

# DURHAM TRANSIT PLAN—PROJECT WORK PLAN

## Introduction

In 2012, Durham County voters approved a half-cent sales tax referendum to fund transit improvements within Durham County. It is required that a transit plan dictating how the transit-dedicated funds be spent, be drafted and approved/adopted by the appropriate governing bodies. With the discontinuation of the Durham-Orange Light Raleigh project in 2019, a plan update is required in order to reallocate transit funds to new projects. The update process will reexamine the contents of the DTP, identify local transit service improvements, potential high-capacity transit investments, and help prioritize transit funds for upcoming projects.

## Project Work Plan Overview

The purpose of this work plan is to provide an overview of the planning process and major milestones. The work plan consists of the following elements:

- Scope of Work Summary
- Communication Protocol
- Project Schedule
- Quality Control Plan
- Invoicing and Progress Reports

## Scope of Work Summary

The scope of work for the Durham Transit Plan includes existing conditions documentation to establish a baseline of transit service and performance in Durham. Following an existing conditions inventory, the planning process will involve updating GoDurham's Service Standards and Performance Measures, the development and evaluation of transit scenarios, finalizing a preferred scenario, engaging stakeholders and the community, identifying multimodal recommendations, and developing an implementation plan for short, medium, and long-term transit improvements. A Core Technical Team, Technical Committee, Outreach Committee, and Executive Team will guide the development of deliverables, including the Final Report and Implementation Plan. Interim deliverables include:

- |  |   |
|--|---|
| • Existing Conditions Memo                 | • Performance Criteria Summary                        |
| • Universe of Projects                     | • Transit Scenario Report Cards                       |
| • Four transit scenarios                   | • Transit Scenario Evaluation Memo                    |
| • Transit Scenario Development Memo        | • Fare Free Analysis Memo                             |
| • Materials for three rounds of engagement | • Emerging Mobility Memo                              |
| • Engagement Summary Memo                  | • GoDurham Service Standards and Performance Measures |
| • Transit Opportunities Assessment         |   |

\*A Comprehensive Operational Analysis will be completed as part of the overall Durham Transit Plan Update. An abbreviated work plan, schedule, and scope summary will be developed for that task.

## Communication Protocol

The Durham Transit Plan requires efficient communication between Durham Staff ("Staff" within this document refers to all Durham City/County departments involved in the Durham Transit Plan Update), the Consultant team, other public agencies, stakeholders, and the community. The communication protocol identifies project contacts and outlines the general strategies that will be employed throughout the project to maintain smooth coordination and enhance communication among the various parties involved in the creation and execution of the plan.

## Project Contacts

The following individuals will have a leadership role in management and production of the Durham Transit Plan Update:

**Allison Fluitt** | Kimley-Horn

- [Allison.fluitt@kimley-horn.com](mailto:Allison.fluitt@kimley-horn.com)
- 919.653.2947

**Mary Kate Morookian** | Kimley-Horn

- [MaryKate.Morookian@kimley-horn.com](mailto:MaryKate.Morookian@kimley-horn.com)
- 919.677.2015

**Betty White** | Kimley-Horn

- [Betty.White@kimley-horn.com](mailto:Betty.White@kimley-horn.com)
- 919.653.2935

**Aaron Cain** | DCHC

- [Aaron.Cain@durhamnc.gov](mailto:Aaron.Cain@durhamnc.gov)
- 919-560-4366, ext. 36443

**Brooke Ganser** | City-County Planning

- [Brooke.Ganser@durhamnc.gov](mailto:Brooke.Ganser@durhamnc.gov)
- 919-560-4137 ext. 28211

## Internal Correspondence

The following channels are envisioned for communicating project intent, status, and recommendations throughout the life of the project:

All communication between the Consultant team and Durham Staff/other stakeholders shall occur through project manager, Allison Fluitt, and/or the deputy project manager, Mary Kate Morookian unless specifically coordinated in advance.

## Project Correspondence

Written technical correspondence (letters, memorandums, etc.) will be created for the project. Any correspondence dealing with matters having the potential to affect project scope, budget or schedule shall be reviewed and authorized by the project manager, Allison Fluitt. Copies of correspondence including attachments shall be kept in the project file.

## Telephone Conversation Records

Technical discussions, requests for information, or other telephone conversations should be documented and kept in the project files. If telephone conversations are considered critical by the project manager, conversation participants or another key individual, a follow-up letter/email or copies of the telephone documentation shall be sent to the Durham Staff project Manager, Aaron Cain, to confirm the conversation specifics.

## Emails

Selected project emails that contain key project information, decisions or other important communications should be kept and archived with the project records. And to make email correspondence easier to organize, internal emails typically will have a standard subject line prefix (e.g. "Durham Transit Plan or DTP") followed by details on the content of the email. Additional team members will be CC'd when necessary to ensure consistent communication.

## Meetings

Records of meetings with Durham Staff and project stakeholders should be written and kept in the project files. Proper documentation of meetings is critical to manage scope changes, change orders, technical assumptions and directions. Draft meeting records must be submitted to Staff in Word format within three business days. Following approval, the final meeting notes will be distributed in PDF format.

## Confidentiality and Public Relations

All communications with the press shall be handled by the Staff project manager, Aaron Cain, or other Durham Staff as deemed appropriate. No member of the Consultant team is authorized to speak to the press about this project without the authorization of Aaron Cain.

## Document Control

A Project SharePoint folder will be used for the project. This folder can be accessed by the Kimley-Horn team. Durham Staff and other stakeholders who have been authorized by Durham Staff may be granted access by Kimley-Horn upon request.

ShareFile will be used to store background information, project templates, meeting materials and deliverables and as needed to transfer large files. Other aspects of the document control process include:

- File names will include the date and document title and will indicate whether the file has tracked changes or is clean (e.g., 2018-03-23\_Quality Management Plan\_tracked.docx).
- Word documents will be revised using track changes, and comments on PDFs will be provided using the PDF markup tools.
- Previous versions of all documents will be retained in an Archive folder in Kimley-Horn's internal server.

# Project Schedule

	2020												2021											
	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August								
<b>Project Management &amp; Coordination</b>																								
Bi-Weekly Core Technical Team Meetings																								
Monthly Progress Reports																								
Technical Committee																								
<b>Public Outreach</b>																								
Outreach Committee																								
Public Comment Review																								
Public Engagement Plan																								
Phase I Outreach																								
Phase II Outreach																								
Phase III Outreach																								
<b>Scenario Planning</b>																								
Values, Goals, and Objectives																								
Existing Conditions Analysis																								
Universe of Projects																								
Existing Conditions Memorandum																								
Conceptual Transit Scenarios (4)																								
Regional Connections Opportunities																								
Transit Scenario Development Memorandum																								
<b>Service Standards and Performance Measures</b>																								
Service Standards and Performance Measures																								
Methodology for Reporting																								
Service Standards and Performance Measures Memorandum																								
<b>Scenario Evaluation</b>																								
Performance Criteria Development																								
Scenario Evaluation																								
Transit Scenario Report Cards																								
Performance Criteria Summary																								
Transit Scenario Evaluation Memorandum																								
<b>Fare Free Analysis</b>																								
Staff Interviews and Data Collection																								
Ridership Modeling																								
Cost Estimates																								
Fare Free Analysis Memorandum																								
<b>Emerging Transit Mobility Assessment</b>																								
Plan/Policy Review																								
Mobility Goal Development																								
Emerging Transit Mobility Assessment Memorandum																								
<b>Implementation Plan and Final Report</b>																								
Implementation Plan																								
Risk Assessment																								
Draft DTP Report																								
Final DTP Report																								

## Quality Control Plan

It will be important to the success of this plan to establish a protocol that will enable the project team to share key information and produce timely responses to critical issues that arise throughout the course of the project. Just as important will be the need to produce quality, high-value results. Continual quality control of data, analysis, and deliverables will be managed by the Consultant team in an effort to expedite the sharing of information and supporting consistency in documentation. Ultimately, such methods will enable a smooth transition of the planning process.

## Quality Control Review

Throughout the planning process, key deliverables will go through a series of quality control measures. That is, all key deliverables (reports, design mapping, presentations and agendas) will be reviewed for approval by the Quality Control/Quality Assurance Manager (Betty White).

## Process and Schedule Maintenance

The monthly progress reporting will be used by the project team members to ensure schedule adherence and project deadlines. Understandably, the planning process may encounter externalities that may cause delay to the schedule. If this is to occur, the Consultant project manager, Allison Fluitt will contact the Durham Staff project manager, Aaron Cain, directly to establish a procedure for addressing the delay. All efforts will be provided to adhere to the project timeline.

## Staff Resources

Every month, Kimley-Horn administers a castahead process to ensure the allocation of staff resources to our projects. Castaheads identify specific staffing for specific project tasks, thereby identifying any “gaps” in project needs. If additional staffing is needed for upcoming planning efforts, this process allows adequate time for the Consultant project manager to secure additional resources. The castahead process is also administered for 6-month periods.

## Documentation Quality Review

In addition to the review by the QC/QA Manager, specific project documents will go through a series of quality control reviews by trained technical writing staff. Specifically, the final Durham Transit Plan document will be reviewed by our marketing coordinating staff for grammar, sentence flow, and comprehension.

## Invoicing and Progress Reports

Invoices and progress reports will be submitted monthly to the City of Durham. Invoices and monthly progress reports will be addressed to:

Aaron Cain, DCHC MPO  
Aaron.Cain@Durhamnc.gov