



Multi-Year Bus Service Implementation Plan: Decision Making During Plan Development

TPAC Meeting

Sept 20, 2017

Action Requested

The Multi-Year Bus Service Implementation Plan core technical team requests that the TPAC consider approving the Decision Making during Plan Development policy.

Background

The development of the Multi-Year Bus Service Implementation Plan (MYBSIP) for the TPAC requires multiple levels of goal setting, technical analysis, public input, and input from decision makers. This policy establishes the processes and authority for decision making during the development of the plan.

The policy was presented to the TPAC at the August 29, 2017 meeting as information. Comments were received from TPAC members during the meeting and over the following week until Sept 5, 2017. The project management team and the core technical team for the Multi-Year Bus Service Implementation Plan discussed the comments at the September 6, 2017 meeting. A summary of the responses are provided in an attachment.

Since the August 29, 2017 TPAC meeting, the following changes have been made:

1. Per discussion at the August 29th TPAC meeting, the TPAC will recommend the “Task 2.1 - Project-level decision-making structures” to the Wake Transit Implementation Governing Boards and the Governing Boards will be required to take action.
2. All references to GoCary have been changed to Town of Cary.

At the September 6, 2017 core technical team meeting, we determined that the “Task 2.2 - Project-level Decision Making Structure” should be presented to the TPAC in Fall 2017 as information and endorsement, but that the official action to recommend the policy to the Wake Transit Implementation Governing Boards would not occur until the development of the draft 10-year operating and capital plans was completed. This will allow us to revise the policy once we have a better understanding of how the 10-year operating and capital projects are defined and packaged, if necessary.

Attachments

- Task 2.2 Draft Final
- Summary of Comments from TPAC (Task 2.2)

Summary of TPAC Comments and Core Technical Team Responses

Decision-making during Plan Development (Task 2.2)

The Multi-Year Bus Service Implementation Plan: Decision Making during Plan Development document was presented as information to TPAC on 8/29/2017. The following comments were received by the project management team. The core technical team developed the responses to the comments shown below.

Who	Agency	Comment	Core Technical Team Response
John Tallmadge	GoTriangle	Is the Community Funding Area Market Analysis an approval action or a receipt of market analysis?	Since it is being presented as information to the eligible towns, there will not be an action requested. Comments on the analysis can be accepted.
Kelly Blazey	Town of Cary	Request to change reference from GoCary to Town of Cary.	Yes, we will change the reference to Town of Cary.
Mark Matthews	Fuquay-Varina	Is there a formal dispute procedure that a town will follow if needed or is it based on informal discussions during meetings?	There is not a formal dispute resolution process. We expect to identify issues and find consensus among the CTT, Transit Partners and the TPAC.
John Tallmadge	GoTriangle	The Project-level decision making structure would be good to present to the governing boards to clearly define the decision making at all levels of the process. It will provide a cover for staff for future decision making.	Based on the conversation at the TPAC meeting, there is support for the Task 2.1 to go to the Wake Transit Implementation Governing Boards for consideration from GoTriangle, CAMPO and Wake County.
John Tallmadge	GoTriangle	It is good to have a document separately considered and approved by the governing boards that can be referenced in the operating and capital project agreements.	CAMPO and Wake County agreed.
Tim Gardiner	Wake County	We may want to consider the schedule for presenting this to the governing boards to be at the same time as the Task 3 – 10 year operating plan deliverable. This would ensure that we are aware of all the necessary	At the Sept 6 th core technical team meeting, we discussed presenting the project-level decision making structure to the TPAC for information and endorsement during the

		checkpoints for the projects and will allow us to understand what the projects are.	fall. The final structure will be brought to the TPAC for recommendation to the Wake Transit Implementation Governing Boards following the development of the 10-year operating and capital plan. This will allow for revisions to the decision making structure that are learned during the discussion about specific projects included in the 10-year plan.
Shannon Cox	Apex	How do Transit Partners complete action items? Wouldn't it be the municipality or county considering the item for GoCary and TRACS?	The TPAC member or consultant will present the materials to the decision making boards for the transit partners. For GoCary and TRACS, the materials would be presented to the Town of Cary and Wake County.
Shannon Cox	Apex	P7, Task 3, Short-range service plans – how will municipalities be involved in short-range service plans that may impact them if only the transit agencies listed under “Transit Partner” are involved in the information and action items?	There will be feedback loops with municipalities during the development of the 10-year operations and capital plan. TPAC members can choose to take any deliverable to their boards or staff as information if desired. In addition, there will be municipal involvement in project level decisions such as bus stops and Park-and-Rides.
Shannon Cox	Apex	P8, Task 3, Community funding area market analysis – What would the action be for TPAC that eligible towns would not also need to consider? Is it to accept the market analysis as an input in decisions about community funding area services?	The community funding area market analysis will require TPAC approval because it guides future decisions for services. TPAC members can provide comments.



Wake County Transit Plan

Multi-Year Bus Service Implementation Plan
Decision Making During Plan Development:
Draft Final



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1 Decision Making during Plan Development

The development of the Multi-Year Bus Service Implementation Plan (MYBSIP) for Wake County requires multiple levels of goal setting, technical analysis, public input, and input from decision makers leading to the eventual implementation of the plan's recommendations. It is important to have a clear policy in place to guide decisions during the development of the plan. This policy establishes the processes for decision making during the development of the MYBSIP.

Utilizing the existing organizational structures in place, including the Project Management Team (PM Team), Core Technical Team (CTT), the MYBSIP Executive Committee, the Transit Planning Advisory Committee (TPAC), and the Wake Transit Implementation Governing Boards, this decision plan ensures that the appropriate agencies and Transit Partners (transit agencies, human services transportation providers, municipalities, planning organizations, North Carolina State University, and Research Triangle Park) are involved at the forefront of the process. All planning efforts and work completed as part of the plan are done under the guidance of the TPAC. As such, final decisions regarding Transit Partner review and approval and the need for Wake Transit Implementation Governing Board approval is overseen by the TPAC.

FEEDBACK LOOPS

The decision process is designed to create opportunities for feedback loops to ensure a collaborative and successful planning process during the development of the Multi-Year Bus Service Implementation Plan. At the beginning of each deliverable, the consultant, Nelson\Nygaard, will work with the PM Team to refine the goals and objectives of the deliverable. With feedback from the PM Team, a draft deliverable will be developed for review by the CTT. In this review, the CTT will have the opportunity to provide additional feedback to refine the deliverable. As CTT members represent their agency, CTT members may bring deliverables to their internal staff and/or governing boards as necessary to ensure agency leadership is informed throughout the process. With the addition of feedback from the CTT, a detailed document will be provided to the PM Team for final review. After final review, the document will simultaneously be provided to the TPAC and relevant Transit Partners as an information or action item as noted in **Figure 2** (below).

When appropriate, it is recommended that the deliverables be presented as information items prior to presenting the deliverable for approval. This process creates a feedback loop between the project management team, Nelson\Nygaard, the CTT, Transit Partners, and the TPAC to ensure deliverables are comprehensively evaluated. It also ensures that deliverables informing



the next steps of the process are on target and in line with the overall objectives of the Wake County Transit Plan.

This document identifies the key Transit Partners (transit agencies, human services transportation providers, municipalities, planning organizations, North Carolina State University, and Research Triangle Park) that should receive an information briefing or take action pertaining to the deliverable. This additional oversight only applies to Transit Partners that have a project included or a profound interest in the deliverable. The current list of expected key Transit Partners and their review by deliverable is detailed in **Figure 2** (below). Items designated for Transit Partners will be provided to their designated TPAC representatives. These representatives will be responsible for presenting the information to their respective board of directors or governing body as an information briefing or action item. At the conclusion of the key transit partner review process, the CTT and the TPAC will receive a briefing on all final deliverables and any changes made. The process is shown in the flowchart in **Figure 1**.

Within the MYBSIP there are six total tasks made up of numerous project deliverables. The matrix provided in **Figure 2** outlines the key steps in the oversight process for the project deliverables and defines Transit Partners and required actions. Each relevant deliverable will be provided to the TPAC as a briefing to ensure they are abreast of ongoing work. Additionally, a few key deliverables will be taken to the TPAC as information or action items for formal review. The TPAC may elect to recommend key deliverables to the Wake Transit Plan's implementation governing bodies or Transit Partners for a formal review.



Figure 1 Feedback Loops

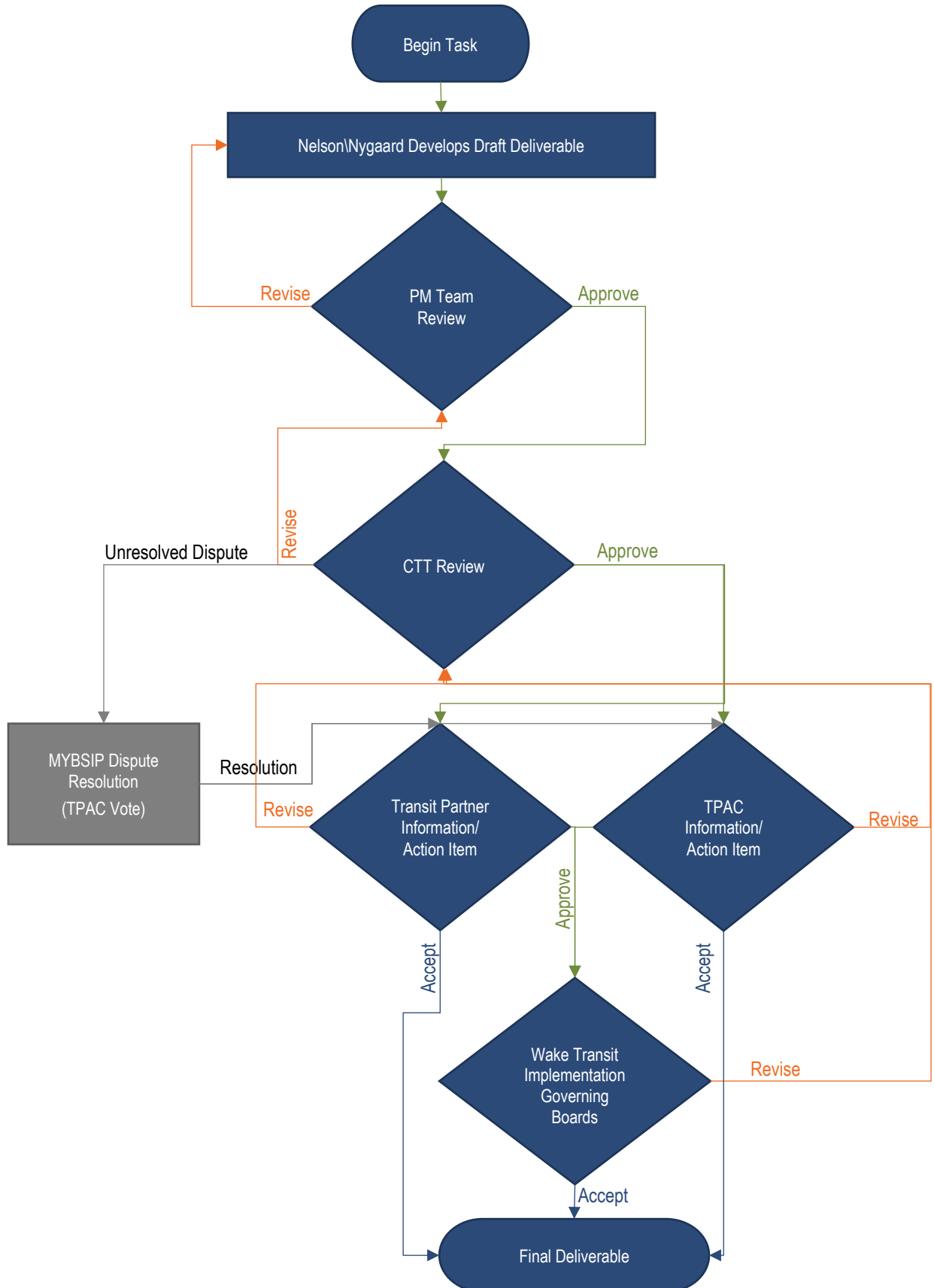




Figure 2 Required Actions Matrix

Task	Deliverable	Information Shared With TPAC	Transit Partner Information Item	Transit Partner Action Item	TPAC Action Item	Wake Transit Implementation Governing Boards Action Item
Task 1	Technical memo on Guiding Principles for Alignment Screening	Required				
Task 1	Technical memo on Methodology for Project Prioritization	Required			Recommendation to the Wake Transit Implementation Governing Boards	Required
Task 2	Technical Memo for planning decision process, including flowcharts	Required			Required	
Task 2	Technical Memo project-level decision-making structures	Required	All implementing agencies		Recommendation to Wake Transit Implementation Governing Boards	Required
Task 3	Technical memo on Service Standards and Performance Measures	Required	<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 	<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 	Recommendation to Wake Transit Implementation Governing Boards	Required



Task	Deliverable	Information Shared With TPAC	Transit Partner Information Item	Transit Partner Action Item	TPAC Action Item	Wake Transit Implementation Governing Boards Action Item
Task 3	10-Year Service Plan with matrix and maps	Required	<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 	<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 	Recommendation to Wake Transit Implementation Governing Boards	Required
Task 3	Short-Range Service Plans for GoTriangle, City of Raleigh/Raleigh Transit Authority, Town of Cary, and Wake County TRACS		<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 	<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 		



Task	Deliverable	Information Shared With TPAC	Transit Partner Information Item	Transit Partner Action Item	TPAC Action Item	Wake Transit Implementation Governing Boards Action Item
Task 3	Recommendations for updated and/or new MOUs between providers		<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS ▪ Local Municipalities ▪ NCSU 			
Task 3	Community funding area market analysis	Required	All towns eligible for Community Funding Area services (including RTP)		Required	
Task 4	Detailed maintenance facility review and new site feasibility		<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 	<ul style="list-style-type: none"> ▪ GoTriangle ▪ City of Raleigh/Raleigh Transit Authority ▪ Town of Cary ▪ Wake County TRACS 		



Task	Deliverable	Information Shared With TPAC	Transit Partner Information Item	Transit Partner Action Item	TPAC Action Item	Wake Transit Implementation Governing Boards Action Item
Task 4	Passenger facility conceptual design		<ul style="list-style-type: none"> GoTriangle City of Raleigh/Raleigh Transit Authority Town of Cary Wake County TRACS 	<ul style="list-style-type: none"> GoTriangle City of Raleigh/Raleigh Transit Authority Town of Cary Wake County TRACS 		
Task 4	10-Year Capital Plan	Required	<ul style="list-style-type: none"> GoTriangle City of Raleigh/Raleigh Transit Authority Town of Cary Wake County TRACS 	<ul style="list-style-type: none"> GoTriangle City of Raleigh/Raleigh Transit Authority Town of Cary Wake County TRACS 	Recommendation to Wake Transit Implementation Governing Boards	Required
Task 5	Locally Coordinated Human Services Transportation Update	Required	All FTA-required stakeholders ¹	<ul style="list-style-type: none"> City of Raleigh/Raleigh Transit Authority CAMPO 		
Task 6	Public Engagement Plan	Required				

¹ The FTA-required stakeholders include transit partners such as City of Raleigh/Raleigh Transit Authority, GoCary, Wake County TRACS, GoTriangle, and human services transportation providers.



DISPUTE RESOLUTION

The MYBSIP is a collaborative process, which requires the support of numerous Transit Partners. Throughout the planning process, it is anticipated that individual Transit Partners may require revisions to the deliverables developed as part of this process. If any information item or approval item is disputed by an individual Transit Partner, the CTT will review the dispute. The CTT will consider the comments from the Transit Partner and work collaboratively to address the concerns. As an additional resource, the MYBSIP Executive Committee may be consulted to advise the CTT when resolving concerns.

Disputes will be classified as either minor (only affecting the concerned Transit Partner) or major (affecting the overall plan and/or other deliverables to transit partners). Minor disputes that do not conflict with the overall plan will be adjusted with the acknowledgment of the CTT. If the CTT determines the required modification is major, the team will work to develop a resolution agreeable to all involved Transit Partners. In the event that no resolution is found to be agreeable to the Transit Partners, the CTT will defer the dispute to the TPAC. The TPAC will work to resolve the dispute and when necessary rely on the established TPAC voting framework to reach a final resolution.

KEY TERMS

Multi-Year Bus Service Implementation Plan (MYBSIP) – A plan to translate the vision established in the adopted Wake County Transit Plan into a detailed service plan that can be implemented in phases over the course of ten years.

Transit Planning Advisory Committee (TPAC) – A staff-level advisory committee comprised of agencies and local governments with jurisdiction in Wake County charged with coordinating planning and implementation aspects of the Wake County Transit Plan and serving in a structured advisory role to the CAMPO Executive Board and GoTriangle Board of Trustees².

Core Technical Team (CTT) – A subcommittee established by the TPAC to provide project guidance on task level initiatives and direct project deliverables for the TPAC.

MYBSIP Executive Committee – A senior advisory group established to provide guidance to the CTT as needed related to political or leadership issues.

Project Management Team (PM Team) – A group consisting of the joint procurement parties (CAMPO, GoTriangle, and City of Raleigh).

Transit Partners – Transit agencies, human services transportation providers, municipalities, planning organizations, North Carolina State University, and Research Triangle Park with direct responsibilities for proposed projects as part of the MYBSIP.

Wake Transit Implementation Governing Boards – CAMPO Executive Board and GoTriangle Board of Trustees are the governing boards responsible for approving the Wake County Transit Work Plan.

² <http://www.campo-nc.us/about-us/committees/wake-county-transit-planning-advisory-committee-tpac>