EXHIBIT 1

Avent Ferry Road Corridor Study
Scope of Work
February 28, 2017

I. PROJECT BACKGROUND

The study area runs from the southern border of NC State University's main campus south to the popular Lake Johnson Park. The outsized presence of the university, both the Main and Centennial Campuses, has exerted a strong influence on the land use character of the corridor. Much of Avent Ferry Road is lined by townhouse and multifamily complexes, many dating back to the late 1960s and early 1970s, and largely serving a market of student renters. The largest shopping destination is Mission Valley, which sits on a parcel owned by the local Catholic Diocese at the corner of Western Boulevard. Its tenant mix includes a movie theater as well as low-cost and ethnic eateries popular with students. A grocery store-anchored strip mall located at the intersection with Gorman Street provides the only convenient food shopping in the area.

While the growth of Centennial Campus has reinforced the strong university influence on the corridor, new developments are introducing new influences. The City's recent acquisition of the Dix campus will result in a large destination park on the east side of the study area. A large catholic cathedral is rising on a prominent site just east of Mission Valley. The recently-adopted Wake Transit Plan calls for Bus Rapid Transit investment on Western Boulevard. All of these will have impacts not only on the corridor, but on the residential neighborhoods located adjacent to it.

The unique character of the corridor creates specific transportation issues. The design of the roadway dates from a time when moving cars was the only goal. The large student presence and scarcity of on-campus parking create heavy transit demand—when factoring in ridership on the university's "Wolf Line" bus system alongside the city's GoRaleigh bus service, there are more bus riders on Avent Ferry than any other corridor in Raleigh, yet complete transit amenities are lacking. There is demand for bicycle travel, but there are no bike facilities north of Gorman Street. Sidewalks exist, but the pedestrian experience is substandard and adjacent land uses lack a pedestrian orientation. Multi-modal travel demand includes recreational as well as practical travel, as the parks and greenways adjacent to the corridor are major destinations for walkers, runners, and cyclists.

Overall goals for the study include:

- A new vision for the corridor as a Complete Street meeting the needs of transit riders, pedestrians, and cyclists in addition to drivers.
- A land use vision that identifies new opportunities for mixed-use infill development and redevelopment along the corridor, targeting not only students but a more diverse residential population.
- An urban design vision that seeks to evolve an auto-dominated streetscape into a more vibrant and pedestrian-friendly environment that creates amenities and gathering places for adjacent residents and promotes active, healthy lifestyles.

Implementation of this new vision may include land use plan and zoning changes, streetscape investments, new street cross sections, right of way acquisition, and other capital projects. The City would like to obtain planning-level cost estimates for any public capital improvements proposed in the plan in order to ensure that the recommendations are grounded in reality.

II. PROJECT INFORMATION

The Corridor Study will identify multi-modal transportation scenarios and streetscape, land use, and urban design options and strategies to improve the corridor at all scales, with a particular focus on how strategies impact

placemaking and economic development. The study will take into account previous studies and initiatives that impact the corridor and the surrounding neighborhoods, as well as the goals and priorities of the community.

Project Components: The Study will provide implementable strategies for improving the multi-modal functionality of the corridor as well as connections to adjacent neighborhoods and amenities. The Study will investigate changes in urban form that may result in land use and urban design revisions to the Comprehensive Plan and Development Code. Project components are expected to include:

Traffic Analysis Summary:

- Definition & limits of subareas
- Collection and analysis of baseline/existing conditions including: traffic counts, pedestrian counts, pedestrian accommodations, turning movements, signal plans, timing plans, transit routes, transit headways, transit stop locations, sidewalk inventory, and bike facilities inventory
- Identification of potential traffic scenarios, including major capital investments and/or alteration in existing lane configurations to improve bicycle, pedestrian and transit operations
- Creation of AM and PM traffic capacity models for subareas and overall project area for existing conditions and proposed roadway scenarios
- Identification of scenario impacts on subareas and various modes of transportation
- Accident analysis/TEAAS strip study for subarea segments
- Level-of-Service analyses for automobile, pedestrian, bicycle and transit modes
- Travel-time runs

Streetscape, urban design, and land use planning:

- Streetscape design for corridor and subareas
- Recommendations for improvements to adjacent properties to support streetscape design
- Recommendations for any changes to the parallel street network, including potential new streets and other interconnectivity improvements
- Identification of opportunities for mixed-use infill development and redevelopment
- Urban design, placemaking and wayfinding/ interpretive signage strategies
- Market and development economic analysis
- Review of existing Raleigh greenway system linkages and recommendations for any additional system or connectivity improvements
- Policy, Comprehensive Plan, and Development Code amendment recommendations where appropriate
- Project renderings, sketches, plans, sections, and details

Project implementation:

- Functional design of corridor improvements, including modifications to adjacent properties
- Proof of concept of major design elements
- Cross sections and plans of options and subareas
- Preliminary cost estimates for capital improvements
- Cost/Benefit analyses of alternatives
- Phased implementation plan
- Amendments to Comprehensive Plan or other adopted plans

Project Outreach (with City staff):

- Stakeholder workshops and charrettes
- Stakeholder meetings and interviews
- City Council and Commission updates and approvals
- Collateral materials for project website and meetings
- Project graphics, technical reports, executive summaries

Project Outcome: The study will provide detailed multi-modal transportation, streetscape, urban design, and land use recommendations based upon stakeholder input and a thorough understanding of community values, history, and future development scenarios. The study will include detailed transportation scenario models, streetscape plans, and analysis of the potential impacts to community character and economic development potential, as well as recommendations, cost estimates and strategies for project implementation.

III. KEY PROJECT FACTS

Avent Ferry Road Corridor Transportation Characteristics		
Total Corridor Length	2.75	miles
Study Area	728	acres
Speed Limit	25/35/40*	mph
Maintained by	NCDOT	
# of intersections	20	
# of Signalized intersections	7	
Avent Ferry Road 2015 AADT volume	22,000	vpd
Western Boulevard 2015 AADT volume	37,000	vpd
Gorman Street 2015 AADT Volume	16,000	vpd
Transit Routes	7	GoRaleigh, GoTriangle, Wolfline
Potential Accident Hotspots	Avent Ferry Rd/Centennial Pkwy	
	Avent Ferry Rd/Varsity Dr	
	Avent Ferry Rd/Trailwood Dr	
	Avent Ferry Rd/Athens Dr	

Zoning and Land Use: The corridor, particularly east of Gorman Street, is defined by its mixed-use zoning. Residential zoning districts define the proposed study area's western portion. Prominent mixed-use districts that permit high intensities of commercial and office use are located at the intersections with Gorman Street and Western Blvd.

Future Land Use: *Future land use* recommendations for the study area can be reviewed in the Briefing Book accessed at:
http://www.raleighnc.gov/business/content/PlanDev/Articles/UrbanDesign/AventFerryCorridorStudy.html

IV. PROJECT STAFFING

The CONSULTANT team made up of ColeJenest and Stone (CJS), WSP Parsons Brinkerhoff, and Rose and Associates will be responsible for the analysis and planning and design recommendations required in this scope of work as well as summary reports or updates provided at regular intervals, project graphics, technical analyses, and assisting STAFF with public meeting facilitation and presentations.

Carter Pettibone, AICP at the Raleigh Urban Design Center will serve as the project manager, and will be the primary point of contact for project communications.

Key staff support will be provided by the Raleigh Urban Design Center, and the City Planning, Transportation, Engineering Services, and Parks, Recreation, and Cultural Resources Departments. Additional department and division staff will provide meeting support, scheduling and advertising meetings to the public, project insight and design feedback. City Staff will be largely responsible for providing base information including the briefing book, public meeting production, project outreach and communications, web site production and maintenance, and public meeting facilitation.

Project Resource Team:

Carter Pettibone- City Planning - Raleigh Urban Design Center
Roberta Fox- City Planning - Raleigh Urban Design Center
Charles Dillard- City Planning – Raleigh Urban Design Center
Doug Hill- City Planning - Long Range Planning
Eric Lamb- Transportation - Transportation Planning
Jason Myers – Transportation - Transportation Planning
Bowman Kelly- Transportation - Transportation Planning
Jed Niffenegger- Transportation- Transportation Operations
Brandon Watson – Transportation - CAT/Transit
TJ McCourt – Parks, Recreation, and Cultural Resources
Chris Johnson- Engineering Services- Design/Construction
STAFF- Engineering Services-Stormwater
Zach Manor- Parks, Recreation, and Cultural Resources- Urban Forestry
STAFF- Public Utilities
Reid Elmore- NCDOT Division Five

Task responsibility (P=primary, S= secondary)

Task Plan	City of Raleigh (UDC)	CONSULTANT (CJS)
Phase One: Desire	P	S
Phase Two: Discovery	S	P
Phase Three: Design	S	P
Phase Four: Deliver	S	P
Project Communications and Outreach	P	S
Meeting Production	P	S

V. PROJECT SCOPE OF WORK

PHASE 1: UNDERSTANDING THE PROJECT SCOPE (THIS WORK WAS COMPLETED AS PART OF A SEPARATE SCOPE OF WORK)

Task 1.1: Briefing Book *(Complete)*

An interdepartmental team of City staff has compiled a briefing book containing information that will be helpful for the consultants as they familiarize themselves with the project area and context, as well as form the basis for Urban Design and Transportation Analysis and the Issues and Opportunities report.
The inventory includes narrative, maps, and datasets addressing the following:

- Study Area Profile, including zoning, adopted plans, recent development, and other studies
- Transportation conditions
- Environmental conditions
- Infrastructure

- Urban design features
- Social, cultural and historic resources

Task 1.2: Project Kick-off Workshop *(Complete)*
The Project Resource Team (PRT) will facilitate a kick-off workshop with the community. This will be an interactive meeting to establish project expectations and seek direction and input from the PRT regarding key issues that face the corridor. This dialog will help inform the inventory and analysis process and identify key stakeholders that need to be included in the process. Everyone will leave this workshop with a clear plan for project execution and completion and the Team will be able to immediately begin work.

Task 1.3: Project Summary Document *(Complete)*
Task 1.4: Project Scope *(Complete)*

Phase 1 Summary:
- DELIVERABLES- meeting materials (maps, presentations etc.) meeting notes and meeting summaries
- OUTREACH DELIVERABLES- project website update including scope, briefing book, and meeting summaries

PHASE 2: ESTABLISHING A SHARED UNDERSTANDING FOR THE CORRIDOR

Task 2.0: Obtain Base Materials (by CJS)
Within the first week of notice to proceed, CJS Project Manager will receive from the City (UDC) the base information and data needed to begin our work. CJS will be responsible to format this base data for its purposes and to distribute the information to other members of its team. This data ideally will include:

- Base information (GIS or similar) data – from City to include but not be limited to:
  - Topography (2 foot contour intervals)
  - Hydrology (flood plain, historical flood data, hydrologic history)
  - ROW boundaries for Corridor Streets and intersections
  - Land Ownership boundaries (parcel data) and ownership for land adjacent to the corridors
  - Utilities located within the corridors
  - Locations of existing public art within the area of the city that is surrounded by the corridors.
  - Locations of publicly owned sites and public facilities within or adjacent to the corridors.
  - Comprehensive plans, zoning plans, overlay plans, studies and land use plans that affect the Corridors
  - Existing building cover adjacent to the corridors
  - Neighborhood boundaries affected by the corridors
  - Broad Vegetation patterns
  - Aerial Photography
  - 2010 census block group data
  - Employment data
- Plans and projections data – if available from the City to include and not be limited to:
  - City wide growth projections and areas planned for future growth
  - Demographics and demographic mapping
  - Proposed plans for properties or facilities adjacent to or within the Corridors
  - Proposed plans for upgrading the transportation infrastructure within the corridors
  - Proposed budgets and schedules for transportation improvements
  - Proposed greenways, bikeways and other
- Transportation and traffic analyses that may have been previously prepared by NCDOT or the City for all or portions of the Corridor
- Any plans that are in the process of approval with the City for the redevelopment of sites along the Corridor

Task 2.1: Planning and Urban Design Analysis (by CJS)

Consultant will review and assess the corridor's existing plans, zoning, comprehensive plan polices, transportation plans, multimodal plans, streetscape, and street and right-of-way dimensions, amongst other things, in order to establish a common understanding of the corridor's physical and policy context. This analysis will include:

- Existing Plans and Policies such as the 2030 Comprehensive Plan, Comprehensive Pedestrian Plan, Raleigh Bike Plan, Raleigh/CAMPO 2035 MTP, CAT Bus Development Plan, and the various Overlay Districts (Planned Development District and Special Highway Overlay Districts).
- Corridor/Street Inventory (block to block) to include; street cross-section and lane dimensions, right-of-way, sidewalk inventory, curb cuts, medians, curb to curb dimensions, crosswalks, traffic and pedestrian signal locations, street trees, landscape features, bike facilities, and transit routes and stop locations, existing land uses, proposed land uses, urban design patterns, contributing and non-contributing land uses (as it relates to the ultimate vision), neighborhood connectivity, lighting patterns, excessive noise, etc. . This inventory will be performed as part of on-site visits as well as by layering base information in GIS or Autocad provided by UDC.
- The output of the above analysis will be a series of "block to block" context and street design analytical diagrams that illustrate the various issues graphically as well as narratively to highlight their importance and shape conclusions about corridor design strategies. These diagrams will also serve as the basis for the planning and design work that will follow and will provide the community a visual tool that shows where the issues are and how we have attempted to resolve them.

Task 2.2: Existing Traffic Conditions & Analysis (by CJS)

2.2a Existing Corridor Traffic Model

Consultant will build an initial existing corridor traffic model based on available information from the City and NCDOT , as well as new data that will be gathered for specific high risk intersections (up to 6 intersections) (Current Synchro which utilizes the 2010 HCM methodology for traffic analysis) in order to establish a baseline conditions for existing traffic operations. This model should include:

- Traffic counts provided by UDC / NCDOT as may be available for the intersections along the corridor. As well as traffic counts for key intersections (up to 6) that have the highest potential to be impacted by the planning scenarios created in this scope of work.
- Verifying signal timing plans (2070 timing plan sheets)
- Transit routes, stop locations and transit headways from both visual survey as well as from information provided by UDC.

2.2b Existing Traffic Analysis

Consultant will utilize the base line corridor traffic model to analyze the impact of potential changes created by the planning scenarios created during the planning process of this scope of work. This existing conditions analysis will focus on intersection and overall corridor operations including back-ups, v/c ratios, LOS, storage lengths, system timing and other considerations. This analysis will be used to understand and communicate the current traffic operational conditions at key intersections and will be used to describe the potential impacts that changes to the street may create or changes brought about by potential future growth associated with redevelopment scenarios that we will create for targeted properties along the corridor.

2.2c Crash Analysis

Consultant will obtain previous 3-year crash data from NCDOT and conduct a crash analysis utilizing the existing NCDOT crash database to identify crash patterns and potential causes, and solutions. As part of this we will map out high crash frequency locations as well as crash rate information.

2.2d Additional Transportation Analysis

- Conducting vehicle travel-time runs during the AM and PM peak periods using Floating Car method or similar.
- Using hand held speed radar or other device approved by the City to record corridor speeds.
- Recording a real-time video record of typical travel time along the project corridor.

Task 2.3: Market Analysis (by CJS)
Setting aside the university, residential is the dominant use along the corridor, bookended by two retail centers located on either end of the study area. WRAL is a major employer, but office uses are not a prominent part of the land use mix. Both the retail developments and many of the multifamily complexes are aging out and becoming more ripe for redevelopment. Adopted policies are favorable to redevelopment along the corridor that has a stronger multimodal orientation, improves the public realm, and meets the City's growth goals.

The purpose of the market analysis is to inform both the land use and the infrastructure planning components of the project. To this end, it must (1) identify specific sites that are likely to be targeted for redevelopment; (2) identify what uses would be viable on these sites, including the intensity needed to make redevelopment financially attractive; and (3) recommend what complementary public sector actions---from zoning to transportation improvements to public realm investments---would help facilitate such redevelopment.

Multiple research and analytical tools can be used by the consultant to answer these questions, including property owner and developer interviews; review of market data including trends in rental rates and terms for different uses, absorption and vacancy rates, and property transactions; demographic analysis; retail spending and capture rate analysis; and "back of the envelop" pro formas for specific sites.

Task 2.4: Public Kick-off Session (by UDC and CJS)
STAFF and CONSULTANT will facilitate a Public Kick-off Session of up to three (3) hours sometime in March 2017 (TBD) in order to introduce ourselves to the community, describe what we will be doing, identify (or re-affirm) key goals and issues, and outline the overall study process and schedule. This session will be conducted following the completion of the gathering of base information and Planning and Urban Design, Traffic and Market Analysis tasks, allowing the presentation to include an overview of existing conditions and corridor understanding.

We will use the work previously done with the community in its Visioning process and get feedback on its recommendations (are they still in agreement with them) as well as to begin to establish priorities and the “order of magnitude” of what our work should focus on (how far into the future should we be looking and how much investment should we consider). We will also delve into our assessment of the existing conditions and begin to describe potential planning and design foci as a way to engage the community in a discussion that moves toward establishing priorities and preferences. We will utilize keypad polling or other devises to enable broad input, get answers to specific questions and to make sure everyone is heard. STAFF will lead this session with public facilitation and meeting logistical support from CONSULTANT AND City Staff.

Task 2.5: Stakeholder Interviews and Presentations (by UDC and CJS)
It is critical to meet with key stakeholders in order to identify, first hand, the area’s opportunities and challenges. Key stakeholders for this project will include the City Commissions, Southwest and West Community Advisory Councils, GoRaleigh and Wolfline Staff, NCDOT, NC State University, Catholic Diocese, and area business and institutional representatives, among others. Interviews and presentations will be conducted early in the process to time with the Public Kick-off Session, allowing the Team to respond to and absorb the information gathered. STAFF will lead these sessions with public facilitation and meeting logistical support from CONSULTANT AND City Staff. Interview format and schedule includes:

- Conducting and scheduling interviews (interviews to be scheduled by UDC) in a concentrated manner over a multi-day period.
- Interviews should be no longer than one-hour and located in a central location (Urban Design Center) whenever possible allowing the efficient utilization of City staff and consultant team resources.
- Within this focused interview period, we will meet with as many stakeholders (as defined by UDC) as possible in one-on-one meetings or in small groups. Typically 6-8 per day scheduled 30-minutes apart, 8:00am to 8:00pm.
- Each interview will be an informal discussion over base maps, brief and focused on specific issues.
- Meeting notes will be prepared and summarized in the Issues and Opportunities Report.

Task 2.6: Issues and Opportunities Report (by CJS)
The meetings and analysis work of Phase 1 and 2 will be summarized into an Issues and Opportunities Report, which will eventually become a chapter in the final document. This report will be a highly graphic and narrative summary organized into a series of framework and technical analysis diagrams (block to block) and narratives that will form the foundation for a range of transportation, planning and streetscape design scenarios that will be used to engage the public in the next phase of the project. This Report will include:

- Narrative Summary of the public kick-off work session and stakeholder interviews to include a draft of the study's goals and objectives.
- Graphic and Narrative Summary of the Planning and Urban Design Analysis on 11x17" sheets and formatted "block to block"
- Graphic and Narrative Summary of the Existing Traffic Analysis on 11X17" sheets and formatted "block to block"
- Market Analysis Summary

Phase 2 Summary:

- DELIVERABLES: Issues and Opportunities Report, Market Analysis
- OUTREACH DELIVERABLES (by UDC)- stakeholder emails, flyers and other materials announcing public meeting, informational presentations to the Appearance Commission, Bicycle Pedestrian Advisory Commission, and Planning Commission, Kick-off event, stakeholder interviews. Stakeholder email announcing Issues and Opportunities report, Issues and Opportunities Report posted to the website as information (no public comment period)
- MEETINGS: See **Projected List of Key Meetings** below

PHASE 3: ALTERNATIVES IDENTIFICATION, ANALYSIS AND CONCEPT DEVELOPMENT

Task 3.1: Design of Transportation, Planning, and Streetscape Scenarios (by CJS)
Based on the existing traffic analysis and community and stakeholder kick-off sessions, a series of potential scenarios (up to 3) for representative portions of the corridor will be defined to include configurations of bike facilities, pedestrian enhancements, transit infrastructure, streetscape improvements, land use, urban form, redevelopment opportunities, gateways, etc. The scenarios will be tailored to the unique conditions of the corridor and surrounding neighborhoods and designed to address the issues and desires expressed by the community.

Task 3.2: Scenario Evaluation (by CJS and UDC)
Based on the existing conditions analysis conducted and the design of scenarios outlined above, we will evaluate:

- Traffic impacts at specific places or intersections (up to 6) on the corridor and subareas for the identified scenarios that show the most promise as both being acceptable to the community and being implementable. This analysis will be conducted based on a defined evaluation methodology that will include agreed upon assumptions for future traffic growth and planning horizon (2030 future year analysis). Traffic impacts will be assessed and evaluated in order to focus the streetscape and urban design concepts on key scenarios, identify critical technical hurdles, and communicate the potential impacts to the public.
- Hypothetical Return on Investment of the areas targeted for redevelopment. CONSULTANT will analyze the potential benefit of proposed redevelopment and determine possible ROI based on tax base or similar.
- Evaluation of potential impacts (positive) for the corridors image or visual appearance
- Evaluation of pedestrian safety, mobility and experience
- Perceived cost/benefit as well as likelihood of implementation
- Regulatory 'approvability', such as with NCDOT
- Other metrics to be determined

Task 3.3: Multi-day Public Design Workshops / Charrettes (by UDC and CJS)

CONSULTANT and STAFF will conduct two multi day workshops, which may be either run concurrently or at separate times depending upon logistics and travel issues. The first workshop will be to work in Raleigh (ideally at the UDC office) to initiate the process of determining scenarios, planning direction, planning focus, and to flesh out initial ideas. At this workshop, the CONSULTANT will obtain technical feedback from City staff and NCDOT, amongst others to be determined. The second workshop (charrette) will be more public in nature and will include robust interaction with the community to review and evaluate the scenarios and to establish a preferred direction. This workshop will combine a series of public meetings and team design sessions into an intense design effort that will conclude with the presentation of a combined evaluation of scenarios that weighs their pros / cons and tradeoffs based on a set of critical success factors or metrics established by the CONSULTANT and Client, which may include cost/benefit. It is important that this evaluation incorporate the urban design and streetscape opportunities as well as potential forms of new development that address the corridor and the design workshop will be utilized to fully explore these design implications. The second, multi-day workshop, open to the public, will be focused around three major public events; 1) the kick-off and design session, 2) a design open-houses, and 3) a closing presentation of the workshop's results.

Workshop Agendas
The first workshop will be conducted over two days. The second workshop will be conducted over three days. UDC will establish a "design studio" to hold the workshops and will facilitate the public advertisement and agenda. The location of the studio should be easily accessible to the public, large enough to hold public presentations, and allow CONSULTANT to set up a working studio over the multi-day event. The workshop open house and public sessions will be staffed to include designers from the CONSULTANT team.

Phase 3 Summary:

- DELIVERABLES:
  - **ONE (1) ALTERNATIVE ANALYSIS REPORT:** At the conclusion of Phase 3, UDC and CONSULTANT will add to the booklet prepared in Phase 2 and provide alternative plan scenarios and evaluations generated during Phase 3. These will be formatted on 11X17" sheets and be both block to block studies and larger scaled studies of the redevelopment areas of areas that are "off Corridor". The report will include narratives, plan graphics, tables, and images to support the scenarios. (BY CJS)
  - **ONE (1) WORKSHOP WRAP-UP REPORT** (ANNOTATED POWERPOINT FROM WORKSHOP) (BY CJS)
- OUTREACH DELIVERABLES: public workshop announcement collateral (posters, emails, etc), public workshop materials, presentations, and notes (by UDC)
- MEETINGS- See **Projected List of Key Meetings** Section below

PHASE 4: PREFERRED PLAN SYNTHESIS AND FINAL RECOMMENDATIONS

Task 4.1: Draft Recommendations & Report (by UDC and CJS)
Following the Public Design Workshop we will prepare a draft plan report that documents and refines the recommendations and public input from the workshop. This document will rely heavily on a graphic description of the Plan's vision (plans, drawings, sketches, etc.) along with a narrative outlining the overall process, public input, analysis, and implementation strategy. This Draft Report will include the following key deliverables:

- Planning, Transportation & Streetscape Design Plans – Block-by-block design plans overlaid on formatted base maps and graphically designed typical street cross-sections for each block to describe all key recommendations and conditions outlining: street design standards, streetscape design standards, new "form based" type development standards along the corridor edge for areas targeted as future redevelopment (items such as building height, setbacks, and streetscape / urban design considerations along street edge), bicycle connections, bus facilities locations, pedestrian facilities locations, and other infrastructure projects related to the urban design of the recommended corridor design scenario. (by CJS)
- Renderings & Sketches –Illustrative photo-imaging or sketches (up to 3) will be utilized to communicate to the public and key stakeholders the visual intent and potential of the Plan's proposed vision. (by CJS)
- Policy Recommendations – Determine consistency with the city-adopted plans, which may require Comprehensive Plan policy recommendations and/or recommended improvements to adjacent

properties, describing the form (building edges and parking edges) and setback of development in key areas and conditions. (by UDC)

Task 4.2: Draft Public Presentation (by UDC and CJS)
Following internal review of the Draft Report the CONSULTANT and STAFF will present the plan in a public open house presentation for review and public discussion. Additional presentations (by UDC) to include City Commissions, Southwest and West Community Advisory Councils, GoRaleigh and Wolfline Staff, NCDOT, NC State University, Catholic Diocese, and area business and institutional representatives, among others.

Task 4.3: Final Recommendations & Report (by CJS and UDC)
The Draft Report will be revised and the finalized following a minimum 30 day City and public review. The CONSULTANT and STAFF will make one consolidated round of revisions based on this review. The Final Recommendations and Report will additionally include:

- Implementation Plan - The implementation strategy will include a phasing plan that outlines short-term and long-term steps, along with an associated timeline. Short-term steps may include improving signal timing, and coordination of signals tied to potential lane reconfiguration scenarios. Long-term steps will likely involve corridor streetscape and urban design enhancements. Typical functional concept designs will be developed to describe lane configuration, on-street parking, bike facilities, sidewalk and streetscape enhancement, etc. the functional concept designs will identify modifications which may be required to the adjacent properties (as necessary) as well as key streetscape features. These designs will be refined and reviewed based on traffic engineering standards to ensure their technical implementation. (by CJS)
- Preliminary Cost Estimates - Preliminary "order of magnitude" cost estimates will be developed based on the functional design, cross section concepts, signalization requirements, and streetscape recommendations. These estimates will be an "estimate of probable cost" based on the preliminary design and will be utilized to assist the City in evaluating the cost/benefit of various alternatives. (by CJS)
- An outline of potential Financing Strategies. (by UDC)
- Policy Amendments– Proposed amendments to the Comprehensive Plan and other City-adopted plans, including but not limited to changes to the Future Land Use Map (FLUM) and Streets Plan, will be identified and formatted for inclusion in the Final Report and Comprehensive Plan (by UDC)

Task 4.4: City Council and Planning Commission Presentations and Public Hearing (by UDC)
Following the City and public review and finalization of the Final Report and Implementation Plan, STAFF will present the plan and associated Comprehensive Plan amendments to the Planning Commission and City Council for review and approval.

Phase 4 Summary:

- DELIVERABLES: Draft report, Implementation Plan, Preliminary Cost Estimates, Phasing Plan, Financing Plan Strategy, Final Report, presentation materials in digital (pdf) form (CJS to provide narrative and graphic content. UDC to compile and format)
- OUTREACH DELIVERABLES: meeting announcements, public meeting logistics, website updates including report commenting ability, presentations for all public meetings (by UDC)
- MEETINGS: See **Projected List of Key Meetings** below

PROJECT OUTREACH AND COMMUNICATIONS

OUTREACH AND COMMUNICATIONS STRATEGY
STAFF will be primarily responsible for creation and maintenance of the following products, with recommendation and content provided by the CONSULTANT.

- *Project graphic identity/logo*
- *Project website*
- *Press releases*

- *Project Poster*
- *Video documentation of public meetings, creation of informational video*
- *Online interactive presence, including ability for document commenting*
- *Periodic project updates via GovDelivery emails, newsletters*

MEETING PRODUCTION

CONSULTANT team will be responsible for meeting presentations, graphics, and assisting with public meetings. STAFF will be responsible for securing meeting locations, coordinating outreach and notification of meetings, all printing needs, AV and room setup, and providing support staff.

PROJECT TEAM COMMUNICATIONS

Because of the multi-faceted nature of the project, regular project calls or meetings of one hour each and progress reports will be necessary. These communications will be primarily between the project manager for CONSULTANT and the project manager for the City of Raleigh, with additional STAFF and CONSULTANT team members included as necessary.

PROJECTED LIST OF KEY MEETINGS

Phase 2

Meeting	Type	Staffing	No.	Length (Hours)
Review Data Needs	Internal	Consultant and City Staff	1	1
Internal Project Kick-off (City Staff)	Internal	Consultant and City Staff	1	2
Public Kick-off Meeting Preparation	Internal	Consultant and City Staff	1	1
Public Kick-off Meeting	Public Meeting	Consultant and City Staff	1	3
Kick-off Debrief	Internal	Consultant and City Staff	1	1
City Council Worksession	Informational	City Staff	1	1
Southwest CAC	Informational	City Staff	1	1
West CAC	Informational	City Staff	1	1
Appearance Commission	Informational	City Staff	1	1
Planning Commission	Informational	City Staff	1	1
BPAC	Informational	City Staff	1	1
District D Council	Stakeholder	City Staff	1	1
NCDOT	Stakeholder	Consultant and City Staff	1	2
GoRaleigh/GoTriangle/Wolfline	Stakeholder	Consultant and City Staff	1	1
Catholic Diocese	Stakeholder	Consultant and City Staff	1	1
Property Owners (i.e. Shopping Centers)	Stakeholder	Consultant and City Staff	1	1
Neighborhood Meetings	Stakeholder	City Staff	6	1
Review Issues and Opportunities Report	Internal	Consultant and City Staff	1	2

Phase 3

Meeting	Type	Staffing	No.	Length (Hours)
Preliminary Design Review	Internal	Consultant and City Staff	2	2
Design Workshop Preparation	Internal	Consultant and City Staff	2	1

Internal Design Workshop	Internal	Consultant and City Staff	1	2 days
Public Design Workshop	Public Meeting	Consultant and City Staff	1	3 days
Design Workshop Debrief	Internal	Consultant and City Staff	1	1

Phase 4

Meeting	Type	Staffing	No.	Length (Hours)
Draft Plan Review	Internal	Consultant and City Staff	1	1
Draft Plan Presentation Preparation	Internal	Consultant and City Staff	1	1
Draft Plan Presentation	Public Meeting	Consultant and City Staff	1	3
City Council Worksession	Informational	City Staff	1	1
Southwest CAC	Informational	City Staff	1	1
West CAC	Informational	City Staff	1	1
Appearance Commission	Informational	City Staff	1	1
Planning Commission	Informational	City Staff	1	1
BPAC	Informational	City Staff	1	1
District D Council	Stakeholder	City Staff	1	1
NCDOT	Stakeholder	Consultant and City Staff	1	2
GoRaleigh/GoTriangle/Wolfline	Stakeholder	Consultant and City Staff	1	1
Catholic Diocese	Stakeholder	Consultant and City Staff	1	1
Property Owners (i.e. Shopping Centers)	Stakeholder	Consultant and City Staff	1	1
Neighborhood Meetings	Stakeholder	City Staff	6	1
Review Feedback Results	Internal	Consultant and City Staff	1	1
Planning Commission	Public Meeting	City Staff	1	1
Public Hearing	Public Meeting	City Staff	1	2
Final Council Meeting	Public Meeting	City Staff	1	2

Additional small meetings by UDC with constituent groups will be added as needed. Key city staff is available for meetings outside of the scheduled CONSULTANT Raleigh visits. Should additional meetings be required of CONSULTANT, they will be billed as additional services.

PROJECT TIMELINE

PHASE 1: Understanding the Project Scope **January - February 2017**

Task 1.1: Briefing Book (complete)
Task 1.2: Project Kick-off Workshop (complete)
Task 1.3: Project Summary Document (complete)
Task 1.4: Project Scope (complete)

PHASE 2: Establishing a Shared Understanding for the Corridor **March 2017 – May 2017**

Task 2.1: Planning and Urban Design Analysis (February – March 2017)
Task 2.2: Existing Traffic Conditions & Analysis (February – March 2017)
- -2.2a: Existing Corridor Traffic Model
- -2.2b: Existing Traffic Analysis
- -2.2c: Crash Analysis
- -2.2d: Additional Transportation Analysis

Task 2.3: Market Analysis (March - April 2017)
Task 2.4: Public Kick-off Session (March 2017)
Task 2.5: Stakeholder Interviews and Presentations (March – May 2017)
Task 2.6: Issues and Opportunities Report (Phase 2 Summary) (May 2017)

PHASE 3: Alternatives Identification, Analysis and Concept Development **June – September 2017**

Task 3.1: Identification and Analysis of Planning, Streetscape and Transportation Scenarios (June / July 2017)
Task 3.2: Scenario Evaluation (August 2017)
Task 3.3: Public Design Workshops / Charrettes (September 2017)

Phase 4: Preferred Plan Synthesis and Final Recommendations **October 2017 – June 2018**

Task 4.1: Draft Recommendations & Report (October – December 2017)
Task 4.2: Draft Public Presentation (January 2018) and Additional Presentations (January – March 2018)
Task 4.3: Final Recommendations & Report (April 2018)
Task 4.4: Final Public and City Council Presentation (June 2018)