

Capital Area Metropolitan Planning Organization 2022-2027 Strategic Plan



NC Capital Area Metropolitan Planning Organization

March 2022

PRESENTED AND PREPARED BY:



Table of Contents



3 Strategic Plan-At-A-Glance



5 Creating the Strategic Plan



7 CAMPO's Strategic Plan



14 Appendix Item One: Sample Tactical Items



22 Appendix Item Two: CAMPO'S Leadership Members

Strategic Plan At-A-Glance

Vision

The Capital Area Metropolitan Planning Organization (CAMPO) will move towards a seamless integration of transportation services that offer a range of travel choices and are compatible with the character and development of our communities, sensitive to the environment, improve quality of life, and are safe and accessible for all.

Purpose

CAMPO's purpose is to fulfill our core functions:

1. Provide a fair and impartial setting for decision making
2. Involve the public in decision making
3. Maintain the regional Metropolitan Transportation Plan (MTP)
4. Maintain the regional Transportation Improvement Program (TIP)

Guiding Principles

CAMPO has established eight guiding principles that reflect the beliefs of CAMPO employees, leadership, and stakeholders. These principles will help guide actions, goals, strategies, and decision-making. The guiding principles represent the essence of how CAMPO goes about framing and completing our work and will tie all invested parties and individuals to a common ideal. In no particular order, the eight principles include:

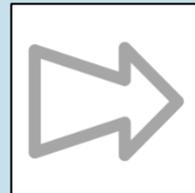
- Technology and Innovation
- Forward Thinking
- Regionally Focused
- Safety
- Holistic View of Transportation
- Integrated Transportation Champion
- Equity
- Strong Education and Outreach

Strategic Focus Areas and Goal Statements

In 2014, CAMPO identified five strategies to help create an environment where regional transportation needs are prioritized and understood to help CAMPO achieve its vision:

1. Public engagement and education
2. Partnering with others
3. Educating elected officials
4. Policy leadership
5. Operational Excellence for CAMPO

In this update of the strategic plan, the CAMPO board, staff, and stakeholders recognized that the previously identified strategies are still relevant and continue to frame CAMPO’s work. However, across all five strategies, there will be a shift in attention to emphasize the following focus areas:

Focus Areas and Goal Statements	
	<p>Increased Land Use and Transportation Coordination</p> <p><i>CAMPO will strive to connect land use decisions to realistic transportation options beyond only roadways.</i></p>
	<p>Increased Focus on Diversity, Equity, and Inclusion</p> <p><i>CAMPO will work to improve both its internal and external focus on diversity, equity, and inclusion to ensure the development of an equitable transportation system.</i></p>
	<p>Enhanced Bike-Ped Coordination</p> <p><i>CAMPO will create programs, policies, and initiatives that will increase the coordination of bike-ped infrastructure in the region.</i></p>
	<p>Active Role as Transit Champion and Coordinator Regionally and Locally</p> <p><i>CAMPO will continue to be a leading voice in supporting regionally and locally developed transit systems by being an active champion.</i></p>
	<p>Prepared for the Future</p> <p><i>CAMPO will work to prepare the organization, existing members, and new jurisdictions for a potential expansion of CAMPO’s service boundaries.</i></p>

Creating the Strategic Plan

The CAMPO Leadership and staff jointly developed the strategic plan from May 2021—March 2022, with guidance from the Executive Board and Technical Coordinating Committee (TCC). The following timeline depicts the strategic planning process:

- **May 2021:** Staff Kick-Off Sessions
- **June-July 2021:** Member Engagement, Phase One (current members)
- **July-August 2021:** Workgroup Kick-Off Session
- **September 2021:** Executive Board Strategic Plan Retreat
- **October 2021:** Technical Coordinating Committee Strategic Plan Retreat
- **November 2021:** Strategic Planning Retreat with Staff Leadership
- **January 2022:** CAMPO Staff Strategic Retreat
- **January 2022-February 2022:** Draft the Strategic Plan
- **February 2022-March 2022:** Finalize and Adopt the Strategic Plan

Why Think Strategically?

The CAMPO Strategic Plan is the organization’s overall guiding framework for activities and operations moving forward. Strategic planning provides clarity, direction, and focus, with a forward-looking emphasis. This plan clearly communicates the message of *“who we are and what we want our region’s transportation network to be in the future.”* The strategic plan identifies organizational priorities and subsequent tactical actions to successfully meet these goals.

The purpose of the Strategic Plan is to:

1. Set the focus for the organization (establish priorities)
2. Define the organization’s actions and investments; and
3. Direct the achievement of short-term and long-term goals

The Strategic Plan will be used to:

1. Focus the organization’s efforts and resources
2. Set priorities for annual governance group review and staff work plans
3. Evaluate progress toward achieving its vision
4. Assess or adjust the organization’s direction in response to our changing environment and potential growth of the jurisdictional boundaries
5. Serve as a decision-making filter for the consideration of organizational, and regional, priorities

To develop this plan, CAMPO leadership consulted employees, elected officials, Board leadership, and members for guidance into the future direction of CAMPO. Robust input was received from a myriad of stakeholders. Feedback was received through multiple avenues, including retreats with CAMPO leadership (internal and governance groups). The current plan reflects the cumulative ambitions and expectations of all stakeholders.

The resulting CAMPO Strategic Plan outlines five primary focus areas. These areas represent the foundational elements that all stakeholders identified as crucial for our community’s successful

development. Each focus area was further defined to include primary priorities. These priorities are activities to ensure successful achievement of the broader focus areas.

Implementation

The CAMPO Executive Board, staff, and member agencies will endeavor to successfully implement the CAMPO Strategic Plan. The plan will be used to guide its decision-making to ensure alignment with the priorities laid out in the plan and the MPO will work in conjunction with the staff and appointed and elected leadership to achieve results envisioned by the Executive Board and member jurisdictions. The success of the strategic plan requires the collaboration and support of the entire region. The Executive Director will incorporate some of the sample tactical actions outlined in Appendix One into the development of CAMPO's annual work program. This workplan will guide the implementation of The CAMPO Strategic Plan and will be flexible and periodically reviewed and updated to reflect any changes in priorities or accomplishments. Each year CAMPO, through the adopted UPWP, will determine what goals it seeks to focus on.

Handling Emerging Issues

As the strategic plan is intended to be a living document, CAMPO will be prepared to adhere to established priorities and plans while being prepared for emerging issues at the same time. The staff and Board will add new priorities to the plan and adjust timelines of existing work to accommodate the additional workload. The Board and staff will apply the following strategy filters to reevaluate priorities that should be considered outside of the strategic plan and/or annual workplan process. While it is unlikely that any issue will meet **all** the criteria, the strategy filters will help Board and staff evaluate emerging opportunities. The filters include:

1. Alignment with Strategic Plan (or other adopted plans)
2. Cost / Available Funding
3. Opportunity; Urgency / Timing
4. Level of Community Support or Demand
5. Return on Investment
6. Capitalizing on Strengths and Addressing our Weaknesses

CAMPO's Strategic Plan

Vision, Purpose, and Guiding Principles

In 2014, CAMPO identified five strategies to help create an environment where regional transportation needs are prioritized and understood to help CAMPO achieve its vision:

1. Public engagement and education
2. Partnering with others
3. Educating elected officials
4. Policy leadership
5. Operational Excellence for CAMPO

In this update of the strategic plan, the CAMPO board, staff, and stakeholders recognize that the previously identified strategies are still relevant and will continue to frame CAMPO's work. However, across all five strategies, there will be a shift in attention to emphasize the following focus areas:

1. Increased Land Use and Transportation Coordination
2. Enhanced Bike-Ped
3. Increased Focus on Diversity, Equity, and Inclusion (DEI)
4. Active Role as Transit Champion and Coordinator Regionally and Locally
5. Prepared for the Future

All of these efforts will continue allowing CAMPO to function in a highly effective manner and help garner support for our vision of our region's transportation system.

Vision:

The region has a common vision of what it wants its transportation system to be:

A seamless integration of transportation services that offer a range of travel choices and are compatible with the character and development of our communities, sensitive to the environment, improve quality of life and are safe and accessible for all.

Purpose:

The Capital Area Metropolitan Planning Organization (CAMPO) is the coordinating agency between local governments, the North Carolina Department of Transportation (NCDOT), and the Federal Highway Administration (FHWA). CAMPO carries out an annual work program approved by the Executive Board.

CAMPO has four core functions:

1. Provide a fair and impartial setting for decision making
2. Involve the public in decision making
3. Maintain the regional Metropolitan Transportation Plan (MTP)
4. Maintain the regional Transportation Improvement Program (TIP)

Additional functions include:

- Maintain Travel Demand Model
- Maintain Unified Planning Work Program (UPWP)
- Conduct Area, Special, and Hotspot Studies
- Conduct Locally Administered Projects Program (LAPP)
- Administer Wake Transit Lead Agency Responsibilities
- Serve as Robust regional and statewide partner coordination
- Support local program/project
- Provide Training for the Executive Board and Technical Coordinating Committee (TCC)
- Convene Mobility Coordination Committee
- Administer Safe Routes to School program
- Conduct Travel surveys
- Support State Transportation Improvement Program (STIP)

Guiding Principles:

CAMPO has established eight guiding principles that reflect the beliefs of CAMPO employees, leadership, and stakeholders. These principles will help guide actions, goals, strategies, and decision-making. The guiding principles represent the essence of how CAMPO goes about framing and completing our work and will tie all invested parties and individuals to a common ideal. In no particular order, the eight principles include:

Technology and Innovation

- CAMPO strives to be a flexible, fast, adaptable, and smart organization in technology and innovation. The organization will seek to monitor and connect with new or emerging trends, technology, and systems of traffic and transit.

Forward Thinking

- CAMPO desires to be a forward-thinking organization that values ideals such as revolutionary approaches, collaboration and innovation. The organization will seek to think not only how to solve today's problems, but tomorrow's issues by moving beyond traditional rules and limits and focus on outcomes over processes.

Regionally Focused

- CAMPO will bring together a regional focus to its work by balancing the varying infrastructure needs among the diverse communities within the MPO, address the extended regional concerns, and ensure that the organization continues to work with other MPOs.

Safety

- CAMPO understands and centers safety as a key aspect of the work of building out a regional transportation system. The organization will value the concerns and worries of citizens when it comes to the forms of transportations that CAMPO works on.

Holistic View of Transportation

- CAMPO seeks to ensure a holistic view of transportation infrastructure that promotes several values that the organization believes are key in building out a better regional transportation. These important values include exploring new policies for road capacity, updated and appropriate land use policies/plans, creating cultures of connectedness, and an understanding of how cost of living and affordability affect commuting patterns in the region.

Integrated Transportation Champion

- CAMPO values its role as an integrated transportation champion and the opportunities that CAMPO must focus on, such as a whole picture mobility approach, connectors and intersections, policies around difficult topics like road widenings, and exploring possibilities to accelerate projects like commuter rail.

Equity

- CAMPO strives to be an organization that encourages equity throughout its internal and external processes. CAMPO will work to being an organization that takes intentional, deliberate, and carefully considered actions to implement projects that considers underserved, marginalized, or historically affected groups and ensures the project does not adversely any population.

Strong Education and Outreach

- CAMPO understands that to achieve its goals there needs to be strong education and outreach in the communities in which CAMPO operates to promote the projects, initiatives, and ideas to better assist all persons who participate in the MPO transportation system.

Strategic Focus Areas and Goal Statements

The strategic plan includes five strategic focus areas:

- Increased Land Use and Transportation Coordination
- Enhanced Bike-Ped
- Increased Focus on Diversity, Equity, and Inclusion (DEI)
- Active Role as Transit Champion and Coordinator Regionally and Locally
- Prepared for the Future

Appendix One includes sample tactics CAMPO may pursue to achieve the focus area goals. Each priority has specific tactics associated with it, varying in duration to complete. The time frames include 1-2 years and 3-5 years.

Increased Land Use and Transportation Coordination



CAMPO will strive to better connect land use decisions to realistic transportation options beyond roadways. Transportation systems have long focused on roads and automobile mobility. Land use decisions that impact where people live, work, and recreate in turn impact how people get around. CAMPO will increase our emphasis on connecting people into the broader intermodal transportation network and encouraging a variety of ways to get to the places people want to go. CAMPO will work to educate elected officials, the public, and stakeholders about the impacts of land use decisions on all modes of transportation.

Priorities

1. Broaden Engagement

- Develop best practices to tie land use and transportation together and promote engagement by all those impacted by land use decisions
- Increase coordination with and participation in economic development and land use stakeholder groups
- Seek to provide visualization and mapping tools to demonstrate the impact of land use decisions on transportation systems

2. Strengthen Education Regarding Land Use

- Offer trainings on best practices in land use, smart economic development, and how CAMPO can assist members
- Develop easy to understand information regarding land use, transportation patterns, and equity
- Identify opportunities to illustrate the impact of land use decisions on transportation goals

3. Develop Policies and Practices to Strengthen Transportation and Land Use Planning

- Develop a library of recommended policies for local governments to use to strengthen land use and transportation coordination
- Coordinate with local governments, agencies, and other MPOs to ensure mobility is considered in economic development and land use decisions
- Identify and advocate for policies or legislation that will benefit mobility

Increased Focus on Diversity, Equity, and Inclusion



CAMPO will work to improve both its internal and external focus on diversity, equity, and inclusion to ensure the development of an equitable transportation system. Decisions on how to build transportation infrastructure have historically had deteriorating effects on disadvantaged populations. Through intentional efforts of education and training, relationship building, and internal procedure improvements we will help our region create fair and just transportation options and decisions for everyone.

Priorities

1. Strengthen Internal Staff and Member Training Opportunities

- Invest in the training and education of staff, Board members, local entity members, and external stakeholders. Training and education will ensure that individuals making decisions for the region understand the implications of certain choices
- Strive to center the historical impact transportation decisions had on people's lives.
- Seek to educate local communities on how transportation decisions are made and how to become involved in that decision making process

2. Improve CAMPO's Storytelling Ability and Relationship Building

- Strive to improve their ability to communicate and connect with stakeholder communities to create consensus on best practices and policies

- Proactively engage with impacted communities and invested stakeholders to build valuable relationships that can be used to inform and create support around regional transportation decisions

3. Develop Operational Procedures and Metrics That Improve the Ability to Meet DEI Goals

- Develop procedures, policies, and metrics that gauge our commitment to meeting DEI goals and help us improve the process of meeting them. This includes:
 - Conduct short and long-term studies and scans to first create a baseline of DEI performance
 - Measure how quickly and consistently CAMPO (or members) are adhering to prior established goals
 - Establish programs and relationships that provide accountability to the DEI goals

Enhanced Bike-Ped Coordination



CAMPO will create programs, policies, and initiatives that will increase the coordination of bike-ped infrastructure in the region. Bicycle and pedestrian modes of transportation are essential and integral parts of the greater transportation network. CAMPO will help improve the current bike-ped system through coordination with local and regional governments and stakeholders.

Priorities

1. Weave in More Opportunities for Stakeholder Engagement and Feedback

- Create more opportunities for various stakeholders to become involved in the bike-ped infrastructure development process and provide feedback on how decisions will impact them. This includes:
- Re-establish a bike-ped coordination stakeholder group and devote staff resources to coordinate
- Actively seek to bring in new stakeholders, such as members of local school systems, into the engagement process

2. Improve Data Processes

- Improve the process by which we manage, collect, and store data around and about bike-ped. The key method we will seek to do this will be establishment of accepted standards around measurement and formatting
- Establish annual cycle of data submission

3. Analysis of Soft and Hard Infrastructure to Improve the Regional System

- Create processes that will measure the current soft and hard infrastructure systems surrounding bike-ped to create baselines
- Identify current shortfalls in the existing infrastructure

Active Role as Transit Champion and Coordinator Regionally and Locally

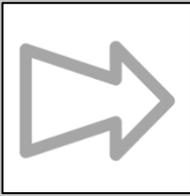


CAMPO will continue to be a leading voice in supporting regionally and locally developed transit systems by being an active champion. We understand that having a robust and integrated transit system is crucial to a transportation network that prioritizes the movement of people, instead of the movement of vehicles. Strong transit programs can help create equity in the system and strengthen the other systems within the larger network. CAMPO will continue to be a transit champion through its leadership as a Wake Transit Lead Agency, by fostering relationships that lead to project implementation, and maintaining reliability and accountability in regional transit planning activities and projects.

Priorities

- 1. Establish Policies and Programs that Set the Stage for Long-Term Stability of Regional Transit**
 - Create policies and programs that create long-term stability for regional transit systems
 - Work with member organizations in the region to build plans and long-term visions for how the region will grow a robust and interconnected transit system
- 2. Strengthen CAMPO's Presence in the Regional Transit Landscape**
 - Strengthen our presence in the development of the regional transit system by proactively becoming involved in conversations and leadership roles. This includes creating more feedback gathering opportunities for stakeholders and key decision makers
 - Serve as leaders in the development of regional transit planning and vision documents
 - Continue to build relationships with federal and state partner organizations to generate support for a stronger regional network
- 3. Holistic Improvement of Internal Operations**
 - Improve the internal operations of the organization across the board to ensure that we support the development of a regional transit system efficiently and effectively. This means improving the tracking, measuring, and communicate of performance metrics
 - Improve internal systems to ensure staff are operating efficiently

Prepared for the Future



CAMPO will need to be both adaptable and innovative over the coming years to best serve its constituents. While we cannot fully predict the future, we will keep a pulse on our rapidly changing region and position ourselves to best serve our constituents. We will constantly explore new ideas, evaluate emerging policies, and actively strengthen and expand our services. CAMPO pursues operational excellence, both in our internal operations and in serving our stakeholders.

Priorities

1. Secure Formal Long-Term Relationship with Lead Planning Agency

- Work with the chosen Lead Planning Agency (LPA) to create a formal agreement of operations to standardize procedures and policies. This will create a more standard way of operating, helping both employees and the LPA understand how to successfully perform their responsibilities

2. Improve our Organizational Structure and Capacity

- Study and implement best practices for MPOs to explore optimal staffing levels, organizational structure, collaborative opportunities, and governance models.

Appendix Item One

Sample Tactical Actions for Each Focus Area

During the strategic planning process, the Board and staff brainstormed the types of tactical actions they would like to pursue to help achieve CAMPO’s vision. A number of factors—ranging from funding and staff time to commitment from other community partners and member organizations—will impact the timing of the implementation of these tactics. The ideas are shared here as sample actions to consider and are not intended to be a listing of definitive action items that will be taken.

The five tables below are organized by the newly established strategic focus areas. Within each table, sample tactics have been identified to support the strategic focus areas, as well as the estimated time frame in which they may be accomplished. Because the five strategies identified in the 2014 strategic plan will continue to frame CAMPO’s work, we have also noted how the sample tactics align with those strategies.

Increased Focus on Land Use and Transportation Coordination

Increased Focus on Land Use and Transportation Coordination							
Sample Tactics		Time Frame	Public Engagement	Partnering With Others	Educating Elected Officials	Policy Leadership	Operational Excellence
1. Broaden Engagement in Land Use Decisions							
Engage all those impacted by land use decisions, not just those within jurisdictional boundaries.		1-2 Years					
Provide mapping products that show impact of transportation to land use.		1-2 Years					
Identify which areas and corridors to focus on (such as Swift Creek).		1-2 Years					
Continue land use messaging as critical component of healthy mixed transportation network.		1-2 Years					
Make efforts to increase CAMPO’s participation in local land use stakeholder groups (Comprehensive plans, etc.).		1-2 Years					
Create additional stakeholder groups along important transportation corridors (e.g., Similar to US 1 Council of Planning).		3-5 Years					

Develop stronger coordination with economic development entities about upcoming local and regional projects.	3-5 Years					
2. Strengthen Education Regarding Land Use						
Include “how” and “why” early CAMPO involvement is important in land use planning into Metropolitan Planning Organization (MPO) 101 trainings.	1-2 Years					
Conduct Lunch and Learn workshops covering best practices such as smart economic development.	1-2 Years					
Better illustrate what Vehicle Miles Travelled (VMT) reduction in 2050 looks like and move towards realistic options.	1-2 Years					
Develop easy to understand informational documents regarding land-use, transportation patterns, and equity.	1-2 Years					
Identify and share real-world regional case studies, such as positive and negative examples of land use planning.	1-2 Years					
3. Develop Policies and Practices to Strengthen Transportation and Land Use Planning						
Explore incentives/rewards for “good” land use development policies in Locally Administered Projects Programs (LAPP).	1-2 Years					
Develop policy guidebook to serve as regional resource for local governments and offer a library of recommended language/policies regarding land use.	1-2 Years					
Coordinate with other Metropolitan Planning Organizations (MPOs) to play a stronger role in economic development activity and goals to ensure mobility is considered.	1-2 Years					
Explore policy requiring any development within a specified radius of impact needs additional approvals by regional entities (see Florida & Georgia)	3-5 Years					
Advocate for statewide land use planning legislation with “teeth”	3-5 Years					
Explore requiring Traffic Impact Assessment (TIA) beyond Level of Service (LOS).	3-5 Years					
Develop additional forecasting tools to support informed, coordinated decision making.	3-5 Years					

Increased Focus on Diversity, Equity, and Inclusion

Increased Focus on Diversity, Equity, and Inclusion							
Sample Tactics		Time Frame	Public Engagement	Partnering With Others	Educating Elected Officials	Policy Leadership	Operational Excellence
1. Strengthen internal staff and member trainings							
Provide staff training for digital accessibility related to external communications and public facing materials.		1-2 Years					
Establish a baseline training program for member entities that provides understanding of how transportation decisions relate to diversity, equity, and inclusion.		1-2 Years					
Construct a toolkit for DEI stakeholders that demonstrates how to increase engagement, become involved in decision making, and foundational information, including key contacts & roles. Include in trainings on CAMPO 101; Wake Transit 101 for community groups.		1-2 Years					
Create training for local communities and stakeholders that educates on transportation decision making in their region.		1-2 Years					
Provide ongoing updates to the Board to keep actions related to DEI current and integrated into all of our work; and not as part of a separate training event.		1-2 Years					
Hold Executive Board workshop to gather input on resources/actions. Then determine set of outcomes based on outputs and actions on how to accomplish those outcomes.		1-2 Years					
Develop staff training that focuses on historical contexts, increased sensitivity, and DEI orientation. Provide outside trainings that give opportunities for Continuing Education credits towards Professional Certifications/ Memberships.		1-2 Years					
2. Improve CAMPO's storytelling ability and relationship building							
Utilize local member meetings to conduct project outreach. If not possible use other pre-determined methods.		1-2 Years					
Strengthen relationships with the North Carolina Department of Transportation (NCDOT) Civil		1-2 Years					

Rights office, Title VI office, and the Federal Highway Administration (FHWA) DEI program.						
Offer brown bag/speaker series on DEI (Review SCAG & TJCOG offerings).	1-2 Years					
Conduct peer exchanges with the Charlotte Regional Transportation Planning Organization (CRTPO) or other Metropolitan Planning Organizations (MPOs) that are engaged in DEI work.	1-2 Years					
Focus on storytelling centered around CAMPO's incorporation of DEI principles into its projects, processes, and work, and develop narratives about how we are including DEI in our current processes, projects, etc.	1-2 Years					
3. Develop operational procedures and metrics that improve the ability to meet DEI goals.						
Establish metrics for tracking DEI outreach efforts and develop measures and targets.	1-2 Years					
Conduct a Regional Scan to convene local DEI officials to ask what they see as gaps in region.	1-2 Years					
Determine what resources and actions are most valuable and/or useful for elected officials.	1-2 Years					
Conduct an inventory/scan of requirements and develop a reference list as a toolkit.	1-2 Years					
Identify improvements or deficiencies in region.	1-2 Years					
Research best practices in the region and among other Metropolitan Planning Organizations (MPOs).	1-2 Years					
Conduct organizational analysis to determine where changes can be made to align organization with a more centered DEI approach. Identify short, mid, long-term recommendations in <ul style="list-style-type: none"> • Prioritization and scoring of projects; • Contracting of projects; • MPO programs • Land use- transportation connection 	1-2 Years					
Implement the actionable work that was decided upon in the organizational analysis	3-5 Years					
Coordinate performance measures with Durham Chapel Hill Carrboro Metropolitan Planning Organization (DCHC).	3-5 Years					
Create Regional Title VI Plan with benchmarks that fold in transit.	3-5 Years					
Implement changes identified in the study in programs (i.e. prioritizing scoring)	3-5 Years					

Enhanced Bike-Ped Coordination

Enhanced Bike-Ped Coordination							
Sample Tactics		Time Frame	Public Engagement	Partnering With Others	Educating Elected Officials	Policy Leadership	Operational Excellence
1. Weave in more opportunities for stakeholder engagement and feedback							
Determine via engagement with partners and stakeholders the desire for program enhancement.		1-2 Years					
Establish more formal coordination with school districts.		1-2 Years					
Re-establish a bike-ped coordination group.		1-2 Years					
Conduct a workshop session with the Executive Board to gather guidance on future actions and determine what the end results of the work should be.		1-2 Years					
Use MTP bike-ped update to foster conversation about regional facility definitions and how conversations about facilities occur.		1-2 Years					
Create a Bicycle-Pedestrian Coordinator position that manages a reestablished Bicycle-Pedestrian Stakeholder Group and communicates with local and regional government officials concerning bicycle and pedestrian priorities/projects.		3-5 Years					
Set goal and action plan to have the public view bike/ped first (or equal to) road/transit solutions when confronted with a transportation problem.		3-5 Years					
Explore adding membership slots to the Executive Board specifically for local school board representatives.		3-5 Years					
Add public school system representative to TCC membership. Including jurisdiction environmental review boards in bike/ped discussions/planning efforts.		3-5 Years					
2. Improve data processes							
Establish uniform data standards to help create a regional picture of bike-ped system. (NCDOT Pedestrian and Bicycle Infrastructure Network as example, including all project existing and proposed); apply data standards to existing		1-2 Years					

CAMPO data starting with regional and statewide facilities.						
Demonstrate current state of regional network, highlighting gaps in coverage and issues with overlapping data submission.	1-2 Years					
Establish annual cycle of data submittal.	1-2 Years					
Develop regional bike-ped network data that is consistent with regional standards.	3-5 Years					
3. Analysis of the soft and hard infrastructure to improve the regional system						
Establish annual local plan submission cycle instead of 4-year Metropolitan Transportation Plan (MTP) cycle/sub-regional study basis.	1-2 Years					
Leverage Travel/Transportation Demand Management (TDM) program with respect to bike/ped and provide assistance to smaller towns.	1-2 Years					
Look at interconnection between bike/ped and roadway planning. Safe Routes to School (SRTS) can remain a distinct subcommittee within the bicycle-pedestrian element.	1-2 Years					
Demonstrate the impact on Vehicle Miles Traveled (VMT) or Congestion Reduction when trips are moved off roadway facilities for short-trips/commuting purposes.	3-5 Years					
Illustrate possibility of multi-modal on VMT reduction. In travel surveys CAMPO could show the number of trips that could potentially be replaced by walking or biking.	3-5 Years					
Highlight and prioritize critical regional connections.	3-5 Years					

Active Role as Transit Champion and Coordinator Regionally and Locally

Active Role as Transit Champion and Coordinator Regionally and Locally							
Sample Tactics		Time Frame	Public Engagement	Partnering With Others	Educating Elected Officials	Policy Leadership	Operational Excellence
							
1. Establish policies and programs that sets the stage for long-term stability of regional transit							
Support the development of a Wake Transit Communications Plan in conjunction with the		1-2 Years					

GoTriangle Wake Transit Communications Coordinator.						
Develop and deliver Project Sponsor Training that addresses the responsibilities and programmatic requirements of Wake Transit funding.	1-2 Years					
Develop a Wake Transit 101 course.	1-2 Years					
Develop a Title VI Plan - led by CAMPO.	1-2 Years					
Develop a policy that sets our region's transit Performance Measures and Transit Asset Management (TAM).	1-2 Years					
Develop regional metrics for the transit provider's TAM Plan. Build in requirements related to funding sources that originate both within and outside of Wake County.	3-5 Years					
Create a Triangle Regional Vision for Transit.	3-5 Years					
2. Strengthen CAMPO's presence in the regional transit landscape						
Establish a closer relationship with the Federal Transit Administration (FTA) particularly for larger projects; explore how CAMPO staff can help project sponsors work with funding.	1-2 Years					
Hold annual meetings/touchpoint(s) with elected officials, key stakeholders, concurrent participants, continuing project managers, etc. Example: Wake Transit annual meeting	1-2 Years					
Serve as the lead agency for the next Bus Plan update.	3-5 Years					
Review designated recipient status with regional transit providers based on CAMPO growth.	3-5 Years					
3. Holistic improvement of internal operations						
Incorporate transit into the planning and project prioritization process.	1-2 Years					
Ensure finance and programmatic teams coordinate on reimbursement requests.	1-2 Years					
Measure relevant data for transit providers and CAMPO's regional responsibility (TAM, etc.).	1-2 Years					
Track and communicate new performance measures with objective of capturing the benefit of transit investments on other community goals (housing, land use/development, regional mobility, etc.).	3-5 Years					
Measure and Track Title VI Performance Targets.	3-5 Years					
Increase use of data and modeling in transit.	3-5 Years					

Appendix Item Two

CAMPO's Leadership Members

The membership of CAMPO's Executive Board and Technical Coordinating Committee (TCC) are listed below.

Executive Board

The Capital Area MPO Executive Board is the decision-making body of the MPO. It is comprised of elected officials from member governments, as well as stakeholders from other agencies.

Wake County: Sig Hutchinson, CHAIR

Wake Forest: Vivian Jones, VICE CHAIR

Angier: Bob Smith

Apex: Jacques Gilbert

Archer Lodge: Matt Mulhollem

Cary: Harold Weinbrecht

Clayton: Porter Casey

Creedmoor: Bobby Wheeler

Franklinton: Art Wright

Fuquay-Varina: Blake Massengill

Garner: Ken Marshburn

Holly Springs: Sean Mayefskie

Knightdale: Jessica Day

Morrisville: TJ Cawley

Raleigh: Mary-Ann Baldwin

Rolesville: Ronnie Currin

Wendell: Deans Eatman

Youngsville: Scott Brame

Zebulon: Glenn York

Franklin County: Michael Schriver

Granville County: Russ May

Harnett County: Lewis Weatherspoon

Johnston County: RS "Butch" Lawter

GoTriangle: Will Allen, III

NCDOT Div. 4: Melvin Mitchell

NCDOT Div. 5: Valerie Jordan

NCDOT Div. 6: Grady Hunt

Ex Officio Members:

NC Turnpike Auth: Monty Irvin

FHWA: John Sullivan

Technical Coordinating Committee

The Technical Coordinating Committee (TCC) is comprised of staff from member and stakeholder agencies. The TCC provides technical recommendations to the CAMPO Executive Board.

Clayton: Benjamin Howell, CHAIR

Fuquay-Varina: Tracy Stephenson, VICE CHAIR

Angier: Sean Johnson

Apex: Shannon Cox

Archer Lodge: Julie Maybee

Bunn: Pamela Perry

Cary: Juliet Andes

Cary: Luana Deans

Creedmoor: Mike Frangos

Franklinton: Gregory Bethea

Garner: Gaby Lawlor

Holly Springs: Sean Ryan

Knightdale: Andrew Spiliotis
Morrisville: Danielle Kittredge
Raleigh: Michael Moore
Raleigh: Ken Bowers
Raleigh: Jason Myers
Raleigh: Paul Kallam
Rolesville: Meredith Gruber
Wake Forest: Dylan Bruchhaus
Wendell: Bryan Coates
Youngsville: Erin Klinger
Zebulon: Michael Clark
Franklin Co.: Scott Hammerbacher
Granville Co.: Justin Jorgensen
Harnett Co.: Jay Sikes
Johnston Co.: Braston Newton
Wake Co.: Akul Nishwala

Wake Co.: Tim Gardiner
GoCary: Kelly Blazey
GoRaleigh: David Eatman
GoTriangle: Jay Heikes
NCDOT Div. 4: Kevin Bowen
NCDOT Div. 5: Brandon Jones
NCDOT Div. 6: Drew Cox
NCDOT Rail: Neil Perry
NCDOT TPD: Phil Geary
NCDOT Intermodal Division: Nick Morrison
NC State University: Than Austin
RDU: Michael Landguth
Research Tri. Fndtn.: Travis Crayton
Rural Tran/GoWake: Anita Davis-Haywood
Tri. N. Exec. Airport: Bo Carson
Triangle J COG: John Hodges-Copple

Ex Officio Members:

Federal Hwy Admin: Joe Geigle
NC Railroad Co.: Catherine Knudson
Turnpike Authority: Dennis Jernigan

CAMPO Staff

Executive Director: Chris Lukasina
Deputy Director: Shelby Powell
Deputy Director: Alex Rickard
Finance Director: Lisa Blackburn
Transportation Modeling Engineer: Mike Bruff
Transportation Modeling Engineer: Gerald Daniel
Wake Transit Planner: Evan Koff
Transportation Planner: Crystal Odum
Public Engagement Planner: Bonnie Parker
TPAC Administrator: Stephanie Plancich
GIS Programmer/Analyst: Tim Shortley
Engineering Technician: Daniel Spruill
LAPP Program Manager: Gretchen Vetter
Transportation Planner: Brandon Watson
Senior Transportation Planner: Kenneth Withrow