

Wake Bus Plan 2035 - Scope of Work

Task Description

This task will update the Wake Transit Multi-Year Operating Program and Capital Improvement Plan (Wake Bus Plan) and update the short-range transit plans for GoCary, GoRaleigh, and GoTriangle.

The Bus Plan will program capital and operating projects for FY28 through FY32 (5 years), show out-years of developmental capital and operating investments to FY35, develop short-range transit plans for FY28 through FY32 (5 years), and detail projects and general project timelines occurring in the latter years of the plan (FY33-FY35). The Bus Plan is informed by the vision outlined in the 10-year Wake Transit Plan Update, adopted in November 2025.

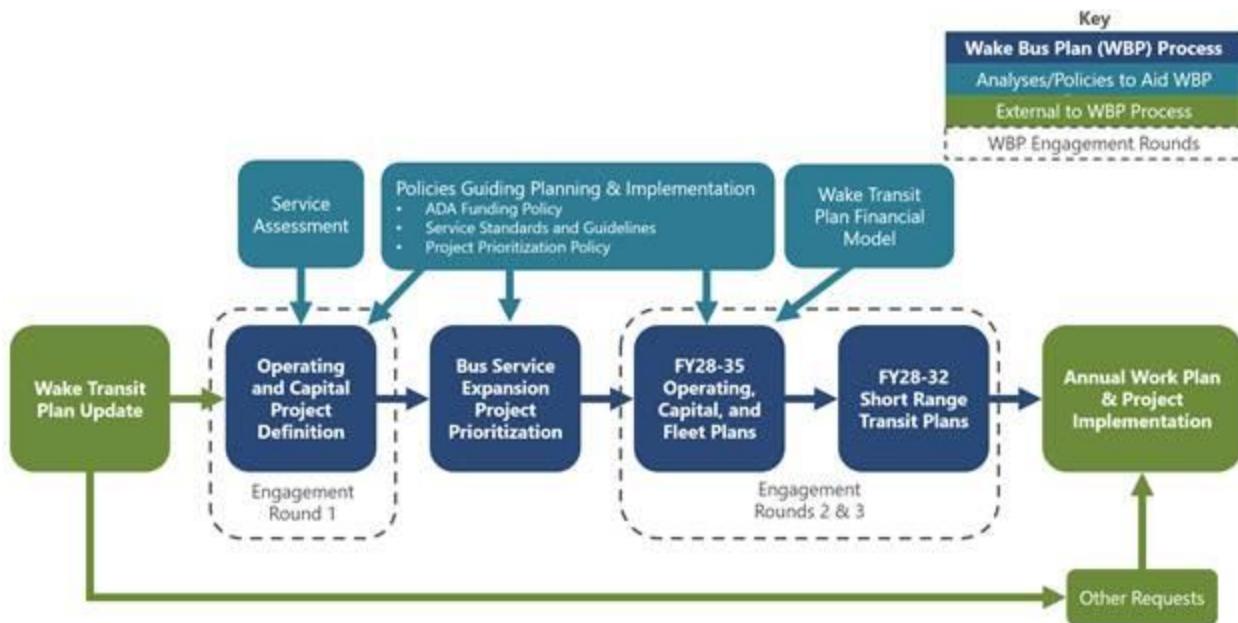
Background and Purpose of Wake Bus Plan and Agency Short-Range Transit Plans

The Wake Transit Plan was commissioned in 2014. The inaugural Wake Transit Plan was developed with input and approval of Wake County voters, and it was adopted by the two Wake Transit governing boards, CAMPO Executive Board and GoTriangle Board of Trustees, in 2016 with revenue collection for transit system improvements and expansion beginning in 2017. The plan defined the Four Big Moves, or goals, for transit investment and development in Wake County: Connect the Region; Connect all Wake County Communities; Create Frequent, Reliable, Urban Mobility; and Enhance Access to Transit. The Plan is updated every four years. The Four Big Moves are the grounding tenets for the vision and framework as the plan is modified to meet the transit demands of Wake County and the region.

The Wake Transit Plan has been updated twice: once in 2021; and more recently in 2025 with the [2035 Wake Transit Plan](#). The Plan lays out a strategy to guide investment of Wake Transit Plan revenues for the 10-Year period between FY26 and FY35.

The Wake Bus Plan translates the vision outlined in the Wake Transit Plan into specific investments that continue to bring the Four Big Moves into reality. The Bus Plan is a year-by-year implementation program that coordinates operating and capital plans for bus improvements through the 10-year planning horizon, FY 2035. The Wake Bus Plan development process also creates detailed short-range transit plans (SRTPs), laying out agency-specific, operating and capital projects. The Wake Bus Plan is designed to accomplish priorities set in the Wake Transit Plan as well as support the development of annual Wake Transit Work Plans (see Figure 1).

Figure 1 Overview of the Wake Bus Plan Development Process



Project Objectives

- Prioritize and program transit operating and capital projects identified in the 2035 Wake Transit Plan through FY35 using updated data, analysis, and community feedback.
- Align service expansion with market demand and regional growth patterns.
- Develop Short-Range Transit Plans for GoCary, GoRaleigh, and GoTriangle and integrate them into a unified financial and service implementation framework.
- Engage the public to ensure transit investments consider resident and rider priorities, including service frequency, reliability, access to transit, and connections between major activity centers.
- Support long-term financial sustainability by programming projects consistent with the Wake Transit Financial Model and associated funding projections.

Project Deliverables

- 2035 Wake Bus Plan
- Multi-Year Operating Program
- Capital Improvement Plan
- Multi-Year Fleet Plan
- Short-Range Transit Plans for GoCary, GoRaleigh, and GoTriangle
- Bus Plan Prioritization Policy
- ADA Funding Policy
- Service Standards and Performance Guidelines
- Market Analysis
- Route-Level Performance Dashboard
- Network Analysis

- Engagement Plan
- Engagement Summary Report
- Engagement Deliverables, as outlined in Task 2: Deliverables
- Decision Point Matrix
- Graphic Design Standards
- Bus Plan Themed PowerPoint Template
- Project Management Plan to include:
 - Project Schedule
 - Project Team Structure with Contact Information
 - Consultant and Sub-consultant Staffing
 - Staff Project Management Team
 - Core Technical Team
 - Communication and Progress Reporting Methodology
 - Files and Deliverables Controls
 - File Management
 - Deliverables Review
 - Quality Assurance and Quality Control Methodology

Project Standards and Expectations

CAMPO will lead and manage the Wake Bus Plan by collaborating with transit agencies and other transit implementation partners to develop and approve the multi-year operating program, capital improvement plan, and transit agency-specific short-range transit plans. The planning process may revisit project delivery assumptions and market assumptions that drive transit propensity but will not change the overarching goals defined by the 2035 Wake Transit Plan.

The Wake Bus Plan should be completed and adopted by June 30, 2027. Preliminary recommendations from the Bus Plan for FY28 investments should be detailed to allow for consideration in the FY 2028 Wake Transit Work Plan, in advance of the Short-Range Transit Implementation schedule.

The Wake Bus Plan will have a distinct visual identity that sets it apart from the Wake Transit Plan 2035 while maintaining a similar graphic design. In addition, documents, presentations, engagement material, and the like for the Wake Bus Plan will be developed with adherence to graphic design standards, developed by Nelson\Nygaard, and an associated PDF document showcasing the standards. The Graphic Design Standards document will be used to guide the visual style of documents, presentations, engagement, etc. to maintain a cohesive visual identity across any deliverables. The standards will build upon the branding, color pallet, and general graphic design style used for the 2035 Wake Transit Plan and associated materials. The Graphic Design Standards document should expand on the existing color palette, define appropriate color usage and combinations, identify correct typeface usage for page/document chrome, etc.

Any final deliverable that is not strictly web-hosted shall be available in its original, editable document format (e.g. INDD, AI, MOV, DOCX) with organized, linked sources (if applicable) in

addition to the final document type for distribution (e.g. PDF, JPG, PNG). Any deliverables produced as part of the Wake Bus Plan and associated public engagement will utilize transferable or open-source licenses for media assets used (e.g. stock images, music, video) as much as possible. To ensure quality standards, all deliverables associated with the Wake Bus Plan will be reviewed by the consultant team prior to distribution to the PMT, CTT or external audiences to ensure high quality writing, analytics, and visuals. The quality control and assurance methodology used by the consultant teams will be outlined in the Project Management Plan.

Scope of Work

Task 1: Project Initiation and Management

1.1 Project Start Up

Nelson\Nygaard will schedule and facilitate a virtual kick-off meeting with CAMPO (followed by an in-person kickoff with the CTT) to review and refine the scope of work, project schedule, and communication protocols. We will use this opportunity to talk through:

- Project management approach, including scheduling ongoing project management team (PMT) and core technical team (CTT) meetings.
 - Lay out CTT meetings, dynamic attendee composition and list, topics, and decision points.
 - Determine schedule and approximate number of CTT meetings.
 - Coordination of deadlines/milestones/presentations with TPAC, CAMPO Executive Board, and GoTriangle Board of Trustees meeting dates. Three updates by CAMPO staff are anticipated, with support for presentation materials provided by the consultant team. Proposed updates to align with the project schedule to cover: early project development, draft recommendations and phase 1 engagement, and final recommended plan.
- Discuss engagement strategy and develop an initial schedule to guide technical work for external engagement.
- Other project management strategies, such as one-on-one meetings between client and consultant project managers. Discuss communication strategies, such as setting up designated platforms for communication (e.g. Slack) and file sharing (e.g. SharePoint).
- Data collection, data collection tools, and determination of data availability for Bus Plan initiatives. This may include data sharing agreements as needed (simplify way agencies upload/provide information). Updated to reflect CAMPO's new bus operations materials.
- Review progress report and invoicing expectations.

Another goal of the kickoff meeting will be to discuss the technical approach and adaptation of 2035 Wake Transit Plan assumptions. Again, these assumptions will also be discussed at the outset of the project with the CTT.

- **Financial and operating models.** Nelson\Nygaard proposes to spend time at the beginning of the project to identify strategies and methods to streamline Wake Transit Plan's existing models and spreadsheet tools, so they are consistent over time, even if the team adapts them to reflect the current climate. For example, the Nelson\Nygaard team developed a financial model for the 2035 Wake Transit Plan using annual work plans and Tax District financial assumptions. We recommend looking for ways to integrate these tools to create bus operating and capital models, so that resources are more consistent internally and over time.
- **Strategy for evaluating the capital program and financing strategies.** The 2035 Wake Transit Plan constrains operations based on an assumption that capital projects will advance as scheduled and as projects advance, the Wake Transit Plan will seek external financing to support these capital initiatives. This assumption constrains operating resources based on the Wake Transit Plan's debit service financing rules. Changes to the capital program, therefore, will impact the operating program, especially if the Bus Plan wants to maximize bus service projects. Nelson\Nygaard recommends including a conversation about how and at what point to evaluate/finalize the Wake Transit Plan's 5-year financial outlook as part of the kick-off activities.

1.2 Contract Management Meetings

Nelson\Nygaard and CAMPO's Project Managers will meet one-on-one to check-in on overall project management. These meetings will be one half hour on a bi-weekly basis and can occur before or after the PMT meetings.

1.3 Biweekly Project Management Team (PMT) Meetings

CAMPO will organize a small project management team (PMT) to meet on a regular basis to review study progress, upcoming events and next steps. The PMT will be staffed and facilitated by Nelson\Nygaard. CAMPO and the PMT will hold the staff level decision-making responsibility for the development of the 2035 Wake Bus Plan, including final approval of schedules, presentations, and final deliverables. The PMT will include representatives from CAMPO, GoRaleigh, GoCary, GoTriangle and Wake County.

Nelson\Nygaard and CAMPO will develop an agenda in advance of each PMT meeting. The agenda will also be included in a biweekly progress report, distributed two days prior to each meeting with the agenda and summary of ongoing tasks and task status. The consultant team will facilitate PMT meetings and be responsible for organizing participation from consultant team members.

1.4 Core Technical Team Meetings

The Core Technical Team (CTT) will be comprised of transit and municipal stakeholders integral to the Wake Bus Plan's development. While participation can be finalized at project start up, we envision the CTT to include members of the PMT as well as municipalities and local partners, including but not limited to CFAP communities and NC State University.

The CTT will meet approximately once a month, with a schedule and associated discussion topics to be finalized during the PMT Kickoff meeting. Nelson\Nygaard will organize and lead an in-person kickoff meeting to review key documents at the outset of the project including engagement strategy, data collection, financial and operating models, service standards and methods, ADA funding policy and project prioritization policy. All policy and guiding documents as well as proposed tools to inform the Wake Bus Plan will be reviewed to clarify assumptions and identify at the outset where we will need to adjust project tools and policies.

Nelson\Nygaard and CAMPO will develop an agenda in advance of each CTT meeting. The agenda and any materials for discussion will be distributed at least one business day prior to each meeting with the agenda and summary of ongoing tasks and task status. The consultant team will facilitate CTT meetings and be responsible for organizing participation from consultant team members. While most meetings will be virtual, up to six in-person meetings will be held to guide discussions around key project milestones, including kickoff, policy development, SRTP kickoff, and project prioritization and programming decisions.

1.5 Invoices and Monthly Progress Reports

Nelson\Nygaard will prepare monthly progress reports and itemized invoices to CAMPO no later than the 5th day of the month following each invoice period.

1.6 Mid-Project Check-in Meeting

CAMPO and Nelson\Nygaard will hold a formal mid-project check-in to occur in October 2026 to review progress and adjust the Wake Bus Plan schedule as needed. The meeting will be an opportunity for CAMPO and the consultant team to address any ongoing challenges and adjust systems to respond and adapt. It is also an opportunity to set goals for the last half of the project.

Task 2: Community Engagement

The Nelson\Nygaard team will work with CAMPO staff to implement a community engagement program for the 2035 Wake Bus Plan. Engagement will build upon feedback received during the 2035 Wake Transit Plan and will seek to engage all who travel to, through, and within Wake County, with targeted efforts focused on transit users.

Engagement will be organized into four phases:

- **Phase 1:** Project Identification & Prioritization (Target: May 2026)
- **Phase 2:** Draft Recommendations Review (Target: October-November 2026)
- **Phase 3:** Compiled Document Review (Target: February 2027)
- **Phase 4:** Close Out and Wrap Up (Target: Spring 2027)

The consultant team will lead Phases 1 and 2. CAMPO staff will lead Phases 3 and 4 with consultant support as described below. The engagement approach, including detailed tactics, target audiences,

messaging, and schedules for each phase, will be documented in the 2035 Wake Bus Plan Engagement Plan (BPEP).

Task 2 Deliverables

- 2035 Wake Bus Plan Engagement Plan (BPEP)
- Phase-specific engagement strategies (Phases 1-4)
- Engagement Summary Report (final compiled report)
- Project website with subpages (information, document library, feedback forms, media toolkit)
- Online and print feedback forms
- Recorded presentation video(s)
- Graphic media, content, and related materials for social media engagement and posts (English and Spanish)
- Printable outreach materials (e.g. flyers, posters, rack cards, bookmarks)
- Partner and media toolkit
- Printable demographics checklist, sign-up cards, and comment forms
- Email template for project updates
- Project summary presentation
- Other project communication collateral, electronic and printable
- Native files transfer record

2.1 Engagement Planning and Coordination

Nelson\Nygaard will develop and maintain engagement planning documents at three levels:

- **Level 1 – Engagement Plan (BPEP):** The overarching plan identifying goals, roles and responsibilities, budget, and purpose of the engagement process. CAMPO will develop the initial draft; the consultant team will finalize and maintain the plan.
- **Level 2 – Phase Strategies:** The consultant team will develop a draft engagement strategy for each phase, produce a slide presentation for TPAC input, prepare a comment matrix, and publish the final strategy with PMT approval.
- **Level 3 – Engagement Summary Reports (ESR):** Phase-specific reports documenting engagement efforts, compiled into a final project ESR. Nelson\Nygaard will develop the template and complete Phases 1 and 2; CAMPO will complete Phases 3 and 4 with consultant support.

TPAC Coordination: The consultant team will prepare materials for TPAC review before and after each engagement phase. *Assume one consultant staff attending up to eight TPAC meetings.* CAMPO will determine appropriate TPAC venues and publish agenda materials.

Spanish Translation: All outreach materials will be translated into Spanish. In-person Spanish interpretation will be available at all general public feedback sessions.

Native Files and Transferability: The consultant team will develop engagement materials using platforms accessible to CAMPO (e.g. Canva, Affinity, PublicInput, ESRI) or using CAMPO accounts.

Materials using licensed assets (e.g., stock images, music, video) will utilize transferable or open-source licenses. All native files will be transferred to CAMPO at project completion.

Quality Assurance: The consultant team will conduct internal reviews of outreach materials for ADA compliance and mobile/user-friendliness. *Assume up to 8 hours of ADA compliance review and up to 8 hours of mobile-friendly review per phase.*

2.2 Engagement Phase 1: Project Identification & Prioritization

The consultant team will lead Phase 1 engagement to gather public input on project priorities and supporting policy documents such as the updated Prioritization Policy.

Events:

- Up to 3 in-person feedback sessions (2 hours each, open attendance)
- Up to 2 virtual feedback sessions (2 hours each, open/invited attendance)
- Pop-up and/or bus chat events at high-ridership locations to promote participation. *Assume 1-2 consultant staff per event, one bilingual; 20 total hours of event staff time.*

Materials and Outreach:

- Electronic collateral including recorded presentation, graphic media, and website content
- Printable materials including flyers, posters, rack cards, bookmarks, sign-in sheets, and comment forms
- Online feedback forms coordinated with event topics (3-5 topics)
- Social media content for distribution by CAMPO and partner agencies
- Partner and media toolkit posted to project website
- Rider app promotion through transit agency applications (e.g., Umo, Transit)
- Phase-specific news release and stakeholder communications

Partner Preparation: The consultant team will conduct partner preparation as part of CTT meetings to demonstrate outreach methods, educate participants on materials, and detail topics for community feedback.

Demographics and Performance Tracking: Progress toward reaching performance metrics will be evaluated mid-way through Phase 1, with additional or modified outreach efforts deployed as needed. *Assume up to 40 hours for mid-phase review and pivoting in Phase 1.*

Assume \$500 expense budget for refreshments.

2.3 Engagement Phase 2: Draft Recommendations Review

The consultant team will lead Phase 2 engagement to share Phase 1 findings and present draft Bus Plan and Short-Range Plan recommendations for public review.

Events:

- 2 virtual feedback sessions. *Assume two consultant staff per event with Spanish interpretation.*
- Pop-up and/or bus chat events at high-ridership locations. *Assume 1-2 consultant staff per event, one bilingual; 20 total hours of event staff time.*

Materials and Outreach:

- Electronic collateral including recorded presentations, graphic media, and website updates
- Printable materials including flyers, posters, rack cards, and comment forms
- Online feedback form for Phase 2 input
- Rider app promotion through transit agency applications (e.g., Umo, Transit)
- Phase-specific news release and stakeholder communications

Task 2.4 Phases 3 and 4: CAMPO-Led Engagement

CAMPO will lead Phases 3 and 4 with consultant support as described below.

Phase 3 – Compiled Document Review (February 2027 Target):

CAMPO will coordinate engagement for review of the TPAC-recommended plan, including event planning and public hearing logistics. The consultant team will provide:

- Phase strategy slide presentation for TPAC
- Graphic media
- Presentation and relevant materials.
- Project summary presentation for governing board and partner meetings. *Assume consultant staff present at up to four meetings.*
- Support for public hearing promotional materials (2-week notice required)
- Staffing for 2 virtual feedback sessions. *Assume two consultant staff per event with Spanish interpretation.*
- Staffing for pop-up and/or bus chat events. *Assume 1-2 consultant staff per event, one bilingual; 20 total hours of event staff time.*

Phase 4 – Close Out and Wrap Up (Spring 2027):

CAMPO will coordinate final engagement activities to close the loop with the public and partners following plan adoption. The consultant team will provide:

- Final graphic media including adoption announcement
- Summary materials (e.g., printable executive summary, SRTP summaries)
- Support for finalizing the project website for evergreen use

2.5 Engagement Summary Report

The Nelson\Nygaard team will prepare an Engagement Summary Report (ESR) adhering to the Wake Transit ESR Level 3 worksheet developed by CAMPO. The report will include:

- **Section 1: Project Overview** – Basic project information, summary of engagement strategy, and executive summary based on the BPEP.
- **Section 2: Engagement Phases** – Compiled summaries from each phase ESR, including outreach activities, participation data, demographics, and feedback received.
- **Section 3: Wrap Up/Adoption Notes** – Explanation of how input received was considered and impacted the final adopted documents.

Nelson\Nygaard will develop the ESR template and complete Phases 1 and 2. CAMPO, with available consultant assistance, will complete Phase 3 and finalize the report for publication in Phase 4.

Task 3: Wake Bus Plan Policy and Guiding Documents

Task 3.1 Bus Plan Prioritization Policy

The Nelson\Nygaard team will update the Wake Bus Plan [Prioritization Policy](#) to determine if the current policy continues to be an effective approach to evaluate and prioritize transit investment projects.

Potential changes include updates to reflect the goals and priorities included in the 2035 Wake Transit Plan. The policy should review strategies to evaluate capital projects, including the ability to ensure successful delivery of capital projects, assign new capital projects (i.e., community transportation hubs) and ensure funding of appropriate levels of transit access projects, like sidewalks, crosswalks and bike lanes are included in transit operating projects.

This policy will define the circumstances and process under which projects not identified in the 2035 Wake Transit Plan or other adopted Wake Transit planning documents may be considered for Wake Transit funding, establishing a burden of proof that includes required justification (e.g. documented need and analysis of ridership demand), evaluation criteria, and demonstrated consistency with Wake Transit goals and funding constraints. This policy will also address how deviations from the 2035 Wake Bus Plan or other outside project funding requests are evaluated and considered through the Work Plan development process and subsequent processes.

The Nelson\Nygaard team will review proposed changes with the PMT and CTT and will demonstrate the potential impacts of the changes through scenario and test-case analysis.

Task 3.2 ADA Funding Policy

The Wake Transit Plan approved an [ADA Funding Policy](#) in 2023 that reimbursed transit operators a standardized rate based on 15% of fixed route costs to account for the costs of providing ADA Complementary Paratransit service. As part of developing the Wake Bus Plan, the Nelson\Nygaard team will review the ADA Funding Policy by comparing ADA paratransit costs and reimbursement rates to determine if the 15% rate remains appropriate.

Nelson\Nygaard will use available data provided by transit operators and available through the National Transit Database (NTD) to determine ADA cost trends. Cost trends will be evaluated against reimbursement rates to determine if the policy should be updated. Nelson\Nygaard will present draft findings to the CTT for review and discussion. Based on input from the PMT and CTT, and in coordination with the Mobility Coordinating Committee, Nelson\Nygaard will update the ADA Funding Policy.

Task 3.3 Service Standards and Guidelines

Nelson\Nygaard will review the [Wake Transit Plan Service Standards](#) and update the standards to reflect updated goals and priorities of the Wake Transit Plan. The Service Standards and Guidelines may be updated as part of Service Evaluation (Task 4), which may show inconsistencies in the definition and categorization of individual routes as well as the expectations set out in key performance metrics. Updates to the Service Standards may include recommendations for how data is collected, analyzed and presented, and may result in changes to how routes are categorized.

Given community priorities and recommendations in the 2035 Wake Transit Plan to ensure Access to Transit projects, and to develop safe, comfortable and accessible pathways to transit stops and facilities, the Service Standards and Guidelines may set specific requirements for these types of investments.

Nelson\Nygaard will present draft ideas for updating and improving the Service Standards and Guidelines to the CTT for their review and comment. Nelson\Nygaard will update the standards based on this input.

Task 3.4 Operating and Capital Selection Guidance

Nelson\Nygaard will develop Operating and Capital Selection Guidance to establish a framework for identifying project sponsors and addressing questions regarding service provision and capital project administration. The guidance will support consistent decision-making as new projects are identified and programmed through the Wake Bus Plan and annual Work Plan processes.

The guidance will address the following decision scenarios:

- **Service operator selection:** Criteria for determining which agency should operate a service when multiple providers could reasonably serve a corridor or area, including consideration of cost efficiency, operational integration, and existing service footprints.
- **Capital project sponsorship:** Process for selecting project sponsors to manage capital improvements, including factors such as project location, agency capacity, maintenance responsibilities, and coordination with local jurisdiction infrastructure programs.
- **Cost variation between providers:** Decision-making framework for evaluating service investments when operating costs differ by provider, balancing cost efficiency with other factors such as service integration and rider experience.

Nelson\Nygaard will present draft guidance to the PMT and CTT for review and discussion. The guidance will be designed to complement the Bus Plan Prioritization Policy (Task 3.1) by addressing sponsor and operator selection decisions that arise after projects have been prioritized for funding. Based on input from the PMT and CTT, Nelson\Nygaard will finalize the Operating and Capital Selection Guidance document.

Task 4: Existing Services Assessment

4.1 Market Analysis

The Wake Bus Plan will produce a detailed transit plan and should reflect up to date information on the underlying market for transit. At the same time, the Wake County transit market has been studied recently; the Wake Bus Plan conducted a full market analysis in 2021, and parts of this analysis were updated in 2024 as part of the 2035 Wake Transit Plan.

Given recent work, Nelson\Nygaard proposes to update the transit propensity analysis. The current transit propensity analysis will be updated to reflect population, employment, socioeconomic and demographic data from the 2024 U.S. Census American Community Survey. The project team will evaluate the results of the updated market analysis combined with their local knowledge to inform where demand for transit is highest. This analysis will extend to encompass the entire GoTriangle service area, however the Wake Bus Plan deliverables will be limited to the Wake County area. Future transit propensity will be estimated using data from CAMPO's 2055 Metropolitan Transit Plan. Travel flow is from 2023 data and does not need to be updated as part of the Bus Plan. The Access to Transit database will also be reviewed to identify where pedestrian improvements are most needed in high transit propensity areas.

Community Profiles developed in the 2035 Wake Transit Plan summarized data at the community level, including existing and planned transit routes, demographic profiles, and development patterns. The Wake Bus Plan will update population and employment data to be consistent with the transit propensity analysis, but the development data will not be updated, unless a consistent set of development data is available from all Wake County communities (potentially through CommunityViz). During the Short-Range Transit Plan planning process, additional development data will be collected as needed.

4.2 Route Level Performance Evaluation and Dashboard

Nelson\Nygaard will develop performance and productivity dashboards for each of the transit agencies – GoCary, GoRaleigh, GoTriangle – to evaluate services funded by the Wake Transit Plan. Services provided by GoTriangle that are not funded by the Wake Transit Plan may be added if desired, if it is provided in the same format. The performance and productivity analysis will support two analyses:

Network Analysis

The Wake Bus Plan will evaluate the performance of Wake Transit Plan operating investments to determine the effectiveness of the existing bus network. The analysis will consider non-WTP funded services in the context of understanding the region's public transit network. This approach is consistent with the previous Wake Bus Plan (2023), which evaluated individual bus routes based on their classification using the performance metrics and expectations laid out in the [Wake Transit Plan Service Standards](#). Findings from the evaluation may provide insights into network performance, such as (potentially) types of transit services that are succeeding or struggling as well as where funding changes may be warranted at an individual route level.

Route Level Service Planning

The Nelson\Nygaard team will develop a performance evaluation dashboard to understand the productivity of individual routes at a detailed level (i.e., by trip, by stop). The dashboard will be operator specific and will combine route productivity data with transit propensity data from the market analysis to evaluate if, where, and when bus routes are over- or under- performing relative to the underlying demand. Combined, the data will help Nelson\Nygaard and individual transit providers determine which (if any) routes warrant changes, such as realignments or service model changes and/or changes in frequency or span.

Nelson\Nygaard has developed similar dashboards as part of other transit plans, examples include: [St Cloud \(MN\) Metro Bus](#) and [Ann Arbor \(MI\) The Ride](#). Information presented can be tailored to match transit agency needs and can develop a common template (data points and graphics) that is useful for all Wake County transit agencies. Appropriate staff at each agency will be consulted on the development of the dashboard to ensure its usefulness.

4.3 Access to Transit Evaluation

The Nelson\Nygaard team will identify gaps and deficiencies in walking access to transit by: creating an updated dataset and corresponding webtool that will create a composite score for walking connectivity, safety, demand density, and population composition within a quarter-mile walkshed for transit corridors and a half-mile walkshed for transit stops in priority corridors. Once the scoring is complete, the team will update the ranking of bus stop walksheds to prioritize locations for capital investment, including identifying the top 25 walksheds overall and within each typology.

Task 5: Project Prioritization and Transit Facility Evaluation

5.1 Project Prioritization

The Nelson\Nygaard team will work with transit operators in Wake County (GoCary, GoRaleigh, and GoTriangle) to identify capital and operating projects seeking funding between FY28 and FY32. These projects will reflect the market analysis, service assessment, community and stakeholder engagement, and collaboration between the Nelson\Nygaard team and the individual operators. Project definition will include estimated costs as well as network benefits, such as ridership. Nelson\Nygaard will use the updated project prioritization policy to evaluate, prioritize, and rank these projects.

Draft findings from the prioritization process will be reviewed and discussed with CAMPO, the PMT, and the CTT as part of finalizing the prioritized list of projects. While all projects, regardless of previously programmed status, will be reprioritized through this process, conversations with the CTT will inform the final programming, taking into account qualitative factors such as previous programming and project readiness.

Concurrent with prioritizing projects, the Nelson\Nygaard team will adapt the 2035 Wake Transit Plan financial model's annual estimates of available funding to reflect the most recent spending and

financial data available through the Wake Transit Tax District. Nelson\Nygaard will use the updated annual spending limits to program the prioritized transit operating and capital projects.

5.2 Transit Facility Evaluation

Before finalizing the Wake Bus Plan recommended projects, Nelson\Nygaard will check the incremental impacts of the prioritized services on key passenger and operational facilities like transit centers and bus operating and maintenance facilities to determine if additional investments are needed.

Transit Center Evaluation

Nelson\Nygaard will evaluate Wake Transit Plan funded major transit centers (i.e., Raleigh Station, Raleigh Union Station Bus Facility (RUS BUS) and Cary Multimodal Center) to coordinate service investment decisions and capacity for planned services during peak periods. The evaluation will be conducted before developing the Wake Bus Plan to ensure investment decisions are within the capacity of transit centers and if additional investment is required.

Nelson\Nygaard will identify potential operations and service management strategies for internal and on-street curb space that could help GoCary, GoRaleigh, and GoTriangle revenue service and supportive service vehicles adjust and respond to changing service levels. The deliverable for the GoRaleigh Station operational assessment will include maps and spreadsheets that estimate vehicle berthing locations during peak periods with specific recommendations to assign vehicles and accommodate service growth through FY30.

Bus Operating and Maintenance Facility Evaluation

Nelson\Nygaard will also evaluate the bus operating and maintenance facilities (BOMF) to ensure facilities have sufficient capacity, given planned operating investments. Nelson\Nygaard will conduct a high-level review of BOMF capacity given forecasted investments in transit services to determine if and where additional capacity may be needed. The deliverable will be a PowerPoint presentation and technical memo that highlights BOMF facilities by location and operator and a timeline for capacity constraints. We will also recommend potential strategies to ensure capacity is available, including sharing space and/or resources.

Task 6 Wake Operating, Capital, and Fleet Plans

6.1 Multi-Year Operating Plan (FY28-FY35)

Nelson\Nygaard will use the prioritized transit operating projects and financial assumptions to prepare a multi-year operating plan for the Wake Transit Plan. The operating plan will rely on the financial analysis developed as part of Task 5.1 (Project Prioritization) to recommend annual service investments for Wake Transit, prioritized using the prioritization policy and stakeholder/community input and constrained by available financial resources.

The operating plan will be developed by:

- Confirming operating investments funded by the Wake Transit Plan (i.e. fixed-route, microtransit, and ADA paratransit spending by operator for the past three years and expected over the upcoming 5 years) and ongoing operating resources (vehicles, service hours and financial costs); these assumptions are available in the 2035 Wake Transit Plan and can be updated with the most recent annual work plans.
- Identifying funded transit expansion projects and services for inclusion in the Wake Transit Plan. These projects may include investments in service frequency and span of services, changes in route alignment as well as brand new services (see Task 7 Short-Range Transit Plans).
- Defining individual projects in sufficient detail for prioritization, by identifying project sponsor and operator for projects (as needed), estimating project details (vehicles, hours, miles), and optimizing project plans by considering interlining, vehicle availability, etc. As part of defining fixed-route service projects, Nelson\Nygaard will estimate impacts on ADA paratransit services.
- Prioritizing projects using the project prioritization policy and program projects by year according to financial constraints.
- Programming projects based on findings from prioritization policy, stakeholder/community input, and available funding from the Wake Transit Plan.

Nelson\Nygaard will develop maps, spreadsheets, and evaluation metrics to create a draft operating plan. Based on input from stakeholders and members of the public, the team will prepare a summary that lists individual investments, estimated annual costs, recommended implementation schedule, and project dependencies.

6.2 Multi-Year Capital Plan (FY28-FY35)

Nelson\Nygaard will prepare a multi-year capital improvement plan for Wake Transit. The plan will identify capital projects, including passenger facilities (bus stops, transfer points, community transportation hubs and transit centers), capital investments to support operations (vehicles, maintenance facilities) to support the transit service program recommended in the multi-year operating plan. Prioritized capital projects will be considered using the Access to Transit tool and be consistent with the project prioritization policy updated as part of this effort. The capital plan will:

- Determine projects required to support prioritized operating projects, such as passenger facilities, vehicle needs and community investments, like sidewalks and crosswalks.
- Identify where connections and transfers between routes and (as needed) recommend investments to support transfers between services, including in urban and suburban environments. These connections will include any projects larger than a basic stop, such as "Transfer Points," Transit Centers and Community Transportation Hubs.
- Refine previously estimated scopes, costs, and schedules for large capital projects such as park and rides and transit centers. Estimates will be adjusted to align with the multi-year operating plan and reflect other changes, such as project cost estimates.

- Refine scope, cost, and schedule for small capital projects such as bus stop improvements and transfer points to align with the multi-year operating plan. Cost estimates will be planning level only and use Wake County experience to reflect construction costs and amenities needs (i.e., update the \$25,000 per bus stop and \$55,000/\$80,000 for park and ride improvements).
- Determine project sponsors for identified projects.
- Determine eligible project types for Wake Transit funding such as access to transit infrastructure improvements. These are bus stop improvements that also require sidewalk and crosswalk improvements to allow bus stop users to safely access bus stops.
- Estimate maintenance costs using standardized cost assumptions. These costs should be included in the operating model.
- Identify potential funding sources – DOE, DOL, FTA, Economic Development Grants, and LAPP, for example. Outline required regulatory compliance items with scope, cost, and schedule impacts. For example, most federal funding sources come with requirements for NEPA, Title VI (for certain facility types), etc. Discuss pros and cons of recommendations considering the available funding sources. Identify capital project types that might be good candidates for each potential funding source. Define funding assumptions for the capital improvement plan.
- Program projects by year according to financial constraints and dependency with operating projects.
- We will use existing tools and systems (i.e., Wake capital cost model) to recommend annual capital investments for FY28-32, with projects detailed for the next three years (FY28-FY30). The capital plan will be designed to work within available financial resources determined in previous efforts. The final product will include maps, spreadsheets, and a summary describing the impacts of the investments. The consultant will refine recommendations based on public comments and incorporate recommendations into the final capital improvement plan.

6.3 Wake Multi-Year Fleet Plan FY28-35

Nelson\Nygaard will develop a multi-year fleet plan for Wake Transit that is consistent with the operating plan. The fleet plan will:

- Review fleet need and fleet replacement plans by agency, including any expansion vehicles required as part of newly funded Wake Bus Plan operating projects. This work will be done individually for each operator, including GoWake Access. This analysis will also help support Task 5.2 Transit Facility Evaluation.
- Evaluate recent experience with alternative fuels and recommend an appropriate level of investment of Wake Transit funding support for alternate fuel types and associated infrastructure. This analysis will reflect existing adopted policies, findings, and recommendations for GoRaleigh, GoTriangle, and GoWake Access.
- Update funding levels based on current transit partner's vehicle strategies and processes.

- Align fleet plan with the multi-year operating plan that minimizes fluctuations in fleet vehicle needs based on other major service investments (i.e., BRT) come online. This may involve re-purposing/sharing buses as BRT vehicles are incorporated into the fleet and deployed in revenue service.

Task 7: Wake Short-Range Transit Plans

7.1 GoRaleigh Short-Range Transit Plan FY28 – FY32

Nelson\Nygaard will prepare a short-range transit plan to outline GoRaleigh's Wake Transit funded GoRaleigh service investments for the period between FY28 and FY30 by working with GoRaleigh staff so that service plans reflect agency goals and objectives for the short-term. Final SRTP materials will be sufficiently detailed to guide implementation.

As part of developing the SRTP, Nelson\Nygaard will develop materials that can be used for community and stakeholder engagement, including presentations, fact sheets, handouts, and videos (Task 2).

The SRTP will:

- Define service goals and objectives, incorporating recent transit agency and community plans.
- Develop service alternatives that will improve the overall quality and efficiency of the fixed route service, such as operational efficiency, service levels (span and frequency), route alignments, connections, and system connectivity as well as community and economic impacts. Recommendations should be based on transit agency feedback, service performance, and the market assessment.
- Refine service alternatives based on Wake Operating Plan recommendations for project sponsor and operator.
- Identify interim services that address travel needs in the years before the BRT projects are completed. Define how these projects will be phased out once the major investment project is in place.
- Identify gaps within the system where "High Volume, Super Stop, or Transit Center" level passenger amenities are needed due to high transit demand. Per the Service Guidelines, high ridership, as well as connections/transfers, can justify additional stop amenities and capital facility investment.
- Define detailed service and capital implementation plan for all routes (funded by transit plan or other sources) by year during FY28-30. The operating plan will describe route alignments, service frequencies, and revenue hour projections. The capital plan will identify vehicle requirements per route, bus stop improvements (specific locations for FY28 Work Plan submissions, less detail for later years), small capital projects, and large capital projects (BOMF, etc.) related to the operating projects. The capital plan will also define the independent capital projects.

- Develop a staffing plan that identifies the minimum and target number of operators and service attendants to operate service, and any administrative staff required to support changes to service.
- Develop an agency fleet plan including consideration of spare ratio for fixed route, paratransit, and demand responsive service.

7.2 GoTriangle Short-Range Transit Plan FY28 – FY32

Nelson\Nygaard will prepare a short-range transit plan to outline GoTriangle's Wake Transit funded service investments in Wake County for the period between FY28 and FY30 by working with GoTriangle staff so that service plans reflect agency goals and objectives for the short-term. Final SRTP materials will be sufficiently detailed to guide implementation.

Nelson\Nygaard will also work with GoTriangle staff to coordinate the GoTriangle SRTP efforts with transit planning needs beyond Wake County, including coordination with their Bus Blueprint study.

As part of developing the SRTP, Nelson\Nygaard will develop materials that can be used for community and stakeholder engagement, including presentations, fact sheets, handouts, and videos (Task 2).

The SRTP will:

- Define service goals and objectives for GoTriangle services in Wake County, incorporating recent transit agency and community plans.
- Develop service alternatives that will improve the overall quality and efficiency of the fixed route service, such as operational efficiency, service levels (span and frequency), route alignments, connections, and system connectivity as well as community and economic impacts. Recommendations should be based on transit agency feedback, service performance, and the market assessment.
- Refine service alternatives based on Wake Operating Plan recommendations for project sponsor and operator.
- Identify interim services that address travel needs in the years before the BRT projects are completed. Define how these projects will be phased out once the major investment project is in place.
- Identify gaps within the system where "High Volume, Super Stop, or Transit Center" level passenger amenities are needed due to high transit demand. Per the Service Guidelines, high ridership, as well as connections/transfers, can justify additional stop amenities and capital facility investment.
- Define detailed service and capital implementation plan for all routes (funded by transit plan or other sources) by year during FY28-30. The operating plan will describe route alignments, service frequencies, and revenue hour projections. The capital plan will identify vehicle requirements per route, bus stop improvements (specific locations for FY28 Work Plan submissions, less detail for later years), small capital projects, and large capital projects (BOMF, etc.) related to the operating projects. The capital plan will also define the independent capital projects.

- Develop a staffing plan that identifies the minimum and target number of operators and service attendants to operate service.
- Develop an agency fleet plan including consideration of spare ratio for fixed route, paratransit, and demand responsive service.

7.3 GoCary Short-Range Transit Plans FY28 – FY32

Nelson\Nygaard will prepare a short-range transit plan to outline GoCary's Wake Transit-funded service investments for the period between FY28 and FY30 by working with GoCary staff so that service plans reflect agency goals and objectives for the short-term. Final SRTP materials will be sufficiently detailed to guide implementation.

As part of developing the SRTP, Nelson\Nygaard will develop materials that can be used for community and stakeholder engagement, including presentations, fact sheets, handouts, and videos (Task 2).

The SRTP will:

- Define service goals and objectives, incorporating recent transit agency and community plans, including the opening of the Downtown Multimodal Center.
- Develop service alternatives that will improve the overall quality and efficiency of the fixed route service, such as operational efficiency, service levels (span and frequency), route alignments, connections, and system connectivity as well as community and economic impacts. Recommendations should be based on transit agency feedback, service performance, and the market assessment.
- Refine service alternatives based on Wake Operating Plan recommendations for project sponsor and operator.
- Identify interim services that address travel needs in the years before the BRT projects are completed. Define how these projects will be phased out once the major investment project is in place.
- Identify gaps within the system where "High Volume, Super Stop, or Transit Center" level passenger amenities are needed due to high transit demand. Per the Service Guidelines, high ridership, as well as connections/transfers, can justify additional stop amenities and capital facility investment.
- Define detailed service and capital implementation plan for all routes (funded by transit plan or other sources) by year during FY28-30. The operating plan will describe route alignments, service frequencies, and revenue hour projections. The capital plan will identify vehicle requirements per route, bus stop improvements (specific locations for FY28 Work Plan submissions, less detail for later years), small capital projects, and large capital projects (BOMF, etc.) related to the operating projects. The capital plan will also define the independent capital projects.
- Develop a staffing plan that identifies the minimum and target number of operators and service attendants to operate service.

- Develop an agency fleet plan including consideration of spare ratio for fixed route, paratransit, and demand responsive service.
- Complete a Title VI Service equity analysis.

Task 8: Draft Final and Final Plan

Nelson\Nygaard will create a draft and final summary plan that summarizes and ties together the individual deliverables of the planning process. We will submit a table of contents to CAMPO for review and comment, prepare the draft plan for review and comment, and update the plan based on comments and feedback. The final plan will be produced in InDesign.

The consultant will also provide CAMPO and other project partners with all interim deliverables and relevant technical and planning materials (e.g. slide decks, GIS files, spreadsheets).

Schedule and Budget

Schedule

The Wake Bus Plan 2035 will be completed within 18 months, starting in January 2026 and wrapping up by June 2027. The schedule by task by month is as follows:

| | Jan 26 | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan 27 | Feb | Mar | Apr | May | Jun |
|--|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|-----|-----|-----|-----|-----|
| 1 Project Initiation and Management | | | | | | | | | | | | | | | | | | |
| 2 Wake Bus Plan Community Engagement | | | | | | | | | | | | | | | | | | |
| 3 Wake Bus Plan Policy and Guiding Documents | | | | | | | | | | | | | | | | | | |
| 4 Existing Services Assessment | | | | | | | | | | | | | | | | | | |
| 5 Project Prioritization and Transit Facility Evaluation | | | | | | | | | | | | | | | | | | |
| 6 Wake Operating, Capital, and Fleet Plans | | | | | | | | | | | | | | | | | | |
| 7 Wake Short-Range Transit Plans | | | | | | | | | | | | | | | | | | |
| 8 Draft Final and Final Plan | | | | | | | | | | | | | | | | | | |

Budget

The total fee for the Wake Bus Plan 2035 is \$731,541.82, inclusive of Nelson\Nygaard, Kimley Horn, and Three Oaks Engineering's labor hours as well as direct expenses. The full budget breakdown by task and staff are shown in the tables below: the first table showing Nelson\Nygaard labor and the second table showing subconsultant, directs, and total budget.

This project will start in FY2026 and wrap up in FY2027. The budget breakdown by fiscal year is estimated at:

- FY2026 – January to June 2026: \$334,859.18
- FY2027 – July 2026 to June 2027: \$396,682.64

Nelson\Nygaard Labor Budget

| Task Description | Nelson\Nygaard Labor Costs | | | | | | | | | | | | | | Project Accountant Hours | NN Labor Cost | |
|--|--|--|---|---|--------------------------------|-------------------------------|--------------------------------|--|------------------------------------|--|--------------------------------------|------------------------------------|------------------|----------|--------------------------------|------------------|-------------------|
| | Pettine, Amy Senior Principal 1 | Baker, James Senior Principal 2 | Maier, George Senior Associate | Techagum thorn, Yanisa Senior Associate | Adams, Miranda Associate | McTague, Sean Associate | Choi, Jennifer Associate | Boone, Jenny Senior Associate | Carragher, Michael Associate | Leopold, Brynn Senior Associate | Project Accountant Principal 1 | Project Accountant Associate | | | | | |
| | 267.67 | 278.94 | 171.17 | 184.55 | 133.13 | 140.88 | 112.70 | 164.83 | 185.96 | 179.62 | 151.24 | | | | | | |
| Total Billing Rate | | | | | | | | | | | | | | | | | |
| 1.00 Project Initiation and Management | | | | | | | | | | | | | | | | | |
| 1.10 Project Start Up | 16 | | | 16 | | | | | | | | | | | | 32 | 7,235.56 |
| 1.20 Contract Management Meetings | 18 | | | | | | | | | | | | | | | 18 | 4,618.07 |
| 1.30 Biweekly PMT Meetings | 36 | 9 | 18 | 36 | | | | | | | | | | | | 99 | 21,871.52 |
| 1.40 CTT Meetings | 16 | 9 | 9 | 18 | | | | | | | | | | | | 54 | 12,190.99 |
| 1.50 Invoices and Monthly Progress Reports | 9 | | | 9 | | | | | | | | | | | | 9 | 5,431.17 |
| 1.60 Mid-Project Check in Meeting | 4 | | | 4 | | | | | | | | | | | | 8 | 1,806.89 |
| Task Total 1 | 101 | 18 | 27 | 83 | - | - | - | - | - | - | - | - | - | - | 9 | 238 | 53,356.20 |
| 2.00 Wake Bus Plan Community Engagement | | | | | | | | | | | | | | | | | |
| 2.10 Community Engagement Activities | 24 | | | 5 | 40 | | | | 90 | | | | | | | 159 | 27,506.69 |
| 2.20 Develop Community Engagement Summary Report | 16 | | | | | | | | | | | | | | | 16 | 4,282.73 |
| Task Total 2 | 40 | - | - | 5 | 40 | - | - | - | 90 | - | - | - | - | - | - | 175 | 31,789.42 |
| 3.00 Wake Bus Plan Policy and Guiding Documents | | | | | | | | | | | | | | | | | |
| 3.10 Project Prioritization Policy | 12 | | | 24 | 36 | | | 36 | | | | | | | | 108 | 16,491.33 |
| 3.20 ADA Funding Policy | 12 | | 24 | | | 36 | | | | | | | | | | 72 | 12,391.75 |
| 3.30 Service Standards and Guidelines | | | | 2 | | | | | | | | | | | | 2 | 369.10 |
| 3.40 Operating and Capital Selection Guidance | 12 | | | 34 | 40 | | | | | | | | | | | 86 | 14,812.05 |
| Task Total 3 | 36 | - | 24 | 60 | 76 | 36 | 36 | - | - | - | - | - | - | - | - | 268 | 44,064.24 |
| 4.00 Existing Services Assessment | | | | | | | | | | | | | | | | | |
| 4.10 Market Analysis | 2 | | | 40 | | | | 40 | | | 16 | | | | | 98 | 15,400.93 |
| 4.20 Route Level Performance Evaluation and Dashboard | 6 | | | 40 | 40 | | | 60 | | | 35 | | | | | 181 | 27,584.17 |
| 4.30 Access to Transit Evaluation | | | | 2 | | | | 47 | | | 102 | 30 | | | | 181 | 30,022.79 |
| Task Total 4 | 8 | - | - | 62 | 40 | - | 147 | - | 153 | 30 | - | 460 | 73,007.89 | | | | |
| 5.00 Project Prioritization and Transit Facility Evaluation | | | | | | | | | | | | | | | | | |
| 5.10 Project Prioritization | 8 | | | 40 | 40 | | | | | | | | | | | 88 | 14,848.68 |
| 5.20 Transit Facility Evaluation | 8 | 24 | 32 | | | 35 | | | | | | | | | | 99 | 19,244.12 |
| Task Total 5 | 16 | 24 | 32 | 40 | 40 | 35 | - | - | - | - | - | - | - | - | - | 187 | 34,092.80 |
| 6.00 Wake Operating, Capital, and Fleet Plans | | | | | | | | | | | | | | | | | |
| 6.10 Multi-Year Operating Plan (FY28-FY35) | 24 | | | 32 | | | | | 16 | | | | | | | 72 | 14,967.02 |
| 6.20 Multi-Year Capital Plan (FY28-FY35) | 12 | 40 | 70 | 8 | 8 | | | 80 | 16 | | | | | | | 234 | 40,546.48 |
| 6.30 Multi-Year Fleet Plan (FY28-FY35) | 8 | | 24 | | | | | 24 | | | | | | | | 56 | 8,954.29 |
| Task Total 6 | 44 | 40 | 94 | 40 | 8 | - | 104 | 32 | - | - | - | - | - | - | - | 362 | 64,467.79 |
| 7.00 Wake Short-Range Transit Plans | | | | | | | | | | | | | | | | | |
| 7.10 GoRaleigh Short Range Transit Plan (FY28-FY32) | 8 | | 40 | 2 | 50 | 50 | | 8 | | | | | | | | 158 | 24,376.35 |
| 7.20 GoTriangle Short Range Transit Plan (FY28-FY32) | 8 | | 10 | 2 | | | | | | | | | | | | 18 | 3,666.81 |
| 7.30 GoCary Short Range Transit Plan (FY28-FY32) | 4 | | 20 | 2 | | | | | | | | | | | | 26 | 4,863.15 |
| Task Total 7 | 18 | - | 70 | 6 | 50 | 50 | - | 8 | - | - | - | - | - | - | - | 202 | 32,926.32 |
| 8.00 Draft Final and Final Plan | | | | | | | | | | | | | | | | | |
| 8.10 Draft Final and Final Plan | 8 | | | 18 | 24 | | | 32 | 28 | | | | | | | 110 | 16,880.16 |
| Task Total 8 | 8 | - | - | 18 | 24 | - | 32 | 28 | - | - | - | - | - | - | - | 110 | 16,880.16 |
| TOTAL HOURS | 271 | 82 | 247 | 334 | 278 | 121 | 319 | 158 | 153 | 30 | 9 | 2,662 | | | | | |
| TOTAL COSTS | 72,538.77 | 22,873.17 | 42,278.59 | 61,640.34 | 37,010.41 | 17,046.40 | 35,952.40 | 26,042.95 | 28,451.99 | 5,388.63 | 1,361.17 | | | | | | 350,584.82 |

Subconsultant, Directs, and Total Budget

| Task Description | Subconsultant Costs | | | | | | | | | | | Total Labor Hours | Total Labor Costs | Total Direct Expenses | Total Costs | | | | |
|--|------------------------|--------------------------------|------------------------|-----------------------------------|------------------|--------------|--------------|--------------------|-------|------------|-------------------|-------------------|-----------------------|-----------------------|-------------|--|--|--|--|
| | Kimley Horn Associates | | | | | Three Oaks | | | | | | | | | | | | | |
| | Dan Nelson Sr Prof | Mary Kate Morookian Sr Prof | Analyst 2 Job Class | Kimley Horn Associates Cost | Jennifer Baldwin | Ana Santiago | Annie Dommen | Three Oaks Cost | | | | | | | | | | | |
| Total Billing Rate | \$ 300.00 | \$ 300.00 | \$ 245.00 | Hours | Cost | 267.00 | 151.00 | 126.00 | Hours | Cost | Total Labor Hours | Total Labor Costs | Total Direct Expenses | Total Costs | | | | | |
| 1.00 Project Initiation and Management | | | | | | | | | | | | | | | | | | | |
| 1.10 Project Start Up | 16 | 16 | | 32 | 9,600.00 | 12 | | | 12 | 3,204 | 76 | 20,039.56 | | 20,039.56 | | | | | |
| 1.20 Contract Management Meetings | | | | - | - | | | | - | - | 18 | 4,818.07 | | 4,818.07 | | | | | |
| 1.30 Biweekly PMT Meetings | 9 | 9 | 18 | 36 | 9,810.00 | 16 | | | 16 | 4,272 | 151 | 35,953.52 | | 35,953.52 | | | | | |
| 1.40 CTT Meetings | 15 | | | 18 | 5,400.00 | 8 | | | 8 | 2,136 | 80 | 19,726.99 | | 19,726.99 | | | | | |
| 1.50 Invoices and Monthly Progress Reports | 9 | | | 9 | 2,700.00 | 9 | | | 9 | 2,403 | 45 | 10,534.17 | | 10,534.17 | | | | | |
| 1.60 Mid-Project Check In Meeting | 4 | | | 4 | 1,200.00 | 2 | | | 2 | 534 | 14 | 3,542.89 | | 3,542.89 | | | | | |
| Task Total 1 | 56 | 25 | 18 | 99 | 28,710.00 | 47 | - | - | 47 | 12,549 | 384 | 94,615.20 | 19,250.06 | 113,865.26 | | | | | |
| 2.00 Wake Bus Plan Community Engagement | | | | | | | | | | | | | | | | | | | |
| 2.10 Community Engagement Activities | | 40 | 95 | 135 | 35,275.00 | 117 | 128 | 456 | 701 | 108,023.00 | 995 | 170,804.69 | | 170,804.69 | | | | | |
| 2.20 Develop Community Engagement Summary Report | | | | - | - | | | | - | - | 16 | 4,282.73 | | 4,282.73 | | | | | |
| Task Total 2 | - | 40 | 95 | 135 | 35,275.00 | 117 | 128 | 456 | 701 | 108,023.00 | 1,011 | 175,087.42 | 4,000.00 | 179,087.42 | | | | | |
| 3.00 Wake Bus Plan Policy and Guiding Documents | | | | | | | | | | | | | | | | | | | |
| 3.10 Project Prioritization Policy | | | | - | - | | | | - | - | 108 | 16,491.33 | | 16,491.33 | | | | | |
| 3.20 ADA Funding Policy | | | | - | - | | | | - | - | 72 | 12,391.75 | | 12,391.75 | | | | | |
| 3.30 Service Standards and Guidelines | 36 | | | 70 | 106 | 27,950.00 | | | - | - | 108 | 26,319.10 | | 26,319.10 | | | | | |
| 3.40 Operating and Capital Selection Guidance | | | | - | - | | | | - | - | 86 | 14,812.05 | | 14,812.05 | | | | | |
| Task Total 3 | 36 | - | 70 | 106 | 27,950.00 | - | - | - | - | - | 374 | 72,014.24 | - | 72,014.24 | | | | | |
| 4.00 Existing Services Assessment | | | | | | | | | | | | | | | | | | | |
| 4.10 Market Analysis | 8 | 12.00 | | 20 | 8,000.00 | | | | - | - | 118 | 21,400.93 | | 21,400.93 | | | | | |
| 4.20 Route Level Performance Evaluation and Dashboard | 5 | | 24 | 30 | 7,580.00 | | | | - | - | 211 | 35,264.17 | | 35,264.17 | | | | | |
| 4.30 Access to Transit Evaluation | | | | - | - | | | | - | - | 181 | 30,022.79 | | 30,022.79 | | | | | |
| Task Total 4 | 14 | 12 | 24 | 50 | 13,680.00 | - | - | - | - | - | 510 | 86,667.89 | - | 86,667.89 | | | | | |
| 5.00 Project Prioritization and Transit Facility Evaluation | | | | | | | | | | | | | | | | | | | |
| 5.10 Project Prioritization | 2 | | | 2 | 600.00 | | | | - | - | 90 | 15,448.68 | | 15,448.68 | | | | | |
| 5.20 Transit Facility Evaluation | | | | - | - | | | | - | - | 99 | 19,244.12 | | 19,244.12 | | | | | |
| Task Total 5 | 2 | - | - | 2 | 600.00 | - | - | - | - | - | 189 | 34,682.80 | - | 34,682.80 | | | | | |
| 6.00 Wake Operating, Capital, and Fleet Plans | | | | | | | | | | | | | | | | | | | |
| 6.10 Multi-Year Operating Plan (FY28-FY35) | 88 | 48 | 96 | 232 | 64,320.00 | | | | - | - | 304 | 79,287.02 | | 79,287.02 | | | | | |
| 6.20 Multi-Year Capital Plan (FY28-FY35) | 2 | | | 2 | 600.00 | | | | - | - | 236 | 41,146.48 | | 41,146.48 | | | | | |
| 6.30 Multi-Year Fleet Plan (FY28-FY35) | 2 | | | 2 | 600.00 | | | | - | - | 58 | 9,554.29 | | 9,554.29 | | | | | |
| Task Total 6 | 92 | 48 | 96 | 236 | 65,520.00 | - | - | - | - | - | 598 | 129,987.79 | - | 129,987.79 | | | | | |
| 7.00 Wake Short-Range Transit Plans | | | | | | | | | | | | | | | | | | | |
| 7.10 GoRaleigh Short Range Transit Plan (FY28-FY32) | | | | - | - | | | | - | - | 158 | 24,376.35 | | 24,376.35 | | | | | |
| 7.20 GoTriangle Short Range Transit Plan (FY28-FY32) | 24 | 40 | 80 | 144 | 38,800.00 | | | | - | - | 162 | 42,486.81 | | 42,486.81 | | | | | |
| 7.30 GoCary Short Range Transit Plan (FY28-FY32) | 24 | 24 | 40 | 88 | 24,200.00 | | | | - | - | 114 | 29,063.15 | | 29,063.15 | | | | | |
| Task Total 7 | 48 | 64 | 120 | 232 | 63,000.00 | - | - | - | - | - | 434 | 95,926.32 | - | 95,926.32 | | | | | |
| 8.00 Draft Final and Final Plan | | | | | | | | | | | | | | | | | | | |
| 8.10 Draft Final and Final Plan | 6 | 2 | | 8 | 2,400.00 | | | | - | - | 118 | 19,200.16 | | 19,200.16 | | | | | |
| Task Total 8 | 6 | 2 | - | 8 | 2,400.00 | - | - | - | - | - | 118 | 19,200.16 | - | 19,200.16 | | | | | |
| TOTAL HOURS | 254 | 191 | 423 | 568 | | 164 | 128 | 456 | 748 | | 3,618 | | 3,618.00 | | 3,618.00 | | | | |
| TOTAL COSTS | 76,200.00 | 57,300.00 | 183,635.00 | | 237,135.00 | 43,788.00 | 19,328.00 | 57,456.00 | | 120,572.00 | | 706,291.82 | 23,256.00 | 731,541.82 | | | | | |

