PROJECT MANAGEMENT PLAN

FOR THE

REGIONAL TECHNOLOGY PLAN FOR THE RESEARCH TRIANGLE REGION

Developed For:

Prepared By:

Version 1.0

November 8th, 2024

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DOCUMENT VERSION TRACKING TABLE

Version	Date	Description of Changes	Changes Made By:
1.0	11/08/24	First draft for GoTriangle Review and Comment	AECOM

1. PURPOSE OF DOCUMENT

This Project Management Plan provides guidelines for planning, management and execution of project tasks in developing a comprehensive Regional Technology Plan to guide transit technology integration and innovation across the Research Triangle region in North Carolina. This Project Management Plan defines and describes tasks that will be performed along with a staffing plan to accomplish the project.

The Project Management Plan consists of the following sections:

- Project Scope, Goals and Objectives (Section 2)
- Project Tasks and Work Breakdown Structure, including personnel assignments and deliverables (Section 3)
- Budget (Section 4)
- Project Schedule (Section 5)
- List of Deliverables (Section 6)
- Contract Scope of Work (Appendix A)

2. PROJECT SCOPE, GOALS AND OBJECTIVES

The purpose of this project is to develop a comprehensive Regional Technology Plan to guide future technology investments emphasizing the importance of technology integrations and regional and departmental interoperability to serve the two main goals of: 1) Increasing transit service efficiencies, and 2) Improving customer service for our transit customers throughout the Triangle.

This will be accomplished through the development of the six Priority Area memos that focus on specific areas of transit technologies and will collectively serve to make up the majority of the Regional Technology Plan. The six Priority Area memos are listed below:

1) Passenger Real-Time & Trip Planning
2) Transit Service Planning Tools
3) Transit Signal Priority
4) Regionally Integrated Payments
5) Regional GTFS Publishing Standards
6) Open Transit Data Portal.

Each Priority Area memo will provide a comprehensive analysis and set of recommendations to be followed by regional partners as they procure and install transit technology systems throughout the region. Each memo will also have a similar structure and outline to present information gathered and research performed by the project team prior to the development of the priority area memos.

3. PROJECT TASKS AND WORK BREAKDOWN STRUCTURE

The following subsections summarize the project tasks and work breakdown structure to complete this project. For each task, the work breakdown and deliverables are described and team member roles identified. The contract scope of work to be performed by AECOM is included in Appendix A.

3.1. TASK 1 – PROJECT MANAGEMENT

Scheduled Completion: Ongoing throughout project

Description: AECOM will conduct bi-weekly project coordination meetings with the project team established for the project. A total of 40 one-hour project coordination meetings is anticipated throughout the project duration. Project team members and contact information will be finalized jointly with GoTriangle, and will include twelve regional partners (GoTriangle, GoRaleigh, GoCary, GoDurham, Chapel Hill Transit, Wake County, Durham County, Orange County, CAMPO, DCHCMPO, Central Pines, and NCDOT) for the review and comment on the Regional Technology Plan update.

AECOM support activities will include development and email distribution of meeting agendas, meeting minutes and action items, meeting presentations and other meeting handouts. Key meetings and project milestones are described:

Meeting #1 -Project Kickoff
- Review scope, schedule, management tools, project communications, change order process, invoicing procedures, etc.
- Present draft Project Management Plan

Meeting #2 – Discuss Review of Past Studies / Data Collection Process
- Review final version of Project Management Plan
- Discuss studies and documents identified by project team for Review of Past Studies
- Prepare for survey distribution to gather information from agencies

Meeting #3 – Review Survey Information Meeting
- Review survey responses gathered from agencies
- Discuss state of the practice for transit technologies
- Prepare for agency meetings / attendees

Meeting #4 – Agency Review Meetings / Group Meetings
- Conduct agency interviews with agencies
- Conduct regional group meeting to discuss transit technology plan update

Meeting #5 – Review Memos of Six Priority Areas
- Review summary of agency meetings and input gathered
- Discuss recommended standards and integration needs
- Review draft of updated memos

Meeting #6 – Review Comments on Regional Transit Technology Plan
- Review questions / comments received on transit technology plan
- Discuss recommended regional standards for technology
- Discuss final updates to be made to transit technology plan

Meeting #7 – Final Report and Project Deliverable
- Review final updates made to transit technology plan
- Review PPT file with project summary for presentations
- Confirm recommended changes and adoptions

Bi-weekly project coordination meetings can be held virtually using Microsoft Teams. AECOM can also attend meetings in person at transit agency offices if requested, however coordination of partners attendance to an in-person meeting will be GoTriangle's responsibility. AECOM will have up to 3 staff attend each meeting (pending topics to be discussed). Bi-weekly meetings may be combined with deliverable review meetings where appropriate to reduce number of meetings needed.

AECOM will submit all formal project deliverables, associated quality records, in-progress work products requested by GoTriangle via GoTriangle SharePoint site as specified by GoTriangle.

AECOM will conduct overall project management to ensure compliance with terms and conditions of the contract and the delivery of quality documents, on time and within budget. Project management related tasks are expected to include:

- Development of schedule, quality management plan, and health and safety plan
- Quality assurance and quality control (Quality Management Plan to be included in the Project Management Plan documentation)
- On-going project management, coordination and communications
- Budget, schedule and action item management
- Project administration, monthly invoicing and progress report
- Preparation of one (1) project one-pager
- Preparation of PowerPoint presentation

AECOM will also develop and maintain a detailed, task-specific project schedule including tasks in the Scope of Work, as well as project-related tasks led by GoTriangle, PM Team, and partners (e.g. deliverable reviews). AECOM will use Microsoft Project format or other format acceptable to GoTriangle to develop the schedule, provide monthly updates, and incorporate comments from GoTriangle into updates for subsequent months.

AECOM will develop monthly progress reports and itemized invoices in a format acceptable to GoTriangle no later than the 20th day of the month following each invoice period. For June invoices (GoTriangle fiscal year close), the June invoice amount will be provided no later than July 15.

Assigned Personnel: Dan Nelson from AECOM will serve as the AECOM Project Manager with primary support from Nathan Spencer along with other AECOM support staff as needed. The Project Team membership will include AECOM staff, GoTriangle Project Manager, and others if appropriate.

Review Personnel: GoTriangle Project Manager will review all Project Management deliverables created by AECOM, with support from other GoTriangle staff as needed throughout the course of the project.

Deliverables: Project Management documents and Project Team meetings as detailed in Appendix A.

3.2. TASK 2 – SETTING THE STAGE

Scheduled Completion: November 2024

Description: AECOM will begin to frame the region's challenges and opportunities by meeting with the Regional Technology Plan Project Management Team, a group representing partners around the region familiar with current technology capabilities and practices. The group will include GoTriangle and members from among the twelve regional partners previously identified.

AECOM will also review and analyze existing regional technology documents, such as previous plans, reports, and studies, to understand their impact on current and future transit technology initiatives. Specific subject areas for this review will include the six priority areas described in Task 5, as well as Microtransit / Demand Response / Paratransit.

Key activities in Task 2 will include the following:

- Kickoff Meeting: Meet with the PM team to gather information on current technologies, practices, and existing pain points.
- Document Review: Collect and review relevant regional technology documents, including strategic plans, technical reports, and previous Technology Plans.
- Recommendations for Continuity: Ensure that the new technology plan builds on past initiatives while avoiding the repetition of previous challenges.
- Opportunity Identification: Based on conversations with PM team, summarize shared challenges. Highlight opportunities for innovation, collaboration, and improvements in technology adoption.

Assigned Personnel: Dan Nelson from AECOM will lead this effort with primary support from Nathan Spencer and support from AECOM project support staff.

Review Personnel: GoTriangle PM will review the Task 2 deliverables created by AECOM, with support from other GoTriangle staff as needed.

Task 2 Deliverables: As listed below:

- Short summary of initial findings from discussion with PM Team, including opportunities for improvement, and areas for future focus to inform the rest of the Technology Plan.
- Technical Memorandum: Comprehensive summary report of past regional technology documents.

3.3. TASK 3 – CREATE AND DISTRIBUTE SURVEY FOR REGIONAL PARTNERS

Scheduled Completion: January 2025

Description: AECOM will develop and administer the survey to gather information from transit agencies in the region regarding their existing transit technologies and plans for future transit technologies. AECOM will send surveys electronically to agencies in the region and review responses. AECOM may send follow-up questions to agencies if deemed necessary for the project. Survey will focus on technologies and systems related to the six priority areas outlined in Task 5. GoTriangle will gather procurement information from the partner municipalities for the review of future joint contract opportunities. AECOM must obtain approval of the survey instrument from PM Team prior to distributing to participating agencies.

GoTriangle staff will follow up with partner agencies on the surveys to facilitate the gathering of needed information within the proposed project schedule. Should more information be needed, AECOM will reach out to the agency in question, but follow up, if information is not supplied, will come from GoTriangle.

Key activities in Task 3 will include the following:

- Survey Design: Develop targeted questions that capture regional partners' insights on technology needs, barriers to implementation, and future priorities.
- Survey Distribution: Ensure broad distribution of the survey to transit agencies, municipal staff, county officials, and other relevant partners.
- Data Collection & Analysis: Collect and analyze survey responses, identifying key themes and trends that will inform future recommendations.

Assigned Personnel: Dan Nelson from AECOM will lead this effort with support from AECOM project support staff.

Review Personnel: GoTriangle Project Manager, with support from other GoTriangle staff as needed.

Task 3 Deliverables: As listed below:
- Draft and final survey instrument
- Survey response summary, including key findings and trends
- List of Key Next Steps (to be signed off on by PM Team before beginning work on Task 5)
- Presentation of survey results to the PM team

3.4. TASK 4 – CONDUCT IN-PERSON INTERVIEWS WITH REGIONAL PARTNERS

Scheduled Completion: March 2025. GoTriangle PM team must sign off on completion of Task 3 before work may begin on Task 4

Description: AECOM will conduct in-person agency review meetings with transit agencies to review and confirm survey inputs gathered, and also to present a summary of what technologies are being considered throughout the region. Input will also be gathered from meeting attendees on regional goals, objectives, and priorities for transit technologies, which can help shape updates and recommendations made within the transit technology plan.

AECOM will meet in person with up to 12 agencies during this task for the purposes of gathering information for the transit technology plan update. Working with AECOM, GoTriangle will schedule dates and times for the in-person interviews with partner agencies. AECOM will also attend one regional group meeting in-person to present information to multiple agencies in advance of making updates to the regional transit technology plan.

Purpose of regional meeting would be to provide a common meeting location for multiple agencies if desired. AECOM to work with GoTriangle to determine meeting logistics of regional group meeting, including date and time of regional group meeting. Upon completion all meetings, AECOM to develop a summary document of all regional meetings.

Key activities in Task 4 will include the following:

- Interview Planning: Technology Plan PM team will identify key stakeholders across transit agencies, municipalities, and other regional partners to participate in interviews.
- Interview Execution: Conduct structured, in-person interviews to gather detailed insights on specific challenges, opportunities, and areas of collaboration.
- Analysis and Synthesis: Compile interview findings into a cohesive report that highlights common themes, unique perspectives, and potential areas for collaboration.

Assigned Personnel: Dan Nelson from AECOM will lead this effort with support from Nathan Spencer and other AECOM project support staff.

Review Personnel: GoTriangle Project Manager, with support from other GoTriangle staff as needed.

Task 4 Deliverables: As listed below:

- Interview plan and list of participants
- Summary report of interview findings, highlighting key insights and recurring challenges
- Presentation of findings to the PM team and stakeholders

3.5. TASK 5 – MEMOS OF SIX PRIORITY AREAS

<u>Scheduled Completion</u>:
- <u>Priority Area Memos 1 – 2</u>: March 7, 2025
- <u>Priority Area Memos 3 – 6</u>: July 31, 2025
- GoTriangle PM team must sign off on completion of Task 4 before work may begin on Task 5.

<u>Description</u>: For each of the six priority areas identified, AECOM will develop detailed, standalone memos that offer a comprehensive analysis and set of recommendations. AECOM will prioritize the completion of Priority Area 1 and 2 memos to allow GoTriangle to plan ahead for budgeting in FY26. Work may overlap, but AECOM will take efforts to complete Priority Areas 1 and 2 as soon as possible so that regional partners can use outcomes in the FY26 budgeting process.

Each memo will follow a structured format as listed below:

1. <u>Initial Findings & Opportunities</u> (informed by activities in Task 2): A summary of current conditions, challenges, and opportunities for each priority area.
2. <u>Survey Responses & Interview Summary</u> (informed by activities in Task 3 and 4): Insights from survey data and interviews specific to the priority area.
3. <u>Case Studies from Comparable Regions</u>: Research successful examples of collaboration and technology adoption from other regions, with a focus on lessons learned and best practices. Focus on regions with multiple overlapping transit operators and transit funders.
4. <u>Recommendations</u>: Specific, actionable recommendations for the region, including suggested solutions and standards, funding models, and implementation strategies.
5. <u>Roadmap & Resiliency Plan</u>: A clear roadmap with phased steps for implementation, along with a resiliency plan that anticipates potential challenges and offers contingency strategies.

Key activities in Task 5 are developing the six Priority Area memos described below:

1. Priority Area One: Passenger Real-Time & Trip Planning
<u>Vision</u>: Riders from across the region can easily navigate transit options, access real-time information, and plan trips. Transferring between transit providers is seamless and easy.

- Conduct a cost-benefit analysis comparing promoting existing tools like Google Maps and agency-specific apps versus paying for a single regional dedicated transit application (such as Transit App) for real-time and trip planning.
  - Include analysis and recommendation: Should trip planning and payments be combined in one app? What options are available, what are the pros and cons? (overlaps with subtask of Priority Area Four)
- Develop clear interoperability standards for operating partners and funding expectations for Wake, Durham, and Orange County Transit Plans. Develop standards for CAD/AVL related hardware, including frequency of GTFS pings.

- Develop budget recommendations for Wake, Durham, and Orange County Transit Plans for real time projects.
- Facilitate a regional decision on whether to move forward with a single Real Time App.

2. Priority Area Two: Transit Service Planning Tools

<u>Vision</u>: Transit service planning staff across the region have access to a suite of high quality, cost effective, and interoperable tools that facilitate the service planning process, including tools for scheduling, run cutting, optimizing run times, optimizing on time performance, implementing service changes, publishing schedules and GTFS, and rider engagement related to transit service planning.

- Conduct a market analysis to inform recommendations. What service planning tools currently exist? What technologies are available. And what are best practices for using these technologies?
- Conduct a cost-benefit analysis comparing using existing disparate systems versus joint procurement of service planning tools.
- Develop clear standards for operating partners and funding expectations for Wake, Durham and Orange County Transit Plans.
- Develop budget recommendations for Wake, Durham, and Orange County Transit Plans for service planning tools.

3. Priority Area Three: Transit Signal Priority

<u>Vision</u>: Transit vehicles are able to benefit from Transit Signal Priority across various jurisdictions in the region, regardless of home agency and the CAD/AVL system installed on the vehicle.

- Create a map and guide to existing TSP infrastructure in the region
  - Contractor will build upon a regional map developed by GoTriangle that identifies traffic signal location and ownership by municipalities in the region that are currently crossed by transit routes.
    - Contractor will specify what technology is used by each entity / signal system within the region
  - Guide should include assessment of capabilities of existing CAD/AVL systems, and interoperability with existing infrastructure
  - Engage with municipal emergency services staff, and transportation staff responsible for signal infrastructure. Document their needs and perspectives.
  - Deliverable should include GIS map with signals by controlling entity across Wake, Durham, and Orange Counties. GoTriangle to provide base GIS map of traffic signal infrastructure for Contractor to build with additional information gathered from municipalities.
- Identify opportunities for interoperability given existing infrastructure and investment.
- Identity barriers to implementation given existing infrastructure and investment.
- Develop clear interoperability standards for operating partners and funding expectations for Wake, Durham, and Orange County Transit Plans.

o   Include standards for new signal technology investments
o   Develop budget recommendations for Wake, Durham, and Orange County Transit Plans for TSP projects.

4. Priority Area Four: Regionally Integrated Payments
Vision: Riders are able to easily manage transit payments for mobility services across the region. Equitable and dignified options exist for unbanked / cash-based riders.

- Outline best practices and barriers to interoperability in payment integration and cash collection systems
- Conduct a market analysis to inform recommendations
  o   Include analysis and recommendation: Should trip planning and payments be combined in one app? What options are available, what are the pros and cons? (overlaps with subtask of Priority Area One).
- What options exist to integrate fixed route fare payments with first mile last mile solutions such as microtransit and TNC?
- What options exist to implement open payments (credit card tap), for fixed route and Bus Rapid Transit boardings.
- How can technological solutions be convenient and equitable for unbanked and cash-based riders?
- Develop clear interoperability standards for operating partners and funding expectations for Wake, Durham, and Orange County Transit Plans.
  o   Develop budget recommendations for Wake, Durham, and Orange County Transit Plans for mobile payments projects.

5. Priority Area Five: Regional GTFS Publishing Standards
Vision: GTFS & GTFS-RT feeds are coordinated across the region, regardless of differences in CAD/AVL systems. Tools ingesting GTFS are easily able to pull and display data from across the region. Stop names and IDs are consistent across all feeds.

- Outline existing practices for GTFS/GTFS-RT publishing in the Triangle area, identifying pain-points where GTFS feeds diverge
- Identify tools that use the region's GTFS feeds, and potential impacts when feeds are not coordinated.
- Establish regional standards for GTFS publishing, including communication protocols for GTFS updates and service changes

6. Priority Area Six: Open Transit Data Portal
Vision: A publicly available data source where government staff, academics, and engaged community members can easily find transit data.

- Outline intended audiences and benefits to these audiences for the open data portal. Audiences should include: other government entities, universities & nonprofits, businesses & entrepreneurs, and the general public.
- Identify what types of data should be prioritized for open data sharing
  o   Develop reporting standards for identified data types

- Develop budget recommendations for Wake, Durham, and Orange County Transit Plans for open data.
- Create a phased roadmap with actionable steps for the development and launch of the open data portal. Phase One should be possible within 1-2 years. Phase Two within 2-3 years. Phase Three within 4-5 years.
  - Implementation plan should include guardrails to avoid cybersecurity risks associated with publishing open data to the internet.

AECOM will format the memo documents in an agreed upon format and layout with Regional PM Team. AECOM will present a first draft of the memos to Regional PM Team for their review and comment. Updates to the plan can be made prior to making the plan available to transit agencies for a larger group review.

Assigned Personnel: Dan Nelson from AECOM will lead this effort with support from multiple AECOM subject matter experts as listed in the table below. An "X" is placed in the row for each Priority Area memo that subject matter experts will assist in developing.

AECOM Staff	Larissa Ozols	Scott Baker	Marcia Gervaise	Krystal Oldread	Mallory Crow	Suraj Sunil	Archie Chen	Sarah Spatzer	Josh Fink
Areas of Experience	Fare Collection / Integration	BRT Fare Integration	Fare Technology Advisor	CAD / AVL Data Integration	Data Integration Specialist	Data Integration Specialist	GTFS Technology Specialist	GTFS Data Scientist	Traffic Signal Specialist
PA1: Passenger Real-Time & Trip Planning				X			X	X	
PA2: Transit Service Planning Tools				X			X	X	
PA3: Transit Signal Priority				X					X
PA4: Regionally Integrated Payments	X	X	X						
PA5: Regional GTFS Publishing Standards							X	X	
PA6: Open Transit Data Portal					X	X			

Review Personnel: GoTriangle Project Manager, with support from other GoTriangle staff as needed.

Task 5 Deliverables: As listed below:

- Six detailed memos, one for each priority area, including peer region examples, recommendations, standards, budget suggestions, and phased implementation roadmaps

3.6. TASK 6 – REVIEW BY REGIONAL PARTNERS

Scheduled Completion: September 2025

Description: AECOM will distribute the six memos from Task 5 to all twelve partner agencies to gather input and feedback on the sections of the plan. Memos may be shared for feedback when they are ready individually or in batches. AECOM will provide a period of between 2 to 4 weeks for review and comment on the plan. AECOM will summarize all comments received from agencies and indicate the changes made to the plan based on agency comments.

Key activities in Task 6 will include the following:

- Facilitation of Review: Conduct workshops or meetings with regional partners to present the draft plan and gather feedback.
- Incorporation of Feedback: Synthesize the feedback received and make revisions to the plan as necessary.
- Final Plan Preparation: Prepare the final version of the Regional Technology Plan, ensuring that it incorporates all relevant input and is aligned with stakeholder expectations.

Assigned Personnel: Dan Nelson from AECOM will lead this effort with support from Nathan Spencer and other AECOM project support staff as needed.

Review Personnel: GoTriangle Project Manager, with support from other GoTriangle staff as needed.

Task 6 Deliverables: As listed below:

- Summary of feedback from regional partners
- Final version of the Regional Technology Plan, with revisions based on partner input
- Presentation of the final plan to the PM team and Regional Technology Partners

3.7. TASK 7 – FINAL PLAN DEVELOPMENT

Scheduled Completion: September 2025

Description: AECOM will finalize regional transit technology plan based on comments received from transit agencies during the review and comment period.

Assigned Personnel: Dan Nelson from AECOM will lead this effort with support from Nathan Spencer and other AECOM project staff as needed.

Review Personnel: GoTriangle Project Manager, with support from other GoTriangle staff as needed.

Task 7 Deliverables: As listed below:

- Final Draft of Regional Transit Technology Integration Plan

4. QUALITY ASSURANCE / QUALITY CONTROL

AECOM offers a proven quality management system (QMS) certified to the internationally renowned ISO 9001:2015 standard, yet sufficiently flexible to address the specific requirements of this project. Quality management is central to AECOM's project management approach, and the project team includes individuals assigned to specific quality roles under our QMS.

The general components of AECOM approach to project quality management, and the parties responsible for them, are depicted below.

Project Management Plan (PMP): Project Manager (Dan Nelson) will prepare a PMP that clearly defines the project goals and objectives; scope of services; staffing assignments; project deliverables; budgets; schedule; QA/QC procedures; and documentation control.

QA/QC Assignments: The specific roles and responsibilities of each member of the QA/QC team will be defined and documented as part of the PMP. The Project Manager will be responsible for scheduling technical reviews of project deliverables; and following-up to ensure that the review comments are addressed prior to document submittal.

Detail Checks and Independent Technical Reviews: Independent reviews will be conducted to verify the reasonableness of the technical approach and results; conformance with appropriate standards; that data, calculations, methods and conclusions are logical; and that the document is well written in terms of report format, grammar, and spelling.

QC Review Requirements: In accordance with our quality protocols, the Project Manager will inform the reviewer of the QC review requirements. The reviewer of a deliverable will be determined by the Project Manager prior to the start of a document review. These requirements include methodology used to prepare the analysis; verification that all calculations have been checked and back-checked by the discipline staff and task managers; editing of the report text and format; and review of design standards and criteria.

Track Changes: The Track Changes feature of Microsoft Word will be used to establish an archive of review comments, indicating who made the comment and the date the comment was made.

Sign-Off: The Project Manager and Lead Verifier will sign-off on each document that it has been reviewed in accordance with the QA/QC Plan described herein. AECOM has identified a Lead Verifier in the Raleigh, NC office (Adam Meyer) that can resolve

differences in findings between the originator of a project deliverable and the reviewer to verify that necessary corrections have been made to project deliverables where needed.

Consistency: The Project Manager will ensure consistency in the report documentation. A standardized project description, with supporting graphics, will be prepared by the Project Manager, then provided to each of the task managers for inclusion in each of the individual reports pertaining to their area of expertise.

Document Control: A centralized file will be established and maintained by the Project Manager and will include incoming and outgoing correspondence; original information and data; relevant reports; analyses; original plans; etc. This centralized file will be developed and maintained in accordance with our quality document control system. Upon completion of the project, these files will be submitted to the client.

Schedule: Document reviews will be scheduled sufficiently in advance of the project milestones in order to allow adequate time to conduct the reviews.

5. PROJECT BUDGET

The following table presents a summary of the total person hours anticipated to be spent by the AECOM team and the total budget allotted for task activities described within this Project Plan.

Task	Description	Total Team Person Hours	Total Team Project Budget
1	Project Management	222	$38,238.36
2	Setting the Stage	136	$16,921.03
3	Create and Distribute Survey for Regional Partners	194	$24,849.75
4	Conduct In-Person Interviews with Regional Partners	198	$30,266.47
5	Memos of Six Priority Areas	738	$107,308.86
6	Review by Regional Partners	82	$12,117.04
7	Final Plan Development	74	$10,004.80
Total Team Person Hours and Budget		**1,644**	**$239,706.31**

6. PROJECT SCHEDULE

Below is a general timeline of planned project activities by month. Refer to more detailed Microsoft Project Schedule for more information on project schedule.

Project Schedule for Regional Transit Technology Plan (Updated 10/08/24)													
		2024			2025								
#	Tasks	O	N	D	J	F	M	A	M	J	J	A	S
1	Project Management	■	■	■	■	■	■	■	■	■	■	■	■
	Project Management Plan	■											
	Bi-Weekly Project Meetings	■	■	■	■	■	■	■	■	■	■	■	■
	Project One-Pager and PPT Summary												■
	Project Deliverable Review Meetings	1	2		3	4		5			6		7
2	Setting the Stage	■	■	■									
	Project Kickoff Meeting	■											
	Review of Past Studies	■	■										
	Short Summary of Initial Findings		■										
	Technical Memo		■										
3	Create and Distribute Survey for Regional Partners		■	■	■								
	Develop draft and final survey instrument		■	■									
	Distribute surveys to respondents			■	■								
	Develop survey response summary				■								
	Develop List of Key Next Steps				■								
	Presentation of survey results to the PM team				■								
4	Conduct In-Person Interviews with Regional Partners				■	■							
	Develop Interview plan and list of participants				■								
	Meet in person with up to 12 agencies				■	■							
	Conduct Regional Group Meeting					■							
	Summary report of interview findings					■							
	Presentation of findings to PM team					■							
5	Memos of Six Priority Areas				■	■	■	■	■	■	■		
	Develop Draft Priority Area 1 and 2 Memos				■	■	■						
	Develop Draft Priority Area 3 through 6 Memos							■	■	■	■		
6	Review by Regional Partners									■	■	■	■
	Facilitation of Review									■	■	■	■
	Summary of feedback from regional partners									■	■		
	Incorporation of Feedback											■	■
	Presentation to PM team and regional partners												■
7	Final Plan Development												■
	Complete Final Drafts of Priority Area Memos												■

7. LIST OF DELIVERABLES

The following table presents a summary of project deliverables to be prepared by the AECOM Team, with estimated dates for planned submittals of the deliverables. Refer to more detailed Microsoft Project Schedule for more information on project schedule.

Task	Deliverables	Planned Submittal
1	Project Management Plan	November 2024
1	Project meetings including agendas, materials and minutes	Ongoing
2	Short summary of initial findings from discussion with PM Team	November 2024
2	Technical Memorandum: Comprehensive summary report of past regional technology documents	November 2024
3	Draft and final survey instrument	Nov. / Dec. 2024
3	Survey response summary, including key findings and trends	January 2025
3	List of Key Next Steps (to be signed off on by PM Team before beginning work on Task 5)	January 2025
3	Presentation of survey results to the PM team	January 2025
4	Interview plan and list of participants	January 2025
4	Summary report of interview findings, highlighting key insights and recurring challenges	February 2025
4	Presentation of findings to the PM team and stakeholders	February 2025
5	Priority Area 1 Memo: Passenger Real-Time & Trip Planning	Mar. 7th 2025
5	Priority Area 2 Memo: Transit Service Planning Tools	Mar. 7th 2025
5	Priority Area 3 Memo: Transit Signal Priority	July 2025
5	Priority Area 4 Memo: Regionally Integrated Payments	July 2025
5	Priority Area 5 Memo: Regional GTFS Publishing Standards	July 2025
5	Priority Area 6 Memo: Open Transit Data Portal	July 2025
6	Summary of feedback from regional partners	September 2025
6	Final version of the Regional Technology Plan, with revisions based on partner input	September 2025
6	Presentation of the final plan to the PM team and Regional Technology Partners	September 2025
7	Final Draft of Regional Transit Technology Integration Plan	September 2025

APPENDIX A – PROJECT TEAM DIRECTORY

Regional Project Team Member	Agency Name	Email Address
Austin Stanion	GoTriangle	astanion@gotriangle.org
Curtis Scarpignato	Durham County	cscarpignato@dconc.gov
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Quentin Martinez	GoDurham / City of Durham	Quentin.Martinez@durhamnc.gov
Melanie Rausch	GoRaleigh / City of Raleigh	Melanie.Rausch@raleighnc.gov
Sylvia Greer	GoRaleigh / City of Raleigh	sylvia.greer@raleighnc.gov
Steven Mott	CAMPO	Steven.Mott@campo-nc.us
Tim Gardiner	Wake County / GoWake	Tim.Gardiner@wake.gov
Nicholas Pittman	Chapel Hill Transit	Npittman@townofchapelhill.org
Matthew Cecil	GoCary	Matthew.Cecil@carync.gov
AECOM PM Team Staff	**Project Role**	**Email Address**
Dan Nelson	AECOM Project Manager	dan.nelson@aecom.com
Nathan Spencer	AECOM Deputy PM	nathan.spencer@aecom.com
Drew Joyner	AECOM PIC	Drew.Joyner@aecom.com
Rama Boyapati	AECOM PM Support	rama.boyapati@aecom.com
Sepehr Yadollahi	AECOM PM Support	sepehr.yadollahi@aecom.com
Harry Sun	AECOM PM Support	Harry.Sun@aecom.com
Ajaykumar Patil	AECOM PM Support	Ajaykumar.Patil@aecom.com
Adam Meyer	AECOM QA / QC	adam.migliore.meyer@aecom.com
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