bi-weekly project management update meetings.
- Attending and presenting at CTT and SAC meetings as appropriate. The scope of work assumes that CFAP findings and recommendations will be shared at up to five CTT meetings and two SAC meetings.
- Sharing findings collected from stakeholders and members of the public regarding Wake Transit Plan strategic direction and investment priorities.
- Collaborating on the market analysis. The Nelson\Nygaard team will update the market analysis. CS will distill findings and impacts for the CFAP.
- Developing a CFAP scoring rubric to ensure measures and evaluation process is compatible with other Wake Transit Plan performance measures.
- Creating recommendations so that the CFAP is integrated with the overall Wake Transit Plan, including the Wake Transit Plan Prioritization Policy and reflects the county's priorities.

## 7.1 Program Management Plan (PMP) Review

The consultant will review the current PMP and any related materials or documents to identify updates needed. The current PMP identifies assumptions regarding program delivery that must be revisited to reflect current practice and lessons learned. The consultant will collect information on recent funding trends to determine if updates to the PMP are needed to align projects funded with program goals.

In addition to collecting published materials, the consultant will also collect insights, experiences, and priorities from communities currently participating or eligible to participate in the CFAP program through a combination of discussions at CTT meetings and interviews or small group meetings directly with the municipalities. These meetings will be held as part of this initial step and incorporated into the overall PMP review findings.

The consultant will review the current scoring rubric and map its alignment to CAMPO's Local Administered Project Program (LAPP). The scoring rubric will be updated as needed to improve alignment with the LAPP. The consultant will also develop recommended performance standards for the CFA Program, such as a requirement for a new service to be implemented within a certain time period.

## 7.3 PMP Market Analysis

A Community Funded Area Market Analysis report was adopted by CAMPO in 2018. The report presented market analyses for each of the CFAP-eligible communities in Wake County. The consultant will review and comment on the updated market analysis and trends produced in Task 3.2 by Nelson\Nygaard and coordinate how the conclusions inform CFA Program development.

## 7.4 PMP Recommendations and Updated PMP

The consultant will review relevant policies within the PMP to identify program enhancement opportunities and elements which better link the Community Funding Area Program to Wake Transit Plan. The review will explore potential policy level opportunities such as program, administrative, data sharing, program expansion or other elements as directed by CAMPO. The consultant will recommend updates to the PMP that capitalize on these opportunities and reflect the updated program delivery assumptions, funding trends, market analysis, and performance standards. The PMP update will also address a minor administrative issue relating to sales tax for Wake Transit Plan reimbursements. The Consultant will prepare a draft PMP update and present it to CAMPO for feedback and incorporate comments into a Final PMP.

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| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| **1** | Project Management | | | | | | | | | | | | | | | | | |
| 1.1 | Project meetings (biweekly) | | | | | | | | | | | | | | | | | |
| 1.2 | Mid-Project Check in | | | | | | | MPM | | | | | | | | | | |
| 1.3 | CTT Meetings (Monthly) | | | | | | | | | | | | | | | | | |
| 1.4 | Invoices, Progress Reprorts | | | | | | | | | | | | | | | | | |
| **2** | Public and Stakeholder Engagement and Communications Planning and Implementation | | | | | | | | | | | | | | | | | |
| 2.1 | Develop Engagement Plan and Communications Strategy | | | | | | | | | | | | | | | | | |
| 2.2 | Implement Stakeholder and Engagement Strategy | | | | | | | | | | | | | | | | | |
| 2.3 | Stakeholder Advisory Committee Meetings | | M1 | | | M2 | | | M3 | | M4 | | | M5 | | | M6 | |
| 2.4 | Update Wake Transit Plan Branding | | | | | | | | | | | | | | | | | |
| 2.5 | Create Wake Transit Dictionary | | | | | | | | | | | | | | | | | |
| **3** | State of the Wake Transit Plan | | | | | | | | | | | | | | | | | |
| 3.1 | Inventory Wake Transit Plan Investments, Outcomes and Spending | | | | | | | | | | | | | | | | | |
| 3.2 | Countwide Market Trends and Analysis | | | | | | | | | | | | | | | | | |
| 3.3 | Needs and Opportunities | | | | | | | | | | | | | | | | | |
| 3.4 | State of the Wake Transit Plan Executive Summary | | | | | | | | | | | | | | | | | |
| **4** | Update Goals, Priorities and Strategic Direction | | | | | | | | | | | | | | | | | |
| 4.1 | Wake Transit Plan Goals and Priorities | | | | | | | | | | | | | | | | | |
| 4.2 | Coordinate with Updated CFAP Mgmt Plan | | | | | | | | | | | | | | | | | |
| 4.3 | Establish Microtranisit Guidelines | | | | | | | | | | | | | | | | | |
| **5** | Determine Financial Capacity for Projects Through 2035 and Develop Investment Scenarios | | | | | | | | | | | | | | | | | |
| 5.1 | Document Wake Transit Plan Committed Projects and Investments | | | | | | | | | | | | | | | | | |
| 5.2 | Identify New Investment Strategies | | | | | | | | | | | | | | | | | |
| 5.3 | Development of Transit Investment Scenarios / Concepts | | | | | | | | | | | | | | | | | |
| 5.4 | Prepare Transit Investment Scenarios / Concepts for Community Review | | | | | | | | | | | | | | | | | |
| **6** | Draft Investment Strategy | | | | | | | | | | | | | | | | | |
| 6.1 | Evalaute Wake Transit Plan Investment Scenarios | | | | | | | | | | | | | | | | | |
| 6.2 | Document /Describe the Draft Investment Strategy | | | | | | | | | | | | | | | | | |
| 6.3 | Develop Vision Plan Update Documents | | | | | | | | | | | | | | | | | |
| **7** | Community Funding Areas Program Management Plan | | | | | | | | | | | | | | | | | |
| 7.1 | PMP Review and Develop Scoring Rubric and Performance Standards | | C | C | | | | | | | | | | | | | | |
| 7.2 | PMP Market Analysis | | | | | C | | | | | | | | | | | | |
| 7.3 | PMP Recommendations and Updated PMP | | | | | | | | C | | C | | | | | | | |