

BCDCOG Regional ITS Architecture and Deployment Guide Scope of Services (November 16, 2021)

The Kimley-Horn (KH) team will facilitate the following scope as part of the *BCDCOG Regional ITS Architecture & Deployment Guide* project.

Task 1 – Project Management Strategy, Communications Strategy, & ITS Vision/Goals Memo

Task 1.1 – Project Management & Communication Strategies

The project management structure provides a balance of local knowledge and technical expertise. Each of the leadership roles are defined below.

- **Project Director (KH PD):** Rick Reiff will be the primary contact for the project. He will be direct liaison with the BCDCOG project manager (BCDCOG PM) and address all administrative matters related to the KH and subconsultant staff. Rick will oversee quality control and quality assurance to ensure all deliverables are complete prior to submission. Rick will coordinate with the KH PM to ensure that the *Project Management Strategy* is being maintained and effectively communicated with the BCDCOG PM.
- **Project Manager (KH PM):** Jeffery Dale will serve as the day-to-day project manager. This includes coordination with task leads, task development, and maintenance of the *Project Management & Communications Strategies*. He will proactively communicate the progression of tasks and impacts to the project schedule with the KH PD.
- **Task Leads:** Along with Jeffery Dale, Jonathan Guy (*Regional Baseline Inventory*), Bruce Eisenhart (*ITS Architecture Development*), Jon Chambers (*Data Governance Best Practices Report*), and Amanda Good (*Regional ITS Deployment Guide*) will lead each of the technical tasks. The KH PM will ensure effective communication and information sharing occurs across all tasks and that each task lead has a clear understanding of the scope of services for their respective tasks.

The administrative activities of the project will be coordinated with recurring project briefings between the BCDCOG PM, KH PD, and KH PM. This will begin with a *Project Management Kick-off Meeting* and continue with monthly *Project Briefings* to review progress towards completion of the *Project Management & Communications Strategies*.

As part of the *Project Management Kick-off Meeting*, the BCDCOG PM, KH PD, and KH PM will confirm the members and define the roles of the following:

- **Project Management Team** – Individuals involved with the management and progress of the overall project (at a minimum, the BCDCOG PM, KH PD, and KH PM)
- **Core Team** – Technical representatives from each of the primary stakeholder agencies involved that will participate in more detailed discussions, workshop preparation, and comment resolution
- **Stakeholders** – Comprehensive representation from each of the agencies within the Charleston Area Transportation Study (CHATS) area that will provide input and feedback during the development of the *Regional ITS Architecture* and the *Deployment Guide*

The BCDCOG PM, KH PD, and KH PM will hold monthly **Project Briefings** to include status updates on ongoing tasks and a look ahead to the next month’s activities. KH will prepare agendas and relevant materials prior to the monthly project briefings and will produce meeting summaries after each meeting. The monthly project briefings will be held virtually.

The BCDCOG PM, KH PD, and KH PM will also facilitate **Core Team Meetings** and **Stakeholder Workshops**. Unless otherwise noted in the scope, all Core Team Meetings and Stakeholder Workshops for the project are assumed to be in person. KH will maintain the capabilities for other attendees and stakeholders to participate virtually in meetings and workshops as needed. For these meetings and workshops, the KH PM will develop annotated agendas for reference by the BCDCOG PM, KH PD and KH PM. The annotations will convey the intent and goal of each agenda item to support the facilitator’s objectives regarding information sharing, data collection, and consensus, when needed. The KH PM will also develop simple agendas for the meetings and workshops, as well as meeting summaries following each meeting or workshop. The simple agendas will provide high-level information on the meeting or workshop objectives.

- Annotated agendas:
 - Submitted to the BCDCOG PM 1 week prior to each Core Team Meeting
 - Submitted to the BCDCOG PM 2 weeks prior to each Stakeholder Workshop
- Simple agendas:
 - Submitted to the attendees 3 days prior to each Core Team Meeting
 - Submitted to the attendees 1 week prior to each Stakeholder Workshop
- Summaries:
 - Provided to the attendees 2 days after each Core Team Meeting
 - Provided to the attendees 1 week after each Stakeholder Workshop

During the **Project Management Kick-off Meeting**, the Project Management Team will discuss a draft outline and preliminary content for the **Project Management & Communication Strategies**. At a minimum, this deliverable will include:

- Definition and members of the Project Management Team, Core Team, and Stakeholders;
- Detailed schedule, including project briefings and workshops;
- Brief description of the purpose of each workshop;
- List of deliverables, including timeframes for BCDCOG and Core Team review;
- High-level draft outlines for the *Vision/Goals Memo*, *Gap Assessment*, *Regional ITS Architecture*, *Data Governance Best Practices*, and *Deployment Guide* deliverables;
- Communications protocol; and
- Structure for risk management.

Upon feedback during the **Project Management Kick-off Meeting**, the **Project Management & Communication Strategies** will be developed.

KH will coordinate with the BCDCOG PM to schedule and conduct a South Carolina Department of Transportation (**SCDOT**) **Coordination Meeting** between BCDCOG and the SCDOT. KH will coordinate with the BCDCOG PM to identify the appropriate attendees from SCDOT. The Project Team will discuss the structure and agenda for **Core Team Meeting #1** and integrate feedback from SCDOT attendees.

Task 1.2 – ITS Vision/Goals Memo

During **Core Team Meeting #1**, KH will present an overview of the project scope, review the **Project Management & Communications Strategies**, and provide input into the stakeholders that should be involved in the project development. In addition, **Core Team Meeting #1** will include a brief mini-presentation on the purpose of a regional ITS architecture, what it looks like, and how it functions to support the regional vision. This presentation may include navigation through an existing web-based architecture from a different region. This presentation will help the Core Team’s knowledge around the direction of the project in terms of the format and utility of the *Regional ITS Architecture* deliverable.

As part of **Core Team Meeting #1**, KH will discuss the larger needs and challenges of the region. The KH team will then gauge the “appetite” or environment for leveraging ITS to solve those challenges. This input will be used to draft the vision and a preliminary list of goals for the BCDCOG region. Following **Core Team Meeting #1**, we will distribute a working draft of the **ITS Vision/Goals Memo** to the Core Team for review. E. Haselden & Associates will play an active role in the content development for the *ITS Vision/Goals Memo*. Comments received will be integrated and used as part of the **Stakeholder Workshop #1**. Additionally, the memo will be further revised as part of Task 3 and integrated into the final deliverables under Task 5.

DELIVERABLES:

- D 1.1 – Project Management Kick-off Meeting (agendas, materials, and summaries)
- D 1.2 – Monthly Project Briefings (agendas, materials, and summaries)
- D 1.3 – Project Management & Communication Strategies
- D 1.4 – SCDOT Coordination Meeting (agendas, materials, and summaries)
- D 1.5 – Core Team Meeting #1 (agendas, materials, and summaries)
- D 1.6 – Regional ITS Architecture Educational Mini-Presentation
- D 1.7 – Working Draft ITS Vision/Goals Memo

Task 2 – Regional Baseline Inventory

Task 2.1 – Preliminary Baseline Inventory

KH will lead an internal team discussion to draft our understanding of the current ITS infrastructure within the CHATS area. This task will involve team members from CDM Smith and E. Haselden. ITS deployments can be documented based on either a) a geographic location (such as closed-circuit television [CCTV] cameras, dynamic message signs [DMS], and closed loop signal systems) or b) a summary of a higher-level system deployment (such as advanced transportation management system [ATMS] software, transit signal priority [TSP], or on-board transit vehicle equipment). As feasible, the *Regional Baseline Inventory* will be documented in a geospatial or tabular format, with other elements being captured in the most appropriate format based on the deployment type. These team members provide local- and state-level knowledge that will contribute to the **preliminary Regional Baseline Inventory**, which will include infrastructure that has been constructed, under construction, funded for construction, and programmed for near-term deployment.

The *Regional Baseline Inventory* will include, but may not be limited to:

- Communication systems and networks used by state, county, local, and transit agencies
 - Traffic signal interconnections
 - Fiber and wireless networks
 - Radio systems
 - Other communication networks
- Field devices
 - Cameras, including functional attribution
 - Dynamic message signs
 - Traffic detection devices and surveillance equipment
 - Identify corridors that have Advanced Traffic Management Systems (ATMS) traffic control deployment and locations (e.g., traffic responsive control, traffic adaptive control, etc.)
- Operations-related information about local jurisdictions and agencies
 - Traffic Management Center
 - Specialized incident and event management
 - Supporting staffing resources
 - Database systems
 - Electric charging infrastructure
 - Information Technology (IT) infrastructure resources
 - Infrastructure specifically designated for connected/autonomous vehicle deployment

The KH team will use this information to prepare for **Stakeholder Workshop #1**. During this workshop, we will present the working draft of the *ITS Visions/Goals Memo* to garner feedback and support from the Stakeholders. The KH team will facilitate conversations focused on confirming the region’s baseline inventory through conversations on the strengths and challenges of the regional stakeholder agencies relative to the *ITS Vision/Goals Memo*. These discussions will be coordinated around a specific set of technological strategies based on the baseline inventory. In addition to collecting the physical deployment data for the region, the KH team has seen a greater impact by facilitating discussions

around the regional maturity for specific technological strategies. During the **Core Team Meeting #1** and **Stakeholder Workshop #1**, the KH team will guide participants through conversations about successes and challenges with respect to specific strategies. In addition, we will collect input into each agency's experiences and desire to further expand those strategies.

Task 2.2 – Gap Assessment

Following *Stakeholder Workshop #1*, the preliminary *Regional Baseline Inventory* will be refined to reflect the **final Regional Baseline Inventory**. Findings from the workshop discussions will be used to initiate a maturity assessment approach that will focus on defining the **Gap Assessment** for the region. The gaps will be defined based on maturity levels for the existing conditions and regional targets developed from stakeholder input during the workshop. This maturity level for baseline conditions and regional targets better captures a regional *Gap Assessment* and can be used to drive focus into the most appropriate technologies for the region.

The findings presented in the *Gap Assessment* will guide our team as we develop focused educational materials that present best practices and applicable deployments from across the country. These topics will be based on the strategies that rise to the top of the gap assessment. These typically are identified by strategies that either a) have the largest gap between baseline and desired maturity levels or b) areas where a higher level of maturity is desired. Since the world of potential technology applications is broadening each day, this approach aligns our team's research and education efforts on solutions to the region's greatest identified needs.

Based on the *Gap Assessment*, the KH team will develop a preliminary list of strategies and technology applications. The KH team will present the preliminary list of strategies as part of **Core Team Meeting #2** and develop a shortlist of the strategies that are most applicable to gaps in the CHATS area. KH will build on experience with other state agencies, metropolitan planning organizations (MPOs), and local agencies to identify current best practices in organizational structure, collaboration initiatives, technology implementations, and performance measures.

The KH team will take the revised list of strategies and develop a consolidated educational session for presentation to the Stakeholders. The KH team will conduct in-depth research on the strategies included in the shortlist so that the team can provide focused education and guidance to the Stakeholders. The KH team will highlight the most appropriate lessons learned from the research and present those strategies to the Stakeholders as part of **Stakeholder Workshop #2** (in Task 3). Additionally, each proposed strategy will be clearly mapped back to the related gap(s) from the *Gap Assessment* to demonstrate traceability to the regional needs.

DELIVERABLES:

- D 2.1 – Preliminary Regional Baseline Inventory
- D 2.2 – Stakeholder Workshop #1 (agendas, materials, and summaries)
- D 2.3 – Final Regional Baseline Inventory
- D 2.4 – Gap Assessment
- D 2.5 – Core Team Meeting #2 (agendas, materials, and summaries)

Task 3 – ITS Architecture Development

Task 3.1 – Draft Regional ITS Architecture Website and Document

As part of **Core Team Meeting #2**, ConSysTec will facilitate a regional ITS architecture kick-off to confirm the Core Team's feedback on the development approach and stakeholder identification. Using the *Regional Baseline Inventory* and *Gap Assessment* material developed in Task 2, the team will create a **draft Regional ITS Architecture Website and Document**. The team will develop a new RAD-IT database specifically for the *Regional ITS Architecture* for the CHATS area. Simultaneous with the initial RAD-IT development, the team will develop the draft documentation to include customized service package diagrams (using Visio) to capture the existing or planned services in the region. These are graphical diagrams that depict specific elements (associated with the stakeholders) and specific interfaces that provide the identified services. In addition to the set of customized service package diagrams, the draft will populate several tabs of RAD-IT commonly referred to as the baseline information. These tabs include:

- Planning – Vision and goals developed during Task 1
- Stakeholders – Initial list of stakeholders in the region
- Inventory – ITS elements owned and/or operated by an identified stakeholder
- Services – List of ITS services
- Roles and Responsibilities – Roles and responsibilities of the stakeholders as they pertain to the regional ITS architecture
- List of regional agreements
- List of regional projects

ConSysTec will lead the development of the **draft Regional ITS Architecture Website**, which will provide a hyperlinked version of the above information. This will serve to guide stakeholders through a review and capture comments on the architecture information. When finalized, this website will become a component of the *Regional ITS Deployment Guide* that will support project development and provide stakeholders tools that connect back to the *Regional ITS Architecture* information.

Task 3.2 – Stakeholder Workshop #2

The team will facilitate **Stakeholder Workshop #2** with the key stakeholders in the region to review the initial RAD-IT outputs and Visio diagrams. The objective of this workshop is to ensure the information captured is correct, consistent, and comprehensive. Based on the comments from **Stakeholder Workshops #2**, the RAD-IT and the Visio diagrams will be revised and updated. The format of the workshop will include the team presenting bite-size components of the draft architecture to the stakeholders. The team will focus the presentation and questions on specific details that may not be addressable or known by Core Team members. The team's approach of creating customized service package diagrams based on ITS services allows the stakeholders to quickly review key subsets of the architecture and provide input, not only on which systems are included in the service, but also on what information flows are exchanged between these systems.

Task 3.3 – One-on-One Meetings

Based on the attendance, participation, and feedback during the workshop, it may be prudent for the team to conduct up to five (5) virtual **One-On-One Meetings** to conduct a deeper dive into the architecture components of a specific agency or topic area. For example, the KH Team could coordinate individual meetings with agencies and institutions that are involved with providing transit services in the region. This meeting would spend additional time discussing some of the nuances and details that could be associated with the future of transit technologies and the associated interconnects. The team will coordinate and conduct those meetings and integrate feedback into Task 3.4.

Task 3.4 – Revised Regional ITS Architecture and Document

Following the workshop, the team will integrate feedback into the **revised Regional ITS Architecture Website and Document** based on *Stakeholder Workshop #2* and the *One-on-One Meetings*. This update will include all requirements of Rule 940.9, expanding the information listed in Task 3.2 to include:

- Functional Requirements
- Standards
- Project Architectures – For each project identified before or during the workshop, the team will create a project architecture in RAD-IT that contains all the information from the regional ITS architecture relevant to the project.

The **revised Regional ITS Architecture Document** will be presented in the form of an executive summary, user guide for the website, and a draft architecture maintenance plan. The KH team will inform the stakeholders of the **revised Regional ITS Architecture and Documentation** and provide a user guide of instructions for how to best review the material. The user guide will be no more than 4 pages and will provide stakeholders with a graphical explanation and an overview of navigating the revised content.

Task 3.5 – Follow-up Meetings

The KH team will offer an opportunity for stakeholders to request **Follow-up Meetings** to conduct a deeper dive into their portions of the architecture. No more than four (4) individual *Follow-up Meetings* will be scheduled. If needed, some stakeholders may be combined into logical groups to achieve efficiency in collaboration.

All comments received during the *Follow-up Meetings* will be consolidated for discussion during **Core Team Meeting #3**. ConSysTec will present the comments and review the changes to be made in the final deliverables.

Task 3.7 – Final Regional ITS Architecture

Based on feedback from the Core Team, ConSysTec will make revisions and submit the **final Regional ITS Architecture Website and Document**. All comments will be integrated into the delivery of the final set of architecture products:

- RAD-IT File
- Visio file
- Architecture Website (Version 4)

- Architecture Document (Version 3)

DELIVERABLES:

- D 3.1 – Kickoff Presentation slides (part of Core Team Meeting #2 in Task 2)
- D 3.2 – Draft Regional ITS Architecture Website and Documentation
- D 3.3 – Stakeholder Workshop #2 (agendas, materials, and summaries)
- D 3.4 – One-on-One Meetings (up to 5) (agendas, materials, and summaries)
- D 3.5 – Revised Regional ITS Architecture Website and Documentation
- D 3.6 – Follow-up Meetings (up to 4) (agendas, materials, and summaries)
- D 3.7 – Core Team Meeting #3 (agendas, materials, and summaries)
- D 3.8 – Final Regional ITS Architecture Website and Document

Task 4 – Data Governance Best Practices Report

The KH team will partner with the Core Team to assemble all existing documentation related to data governance and security. We will conduct a preliminary assessment of the documentation based on the strategies from the gap assessment (Task 2.2), the interconnects defined in *the Regional ITS Architecture* (Task 3), and the existing documentation for data governance. The information from the *Regional ITS Architecture* will provide input into potential interconnections between entities including the varying types of data exchanges that need to be secured. ConSysTec will support this task by helping to align the interconnects with the necessary standards or requirements.

The Project Management Team understands the region is specifically interested in the following topics and potential policy-related barriers to implementation:

- Open-data standards and opportunities
- Cyber security standards
- Signal detection and preemption (including pedestrian and bicyclist detection)
- Vehicle-to-Everything (V2X) data standards and opportunities
- Potential to leverage existing data (e.g., Waze, TNCs, bikeshare, etc.)
- Mobility as a Service

All existing and planned interconnects, agreements, and applicable standards will be assembled in a ***Summary of Existing & Planned Data Interconnects*** and presented as part of ***Core Team Meeting #4***. Based on the feedback during ***Core Team Meeting #4***, the KH Team will perform a review of industry and peer standards for network and data management security and identify potential standards that appear to have the best fit for regional needs.

The KH Team will prepare a ***draft Data Governance Best Practices Report***. This document will compile the summary of findings from existing documentation, defined interconnects, and lessons learned from the national research. In addition, the content will be presented as part of a summary presentation. The KH team will submit the draft *Data Governance Best Practices Report* for review by the Core Team and defined stakeholders. The KH Team will collect and summarize comments provided in the meeting and address accordingly. Once revised, the ***final Data Governance Best Practices Report*** will be submitted to BCDCOG. Additionally, the appropriate content from the final *Data Governance Best Practices Report* will be integrated into the *Regional ITS Deployment Guide* under Task 5.

DELIVERABLES:

- D 4.1 – Summary of Existing and Planned Data Interconnects
- D 4.2 – Draft Data Governance Best Practices Report
- D 4.3 – Core Team Meeting #4 (agendas, materials, and summaries)
- D 4.4 – Final Data Governance Best Practices Report

Task 5 – Regional ITS Deployment Guide

Task 5.1 – Draft Project List

Based on the Stakeholder Workshop #1 conversations, KH will develop a draft project list for the region and carry through the traceability to the regional gap assessment. The project list will be based on a 10-year planning horizon. That draft list of projects will be presented as part of **Stakeholder Workshop #2** and comments will be collected.

KH will then develop a **Project Implementation Action Plan & Guidance** for project implementation based on the list of projects identified. The guidance will be customized to each technology type, the *Regional ITS Architecture*, and the regional stakeholders' needs.

Task 5.2 – Identification of Pilot Deployments

As part of the action plan, KH will define three specific **Pilot Project Deployment Guides** for the region. As part of those pilots, KH will define:

- Existing infrastructure and technology;
- Justification for the location identified;
- Additional projects in the area that are already programmed and could impact or support the pilot project;
- Data sharing needs;
- High-level cost estimate for implementing the pilot; and
- A proposed performance assessment approach and a framework for evaluating the pilot results.

This *Project Implementation Action Plan & Guidance* will be developed in parallel to the *Regional ITS Architecture* portions of the website so it all can be integrated into a single **draft Regional ITS Deployment Guide Website** for the Stakeholders. Elements of the website will also be available for download in PDF and other relative formats. The website will be comprehensive and include the final version of the *ITS Vision/Goals Memo*, applicable references to the *Gap Assessment*, identified projects for the regions, guidance for implementing those technology projects, and connections to the *Regional ITS Architecture*. It will be presented as part of the **Core Team Meeting #4**.

Feedback from *Core Team Meeting #4* will be integrated into a **revised Regional ITS Deployment Guide Website**. Additionally, video-based user guides and quick reference materials will be developed for the stakeholders to reference in the future more easily. The KH Team will develop up to three individual video-based user guides at a length of no more than five minutes each. The **revised Regional ITS Deployment Guide Website** will be presented as part of the final **Stakeholder Workshop #3**. Stakeholder agencies will be encouraged to include all staff that are involved in project development or project management roles for transportation technology projects.

Task 5.3 – Project Closeout

Following the final workshop (Stakeholder Workshop #3), KH will integrate any final comments into the **final Regional ITS Deployment Guide Website**. If warranted from the comments received, a final **Core Team Meeting #5** will be conducted to address conflicting comments and confirm everything was addressed appropriately. Once all updates are completed, KH will conduct a **Project Closeout Meeting** with the BCDCOG PM. All final deliverables will be handed over and confirmed. KH will confirm the project has addressed all expectations for the Core Team and determine if any final action items exist prior to project close-out.

DELIVERABLES:

- D 5.1 – Draft Project List
- D 5.2 – Draft Regional ITS Deployment Guide Website
- D 5.3 – Draft Pilot Project Deployment Guides (up to 3 projects)
- D 5.4 – Revised Regional ITS Deployment Guide Website
- D 5.5 – Video-Based User Guides (up to 3, no more than 5 minutes in length for each)
- D 5.6 – Stakeholder Workshop #3 (training) (agendas, materials, and summaries)
- D 5.7 – Draft Final Regional ITS Deployment Guide Website
- D 5.8 – Optional: Core Team Meeting #5 (agendas, materials, and summaries)
- D 5.9 – Final Regional ITS Deployment Guide Website, including the final Vision/Goals Memo
- D 5.10 – Project Close-out Meeting (agendas, materials, and summaries)

Meeting Matrix

The following Matrix provides a summary of the meetings expected during the duration of the project. In addition, we anticipate up to 12 monthly meetings with the BCDCOG PM to discuss the progress or content of the project.

Meeting	Month	Objectives	Core Team	Stakeholders
PM Kick-off	Jan 2022	<ul style="list-style-type: none"> - Confirm Team Members - Discuss Project Management & Communications Strategies - Review Work Plan and Schedule 		
Core Team Meeting #1 Kick-off	Jan 2022	<ul style="list-style-type: none"> - Review Project Management & Communications Strategies - Review Schedule and Commitments - Discuss Regional Needs and Challenges - Confirm Stakeholder List - Regional ITS Architecture Mini-Presentation 	X	
STAKEHOLDER WORKSHOP 1	Mar 2022	<ul style="list-style-type: none"> - Regional ITS Visions and Goals - Review Baseline Inventory and Challenges 	X	X
Core Team Meeting #2	Apr 2022	<ul style="list-style-type: none"> - Review Gap Assessment - Present Draft List of Strategies - Architecture Kick-off 	X	
STAKEHOLDER WORKSHOP 2	May 2022	<ul style="list-style-type: none"> - Review Draft Regional ITS Architecture - Draft List of Projects 	X	X
One-on-One Follow-ups (as needed)	May 2022	<ul style="list-style-type: none"> - Deeper dive into stakeholder content of the Regional ITS Architecture - Revised List of Projects 		X
Core Team Meeting #3	Jun 2022	<ul style="list-style-type: none"> - Revised Regional ITS Architecture Website and Document comment discussion 	X	
Core Team Meeting #4	Aug 2022	<ul style="list-style-type: none"> - Review existing Data Governance and Security Documentation 	X	
STAKEHOLDER WORKSHOP 3	Sep 2022	<ul style="list-style-type: none"> - Overview of Final Deliverables - Training on use of Regional ITS Deployment Guide Website 	X	X
Core Team Meeting #5	Oct 2022	<ul style="list-style-type: none"> - Final Comment review and acceptance of Regional ITS Architecture and Deployment Guide Website 	X	
PM Close-out	Dec 2022	<ul style="list-style-type: none"> - Confirm Final Deliverables 		

Deliverable Matrix

The following Matrix provides a summary of all deliverables by task for the project.

Task	Deliverables	Project Month
Task 1 – Project Management Strategy, Communications Strategy, and ITS Vision/Goals Memo	D 1.1 – Project Management Kick-off Meeting (agendas, materials, summaries) D 1.2 – Monthly Project Meeting (agendas, materials, summaries) D 1.3 – Project Management & Communications Strategies D 1.4 – SCDOT Coordination Meeting (agendas, materials, summaries) D 1.5 – Core Team Meeting #1 (agendas, materials, summaries) D 1.6 – Regional ITS Architecture Educational Mini-Presentation D 1.7 – Working Draft ITS Vision/Goals Memo	Dec 2021– Jan 2022 (and ongoing)
Task 2 – Regional Baseline Inventory	D 2.1 – Preliminary Baseline Inventory D 2.2 – Stakeholder Meeting #1 (agendas, materials, summaries) D 2.3 – Final Baseline Inventory D 2.4 – Gap Assessment D 2.5 – Core Team Meeting #2 (agendas, materials, summaries)	Jan 2022 – Apr 2022
Task 3 – Regional ITS Architecture	D 3.1 – Kickoff Presentation slides (part of Core Team Meeting #2 in Task 2) D 3.2 – Draft Regional ITS Architecture Website and Document D 3.3 – Stakeholder Workshop #2 (agendas, materials, summaries) D 3.4 – One-on-One Meetings (up to 5) (agendas, materials, summaries) D 3.5 – Revised Regional ITS Architecture and Document D 3.6 – Follow-up Meetings (up to 4) (agendas, materials, summaries) D 3.7 – Core Team Meeting #3 (agendas, materials, summaries) D 3.8 – Final Regional ITS Architecture and Document	Feb 2022 – Aug 2022
Task 4 – Data Governance Best Practices Report	D 4.1 – Summary of Existing and Planned Data Interconnects D 4.2 – Draft Data Governance Best Practices Document D 4.3 – Core Team Meeting #4 (agendas, materials, summaries) D 4.4 – Final Data Governance Best Practices Document	May 2022 – Sep 2022
Task 5 – Regional ITS Deployment Guide	D 5.1 – Draft Project List D 5.2 – Draft Regional ITS Deployment Guide Website D 5.3 – Draft Pilot Project Deployment Guides (up to 3 projects) D 5.4 – Revised Regional ITS Deployment Guide Website D 5.5 – Video-Based User Guides (up to 3, no more than 5 minutes in length for each) D 5.6 – Stakeholder Workshop #3 (training) (agendas, materials, summaries) D 5.7 – Draft Final Regional ITS Deployment Guide Website Core Team Meeting #5 (agendas, materials, summaries) D 5.8 – Optional: Core Team Meeting #5 D 5.9 – Final Regional ITS Deployment Guide Website (including final Vision/Goals Memo) D 5.10 – Project Close-out Meeting (agendas, materials, summaries)	May 2022 – Dec 2022