

## **Task 1. Project Management**

The Bolton & Menk team (“The Consultant Team”) will conduct project management activities, including:

- Set up for and attendance at virtual bi-monthly project management meetings
- Provide monthly invoices to CAMPO

Project kickoff meeting to be held, following issuance of Notice to Proceed (NTP), with the Client, Consultant PMs, and available subconsultants. The intent of this meeting will be to discuss project history, study protocols, approach, considerations, data requirements, schedule, and deliverables.

A detailed Project Work Plan (PWP) will be created at the inception of the project. A milestone schedule will be included in the PWP to highlight specific client objectives, outreach events, and deliverables throughout the life of the project. This resource is intended to be updated throughout the course of the project.

### Deliverables

- Monthly invoices
- Project Work Plan (PWP)

## **Task 2. Land Use Visioning**

### **Task 2.1. Water Resources**

The Consultant Team will collect existing data related to water resources in the study area including information related to water distribution and collection networks and models, current wells, ground water availability, existing water policy in the area, and planned investments in water and sewer capital improvements. The Consultant Team will prepare a memorandum detailing the impact of water resources in the study area on future land uses.

### **Task 2.2. Environmental Resource Prioritization**

The Consultant Team will collect and present information pertaining to environmental resources in the area (including existing land uses, waterways, watersheds, areas of steep slopes, parks, areas of planned conservation, and others as determined by the project management team). The Consultant Team will use this information to develop an environmental prioritization mapping application and ultimately documentation of an environmental protection plan. These findings will later be used to constrain and support the land use vision and scenario assessment.

### **Task 2.3 Water/Sewer Needs Analysis**

The Consultant Team will prepare a planning-level assessment of water and sewer demands required to support prepared future land uses developed in Task 3. The demands will be compared to existing infrastructure locations and capacities. Analysis will compare future land use demands in each basin to overall system and groundwater production capacity. This will serve as a benchmark for future stages of land use analysis.

## Task 2.4 Documentation Support

The Consultant Team will prepare draft materials related to environmental resources, water availability, and utility demands to support the ultimate creation of the Northwest Area Study report document.

### Deliverables

- Water resources memo
- Environmental prioritization mapping application
- Environmental Protection Plan

## Task 3. Land Use Scenario Assessment

### Task 3.1. Review of Existing Conditions and Previous Plans

The Consultant Team will collect land use plans (pdf and GIS files) completed by Granville, Wake, and Franklin Counties, the municipalities in the study area, policy documents, development codes, and land use considerations included in CAMPO plans. Zoning district information will also be collected. These documents will be reviewed to understand priorities and points of consensus and contradiction.

The Consultant Team will obtain the most recent version of the CAMPO CommunityViz model (CV Model) and associated demographic forecasts. The Consultant Team will facilitate seven meetings with local governments to discuss recent plans and development trends and to review maps and most recent SE Data for TAZs in the study area. Input from these meetings will be utilized to update model inputs that could include development status assumptions, committed developments, placetypes, and/or suitability factors.

### Task 3.2. Development of Scenarios

The CAMPO CV Model will be customized for use to support the NWAS. This may entail the creation of a submodel that is focused on the study area, the establishment of planning area summary geography and/or the expansion of the CV model to include the entire study area. A Business As Usual (BAU) or Current Plans (CP) land use scenario will be created based on updates made to the CAMPO CommunityViz Model in order to accurately reflect development trends, approved development, development status changes, and/or local policies or updates to land use suitability factors.

Based on feedback received during multiple engagement opportunities, two additional land use scenarios will be developed that allow the community to evaluate different outcomes from alternative policy directions.

### Task 3.3. Scenario Refinement

Each scenario will be utilized to create custom performance indicators from CommunityViz that may include jobs, housing, walkability metrics, utility impacts and revenue, tax revenue, farmland impacts, urban footprint as well as indicators from the Triangle Regional Model (using new CommunityViz models and either the TRM's E+C Network or MTP network; one run anticipated per land use scenario at this stage) that may include vehicle miles traveled, congestion, mode split,

changes in freight travel times and paths, and/or other outputs. Additional planning-level transportation considerations will be evaluated for the area within the study area that is outside of the TRM area. These considerations will be – to the degree feasible – in line with the inputs for the prioritization tool used in Task 3.4. A story board will be created for each scenario that includes a narrative, precedent imagery or graphics, key assumptions or policies and potential impacts. As appropriate, planning-level recommendations for land use policy and regulatory changes needed to support the ultimate land use vision will be provided and included in the plan’s final documentation.

#### Deliverables

- Plan Review and Data Review
- CV Model Input Maps
  - Development Status
  - Committed Development
  - Land Use Suitability
- Socioeconomic Forecast Maps
  - Base Year
  - Horizon Year
- BAU Scenario Findings
- Alternative Scenario Maps
- Preferred Scenario Map
- Traffic Analysis Zone (TAZ) Data for Alternative Scenarios and the Preferred Scenario

## **Task 4. Multimodal Transportation Recommendations**

### **Task 4.1. Review of Existing Conditions and Previous Plans**

The Consultant Team will review previous regional, municipal, corridor, and subarea transportation plans, as well as other plans with significant transportation components. The Consultant Team will aggregate GIS data pertaining to these recommendations to serve as a basis for future development of recommendations.

### **Task 4.2. Refine and Expand Recommendations**

The Consultant Team will create a new comprehensive package of multi-modal recommendations to serve the study area based on the anticipated demands from the land use vision including specific demands for general vehicular travel, bicycle and pedestrian travel, transit services, freight movements, and other needs identified in the planning process. These will include new roadways, widening of existing roadway, regional bicycle and pedestrian facilities, transit services and facilities, and other pertinent recommendations developed through the planning process. These recommendations will be refined based on feedback from multiple engagement opportunities detailed in Task 5. Final recommendations will be provided in a database following existing CAMPO format. Final recommendations within the TRM area will be incorporated into a final TRM run that will include the preferred CommunityViz land use scenario.

### **Task 4.3. Detailed Corridor Studies**

The Consultant Team will perform a more in-depth analysis of two major corridors in the study area, including detailed review of existing land use, traffic volumes, and environmental features. This will include a review of historic crash data, CAMPO's High Injury Network, TIAs completed in the last five years, and previous planning affecting the two corridors. Recommendations for all modes will be developed through a complete streets lens and will consider other regional transportation planning efforts.

### **Task 4.4. Road Safety Audit**

The Consultant Team will conduct a school-focused Road Safety Audit of one site in the study area. This audit will include a desktop-level review of existing conditions, crash history, traffic volumes, transit services, and pedestrian facilities. The audit will also include a one-day site visit including a presentation to a dedicated steering committee and a walking audit of the roadway network immediately around the school. Findings of the audit will be compiled in a separate document, with any relevant recommendations incorporated into the overall Northwest Area Study.

### **Task 4.5. Concept Designs**

The Consultant Team will create functional designs, including more detailed cost estimates, for up to four recommendations from the plan. These concepts are anticipated to be intersection improvements or other improvements of a similar size and scale.

### **Task 4.6. Recommendation Prioritization**

The Consultant Team will work with CAMPO and other project partners and engagement groups to develop a prioritization system to identify top-priority projects. This tool will be developed so that it can be applied to projects across the study area regardless of location (i.e., inside or outside the TRM area) or mode. The tool is expected to include metrics like existing congestion, forecast congestion, walking/biking/transit use propensity, land use compatibility, and historic or projected crash rates, planning level cost, among others. The tool will be based on CAMPO's Roadway Prioritization Tool as feasible, with considerations for available data (i.e., TRM outputs will not be available for all projects) and project types included in the NWAS. The Consultant Team will provide a technical memo documenting the use of the prioritization tool, including how the TRM and CommunityViz models were used throughout the planning process. At least two TRM runs are expected to be performed – one at the onset of the recommendation process with all considered projects, and another at the end with only those projects recommended by the final study document.

### **Task 4.7. Report Documentation**

The Consultant Team will prepare a comprehensive report document that describes the process used to identify land use vision and transportation recommendations, details the selected land use vision and transportation projects, and recommended implementation process. This document will incorporate multiple memorandums and reports previously developed. The document will be focused on accessibility to a broad selection of potential readers, emphasizing plain language and graphics and will include an Executive Summary. The Consultant Team will perform edits to the document as needed based on CAMPO, project partners, and community input.

## Deliverables

- Project list (in CAMPO format, including associated GIS information and TRM inputs)
- Project prioritization tool
- Project prioritization scores and list
- Policy/regulatory recommendations
- Road safety audit report
- Concept designs (4)
- Draft and final report documents

## **Task 5. Engagement**

Additional information about the intent of specific meetings and engagement events can be found in the attached draft public engagement plan. This attachment is not meant to be an explicit commitment to specific meeting agendas or timing, but one idea of how the meetings included in this scope could be used.

### **Task 5.1. Project Branding**

The Consultant Team will develop project branding for the study, including - as appropriate – a public-facing name for the study, logo/wordmark, and associated fonts, colors, and other formatting elements to be used in engagement materials, project website, study documentation, and other external communications.

### **Task 5.2. Core Technical Team Meetings**

The Consultant Team will coordinate, prepare for, and lead eight meetings with a Core Technical Team of staff from various jurisdictions within the study area. It is anticipated that half or more of these meetings will be held in person. The Consultant Team will summarize feedback received and present to CAMPO and project partners.

### **Task 5.3. Stakeholder Committee Meetings**

The Consultant Team will coordinate, prepare for, and lead four meetings with a Stakeholder Committee or various small groups of stakeholders who represent business, community, or other interests in the study area. These meetings will be conversational in nature and/or based on materials similar to those used for the Core Technical Team. The Consultant Team will summarize feedback received and present to CAMPO and project partners.

### **Task 5.4. Elected Official Committee Meetings**

The Consultant Team will coordinate, prepare for, and lead three meetings with an Elected Officials Committee composed of representatives from the affected jurisdictions within the study area. The Consultant Team will summarize feedback received and present to CAMPO and project partners.

### **Task 5.5. Public Visioning Process**

The Consultant Team will prepare physical and electronic materials to be used to better understand the land use and transportation priorities of the community across the study area during the first

half of the planning process. These materials will be designed to be used in smaller encounters similar to intercept interviews or pop-up events and/or to be done virtually in an asynchronous fashion. All materials will be provided in both English and Spanish. The Consultant Team will create materials such that local staff can support these encounters. The Consultant Team will staff up to four in-person encounters with at least one staff member. The Consultant Team will summarize feedback received and present to CAMPO and project partners.

### **Task 5.6. Public Open House**

The Consultant Team will coordinate, prepare for, staff, and lead a public open house to present the proposed land use vision and draft transportation recommendations and solicit feedback. Similar virtual opportunities to provide the same input will also be prepared, and Spanish-language materials will be prepared as well. The Consultant Team will summarize feedback received and present to CAMPO and project partners.

### **Task 5.7. Online Project Website**

Consultant to develop project website with the branding developed for the study. The Consultant team should update website content to reflect study progress, as appropriate. Website content should be reviewed by the Client for approval of content and branding. The website should serve as a single repository for engagement, project documentation, and project progress.

#### Deliverables

- Public Engagement Plan
- Preparation of materials for (8) CTT meetings – agenda, handouts, meeting minutes
- Preparation of materials for (4) Stakeholder Committee meetings – agenda, handouts, meeting minutes
- Preparation of materials for (3) Elected Official Committee meetings – agenda, handouts, meeting minutes
- Materials for engagement public engagement phases
- Two Surveys to support public engagement
- Online project website
- Public Input and Stakeholder Outreach Report

### **Task 5.8. Presentations and Adoption Efforts**

Consultant to present the final study recommendations to CAMPOs Technical Coordinating Committee (TCC) and the Executive Board (EB) for consideration for endorsement. The Consultant will develop presentation materials suitable for use for presentations to local jurisdictions. These presentation materials may be used by CAMPO or other members of the CTT to present final recommendations to their respective Boards.

## **Compensation**

The project will be paid on an hourly basis, with a total value not to exceed \$289,919.44. Any additional services performed beyond the scope listed here can be provided at the Consultant Team's hourly rates, subject to a formal contract addendum.

## Assumptions and Exclusions

The scope and fee provided herein are available provided the following:

- Client and project partners will identify appropriate members of the Core Technical Team, Stakeholder Committee, and Elected Officials Committee, and will make initial invitations to those individuals.
- Client and project partners will provide meeting space for all in-person meetings held as part of this contract at no cost to the Consultant Team.
- Client will provide the appropriate version of the Triangle Regional Model to the Consultant Team. The Consultant Team will modify network inputs and socioeconomic data relevant to the tasks in this scope but will not expand the footprint of the model or change TAZ geometry.
- In addition to developing electronic materials, the Consultant Team will prepare physical components for all engagement activities, including boards, plots, handouts, pens, and other assorted materials. These will be provided at no additional cost to Client.
- To the degree feasible, efforts will be made to schedule in-person meetings on the same days or on consecutive days to minimize the need for travel.
- All documents prepared by the Consultant Team will be provided to CAMPO in reproducible, digital formats, including GIS products, modeling, reports, memorandums, and other deliverables.
- Any cloud-hosted applications prepared by the Consultant team through ArcGIS Online will be transferred to CAMPO.
- All memos and reports are expected to be provided to CAMPO for one round of comments, with edits to be made by the Consultant Team. Additional rounds of edits may require additional fees.
- The Consultant Team expects that these scope activities will include modifications to CAMPO's existing CommunityViz and TRM scenarios. Inclusion and exclusions related to these efforts follow:
  - Include expanding the footprint of the CommunityViz model to include the entire study area (will necessitate expanding into parts of Granville County not currently covered)
  - Exclude expanding the footprint of the TRM network
  - Exclude changing TAZ geometry
- Exclude changing county-based control totals (ie, moving projected growth between counties)

## Draft Public Engagement Framework

Below is a preliminary outline of topics that could be discussed at each meeting with each committee or the public. This draft framework is included to help illustrate how each group will be engaged with and which topics they will discuss at which stages of the overall process. This framework will serve as the basis for a Public Engagement Plan that will be developed and will be a living document that will evolve with the needs of the project throughout the project's life.

The Public Engagement Plan (PEP) will outline schedules for each engagement event, including production time, anticipated dates for the events, and time to process/summarize feedback received. This PEP will align with CAMPO's broader Public Participation Plan and will identify specific audiences and techniques for each engagement opportunity, including strategies to promote involvement of underrepresented populations during public engagement opportunities.

### Core Technical Team Meeting #1

- Overview of planning process, schedule, and expectations of CTT.
- Discuss previous planning (land use, utility, and transportation) to understand what can be used as-is and what needs to be reconsidered.
- Discussion of overall planning goals (ie, relative importance of sustainability vs. economic growth vs. being realistic to constraints, etc.)

### Core Technical Team Meeting #2 & Stakeholder Committee Meeting #1 & Elected Officials Committee Meeting #1

*These three meetings would have similar agendas, though specific materials would be tailored to the specific group being met with.*

- *Stakeholders and Elected Officials only:* overview of planning process, schedule, and expectations of committee.
- Preliminary findings of environmental assessment, review of previous planning and how these are adopted into early land use visions/scenarios.
- First draft of potential land use visions for future presentation to the public and evaluation.
- First draft of metrics to be used to evaluate different land use scenarios.
- Planned materials/outline for Public Visioning Process.

### Public Visioning Process

- Materials will be developed with the intent of gaining insight into the community's priorities and preferences regarding both land use and transportation policies and investments.
- Intended to be used at a number of "pop-up" or "intercept" style events over four weeks.
- Virtual activities will also be developed with similar activities.



## **Core Technical Team Meeting #3 & Stakeholder Committee Meeting #2**

*These two meetings would have similar agendas, though specific materials would be tailored to the specific group being met with.*

- Review of feedback from public engagement opportunities.
- Discussion of land use scenarios to take to full assessment.
- Discussion with intent of reaching consensus on scenario metrics to use in full assessment, which may include modifications from what was presented to public.

## **Core Technical Team Meeting #4**

- Discussion of initial land use scenario assessment results and suggestions of refinements to both scenarios themselves and to evaluation criteria.
- Initial discussion of transportation vision and priorities, including review of previous transportation planning, engagement results, and how it may or may not fit in with new land use vision/scenarios.
- Selection of corridors for dedicated corridor study.

## **Core Technical Team Meeting #5**

- Discussion of refined land use scenarios and how they will be presented to the public.
- Discussion of initial transportation vision (likely a series of goals/priorities rather than projects) and how it will be reflected to the public.
- Presentation of initial corridor study findings, focused on existing conditions

## **Core Technical Team Meeting #6 & Stakeholder Committee Meeting #3 & Elected Official Committee Meeting #2**

*These three meetings would have similar agendas, though specific materials would be tailored to the specific group being met with.*

- *Stakeholders and Elected Officials only:* Presentation of activities completed since previous meetings.
- Presentation of initial transportation network recommendations and review, soliciting changes needed before presented to the public.
- Presentation of corridor study findings, focusing on recommendations
- Presentation of initial prioritization approach and review, soliciting changes needed before presented to the public.

## **Public Open House**

- Overview of previous planning process, including the established land use vision
- Presentation of draft transportation network and prioritization approach, with opportunities for input

## **Core Technical Team Meeting #7**

- Review of public engagement results and revisions to both transportation projects and prioritization.
- Discussion of proposed transportation recommendations.

## **Core Technical Team Meeting #8 & Stakeholder Committee Meeting #4 & Elected Official Committee Meeting #3**

*These three meetings would have similar agendas, though specific materials would be tailored to the specific group being met with.*

- Overview of final recommendations, planning document(s) and timeline for review by each committee.

*Note: depending on size of committees and working relationships, this may be accomplished as a single, large virtual presentation (or asynchronous presentation) versus separate meetings for each committee.*