

ATTACHMENT D

# Staffing Model and Staffing Expectation Plan

DRAFT Final Report





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# 1 Introduction

In 2016, voters in Wake County approved a tax package that will invest \$2.3 billion in public transit infrastructure and services over the 10-year period between 2017 and 2027. The tax package includes a significant expansion of the regional bus network and the associated supporting investments, plus development of new services such as bus rapid transit and commuter rail. Preparing to implement this level of investment requires a corresponding investment in personnel and human resources. The purpose of the Staffing Model and Staffing Expectation Plan is to inform the Wake Transit Plan (Transit Plan) of the staffing requirements for administering, planning, implementing, and, to a lesser extent, managing the transit investments associated with the Transit Plan.

This report is intended to be a guide for individual agencies and the Transit Planning Advisory Committee (TPAC) to make recommendations regarding the use of Wake Transit revenue for staff positions. The positions identified and the associated levels of effort, expressed as annual full-time equivalencies (FTEs), are representative of the total staffing levels required (i.e., all positions across all agencies). Where responsibilities for Transit Plan implementation have been assigned to that agency (e.g., administration of the tax district), recommendations for additional staffing resources are assigned to the agency. Where responsibilities have not yet been assigned (e.g., development of commuter rail), this report does not identify staffing needs to an individual agency.

This report is also designed so partners or sponsoring agencies can compare staffing requirements for individual elements of the plan with existing staffing to determine the additional staff positions and the requirements of those positions in terms of skills and expertise. The staffing plan outlines the staffing needs for the implementation of the Wake Transit Plan during the next 10 years, with a focus on the first 3 to 5 years. The positions described in this report focus on the following responsibilities for Transit Plan implementation:

- Administration of the Wake Transit Plan tax district, including all reporting required by statute
- Managing overall implementation of the plan
- Providing technical oversight for planning, engineering, and implementation of specific projects within the plan

## 1.1 WAKE TRANSIT PLAN

In November 2016, Wake County voters approved a half-cent sales tax to fund the Wake Transit Plan. The tax package approved by the Wake County voters consists of specific public transit investments, plus a promise to implement these projects within 10 years. Funding is assumed to



be generated by the new tax revenues, but will also include federal and state funds, plus transit investments already contributed by local partners. The plan elements include:

- **Bus Network Expansion:** The Transit Plan will expand Wake County’s bus network from 17 to 83 miles, along with tripling the annual hours of revenue service. Service expansions will include development of a Frequent Transit Network; more weekend and evening service; and stronger links between colleges and universities, employment centers, medical facilities, dense residential areas, RDU Airport, and downtowns. The expanded service will also connect all Wake County communities.
- **Bus Rapid Transit (BRT):** The plan calls for all-day frequent service on Wake County’s most densely developed corridors. The plan prioritizes four corridors for BRT services, including development exclusive lanes and infrastructure treatments to improve service speed and reliability.
- **Commuter Rail (CRT):** The plan calls for the implementation of CRT along 37 miles of existing railroad right-of-way between Garner, downtown Raleigh, North Carolina State University, Cary, Morrisville, and the Research Triangle Park.
- **Community Funding Areas:** The plan also sets aside matching funds to partner with towns that currently have limited (or no) fixed-route transit service. The partnerships and matching funds will create and/or accelerate development of new or enhanced transit services.

## 1.2 TRANSIT GOVERNANCE INTERLOCAL AGREEMENT

The Transit Governance Interlocal Agreement (ILA), in conjunction with the TPAC lead agency assignments, describes the roles and responsibilities of each agency for the overall coordination of Transit Plan implementation. The ILA established the TPAC, which is the body responsible for coordinating the planning and implementation aspects of the Transit Plan. The TPAC includes representatives from the transit agencies, the Capital Area Metropolitan Planning Organization (CAMPO), Wake County, and municipalities within Wake County, and serves in a structured advisory role to the CAMPO Executive Board and the GoTriangle Board of Trustees. The CAMPO Executive Board and the GoTriangle Board of Trustees are jointly responsible for setting the direction of transit investment. The Wake County Board of Commissioners has authority to convene a conference committee for dispute resolution between the two Boards if required.

The ILA does not specify which organization will be responsible for implementing the major transit projects in the Wake Transit Plan. Instead, it requires the TPAC to recommend a lead agency for each effort and requires that implementation agreements for each project be developed. These implementation agreements will cover funding for the project, and responsibilities for managing construction and operating the service.

## 1.3 ADMINISTRATIVE AGENCIES

The ILA identifies two agencies with lead roles in administration and execution of the Wake Transit Plan: CAMPO and GoTriangle. These two agencies have major administrative roles—and responsibility—for the overall plan implementation of the Wake Transit Plan. At the highest



level, CAMPO is responsible for overall administration of the Wake Transit Plan and GoTriangle is responsible for administration of the Wake Transit Tax District. In both cases, CAMPO and GoTriangle's roles for the Wake Transit Plan are similar to roles they already play regionally. The specifics of assignments by agency are listed in the following text (see also Table 1-1).

CAMPO's ongoing responsibilities include:

- Consolidate and process the various components of the annual Wake County Transit Work Plan through the TPAC, CAMPO Executive Board, and GoTriangle Board of Trustees.
- Provide ongoing administrative support to the TPAC.
- Compile the Multi-Year Capital Improvement Program (CIP) for the annual Wake Transit work plan.
- Act as lead agency for the project programming component of the Multi-Year Operating Program.
- Administer Community Funding Areas program (anticipated assignment).
- Administer Project Prioritization Policy for CIP and Multi-Year Operating Program.
- Assist with development and ongoing implementation of public engagement strategy and activities as it relates to the TPAC and the CAMPO Executive Board, including review and analysis of comments and input received.
- Provide ongoing maintenance of existing Wake County Transit Vision Plan and develop future plan updates.
- Provide staff support for the development and administration of project development and implementation concurrence check process that engages participating or partner agencies in major decisions throughout the implementation of projects.
- Manage the designation of project sponsors for capital and operating projects.
- Compile project status information for quarterly and annual reports for TPAC, CAMPO Executive Board, and GoTriangle Board of Trustees review. Publish and distribute reports.
- Support ongoing development, negotiation, and monitoring of Master Participation, Master Implementation, and Capital/Operating Funding Agreements.
- Manage ongoing procurement process for on-call transit planning consultants, including development of annual task work programs and coordination of the development of tasks, scopes, and independent cost estimates.
- Manage consultant work for specific tasks as part of annual task work programs that address regional/system-level planning efforts and provide technical input for these tasks and tasks managed by other agencies.
- Draft agenda items for TPAC consideration and process technical TPAC recommendations for consideration by the CAMPO Executive Board.

GoTriangle's ongoing responsibilities include:

- Develop annual operating budgets and budget ordinance for operating projects, transit plan implementation marketing, system-level planning, and administration of the tax district.
- Develop annual capital budgets and budget ordinance for capital projects.



- Develop financial component of the Multi-Year Operating Program.
- Maintain financial model by incorporating any changes approved by the CAMPO Executive Board and GoTriangle Board of Trustees, and provide technical assistance on any interim financial model scenario runs. Incorporate changes to the Wake Transit Financial Plan as approved by the CAMPO Executive Board and GoTriangle Board of Trustees.
- Draft, negotiate, and monitor Master Participation, Master Implementation, and Capital/Operating Funding Agreements.
- Manage development of the analysis and project recommendation components of the Multi-Year Service Implementation Plan and ongoing updates.
- Compile financial information for quarterly and annual reports for TPAC, CAMPO Executive Board, and GoTriangle Board of Trustees review. Publish and distribute reports.
- Administer development and ongoing implementation of public engagement plans, policies, and activities as they relate to tax district administration and the GoTriangle Board of Trustees. This includes website maintenance and ongoing communications related to plan implementation.
- Manage consultant work for specific tasks as part of annual task work programs and provide technical input for these tasks and tasks managed by other agencies.
- Draft agenda items for TPAC consideration and process technical TPAC recommendations for consideration by the GoTriangle Board of Trustees.

**Table 1-1: Comparison of CAMPO and GoTriangle Responsibilities**

Responsibilities Related to:	CAMPO	GoTriangle
Plan Administration	Provide ongoing administrative support to TPAC Manage designation of project sponsors Provide staff support for project endorsement/cross checking of major decisions during implementation Support development, negotiation, and monitoring of partner agreements Compile project status information for quarterly and annual reporting Manage procurement process for on-call consulting contracts Manage consultant work for specific tasks Provide technical input	Provide technical support to TPAC Maintain financial model/financial plan Develop, negotiate, and monitor partner agreements Compile financial information for quarterly and annual reports Manage consultant work for specific tasks Provide technical input Draft agenda items for TPAC and process technical TPAC recommendations



Responsibilities Related to:	CAMPO	GoTriangle
	Draft agenda items for TPAC and process technical TPAC recommendations	
Annual Work Program and Multi-Year Operating Program	Consolidate and process annual work plan components Compile multi-year Capital Improvement Program (CIP) for the annual work plan Administer project prioritization policy for CIP and Multi-Year Operating Program Act as lead agency for the project programming component of the Multi-Year Operating Program	Develop annual capital budgets and budget ordinance Develop annual operating budgets and budget ordinance Develop financial component of the Multi-Year Operating Program Manage analysis and development of project programming component of the Multi-Year Operating Program
Public Engagement	Assist with development and implementation of public engagement strategy (includes analysis of comments received)	Administer development and implementation of public engagement plans, policies and activities (includes website and communication) Transit plan implementation marketing
Transit Planning	Provide maintenance of Wake County Transit Vision Plan Develop future plan updates	
Program Management	Administer Community Funding Areas Program (anticipated)	

## 1.4 EXISTING STAFF RESOURCES

As part of understanding staffing needs, the TPAC inventoried the number of FTEs currently working on Wake Transit Plan implementation at CAMPO, GoTriangle, the City of Raleigh, the Town of Cary, and Wake County. The inventory suggests 7.5 dedicated FTE positions are currently (FY 2018) funded by Wake Transit Plan Revenues (see Table 2-1). These positions are primarily at GoTriangle and include assignments related to community engagement, transit planning and financial analysis. The remaining agencies have added 1.0 FTE each.

The inventory focused on existing staff who devote some or all of their time to Wake Transit Plan implementation. It also included staff planned for upcoming projects and staffing needs associated with the FY 2018 amended work plan and ongoing FY 2019 work plan development.





Individual agencies self-reported data on staff resources dedicated to transit planning. The analysis conducted for this report did not perform an independent review of this information.

The staffing review also summarized the current staffing and responsibilities of other Wake County municipalities that play a role in implementation of the Wake Transit Plan. The complete list of existing staff is located in Appendix B.

**Table 1-2: Positions Funded with Wake Transit Revenue (FY 2018)**

Position	FTE	% Time on Transit Plan (FY 2018)
CAMPO		
Senior Transportation Analyst-TPAC Administrator	1.0	100%
City of Raleigh		
Planner, Senior (Wake Plan)	1.0	100%
GoTriangle		
Transportation Engineer	1.0	100%
Transit Service Planner	1.0	100%
Senior Financial Analyst	1.0	100%
Community Engagement Manager	1.0	50%
Public Outreach Associate	1.0	100%
Town of Cary		
Transit Project Manager	1.0	100%



## 2 Peer Review

As part of understanding the staff resources associated with new public transportation programs, the TPAC conducted a peer review of other agencies with transit programs or tax districts similar to the Wake Transit Plan. The purpose of the peer review was to:

- Identify lessons learned from other regions and groups of agencies that have undertaken similar assignments.
- Collect indicators or ratios that link staffing needs to program growth or expansion, such as increased service hours to transit management and planning staff or an increase in funding to growth in staff.

### 2.1 IDENTIFICATION OF PEERS

The staffing plan identified a handful of peer agencies based on experience implementing projects similar to the effort undertaken with the Wake Transit Plan, as well as agencies tasked with implementing a transit capital program approved by voter referendum. We also selected one peer agency, the Northern Virginia Transportation Authority (NVTA), to gain perspective on staffing associated with a large-scale transit investment implemented with a decentralized model with participation by local jurisdictions. Table 2-1 lists the agencies contacted, as well as the reasons each agency was included in the peer review.

Table 2-1: Peer Review Agencies

Agency	Role	Reason Contacted
Northern Virginia Transportation Authority (NVTA)	<ul style="list-style-type: none"><li>▪ Long-range transportation project planning</li><li>▪ Project prioritization</li><li>▪ Funding for regional transportation projects</li><li>▪ Funded through dedicated taxes</li></ul>	<ul style="list-style-type: none"><li>▪ Tax district administration</li><li>▪ Decentralized method of implementing projects (projects implemented by local jurisdictions)</li></ul>
RTD (Denver)	<ul style="list-style-type: none"><li>▪ Regional transit provider for the Denver region</li><li>▪ Implements all capital projects for its system</li><li>▪ Funded through dedicated tax</li></ul>	<ul style="list-style-type: none"><li>▪ Experience implementing transit program funded by dedicated tax</li><li>▪ Tax district administration</li><li>▪ Coordination with smaller communities</li></ul>
Sound Transit (Seattle)	<ul style="list-style-type: none"><li>▪ Regional transit provider for Seattle region</li><li>▪ Implements all capital projects in its system</li><li>▪ Funded through dedicated tax</li></ul>	<ul style="list-style-type: none"><li>▪ Experience implementing transit program funded by dedicated tax</li><li>▪ Tax district administration</li></ul>



Agency	Role	Reason Contacted
Metro (Houston)	<ul style="list-style-type: none"><li>Regional transit provider for Houston region</li><li>Implements all capital projects in City right-of-way (ROW); TxDOT typically leads projects in TxDOT ROW</li><li>Funded through dedicated tax</li></ul>	<ul style="list-style-type: none"><li>Experience implementing capital projects</li><li>Experience implementing overhaul of existing bus network</li></ul>
CATS (Charlotte)	<ul style="list-style-type: none"><li>Regional transit provider for Charlotte area</li><li>Implements all capital projects in its system</li></ul>	<ul style="list-style-type: none"><li>Experience implementing capital projects</li><li>Integration with local transportation departments</li></ul>
GRTC (Richmond)	<ul style="list-style-type: none"><li>Regional transit provider for the Richmond area</li><li>Capital projects can be implemented by local jurisdiction or the Commonwealth of Virginia</li></ul>	<ul style="list-style-type: none"><li>Experience implementing BRT</li><li>Experience implementing overhaul of existing bus network</li></ul>

## 2.2 KEY FINDINGS AND LESSONS LEARNED

The peer agencies have implemented projects and programs of varying sizes and complexities. While the peer agencies were not able to share metrics for staffing needs by project type, the peer agency interviews did yield lessons related to staffing:

- Agencies rely on a mix of agency and consultant staff to implement projects. This mix should be based on several factors:
  - The size and complexity of the project.
  - The need for specialized expertise.
  - The length of time the role will be required.
- Many of the agencies co-locate consultant and agency staff for multi-year programs.
- The program management plan should clearly articulate the transition of management roles between team members as the project moves from planning to engineering to construction and implementation. Creating a team that stays with the project throughout the process is valuable for continuity and institutional knowledge, but it is important that staff clearly understand their roles at each phase.
- When choosing a project delivery method, carefully consider the pros and cons of all options.
- Ensure adequate staffing, and the flexibility to hire consultants as needed.



## 3 Staffing Model Assumptions

One of the key deliverable associated with the Staffing Plan is the estimation of the number of FTEs required to implement the Wake Transit Plan.

Staffing needs were estimated by evaluating skill sets needed to complete individual projects and programs. Creating this model, however, required some assumptions about how the individual agencies would work together, an overall program schedule, and the general approach to program delivery. These assumptions are described in the sections below.

These assumptions were programmed into Microsoft Project, a project management software tool, which helped to develop an assumed level of effort for each proposed position over the course of the implementation period.

### 3.1 ORGANIZATIONAL STRUCTURE

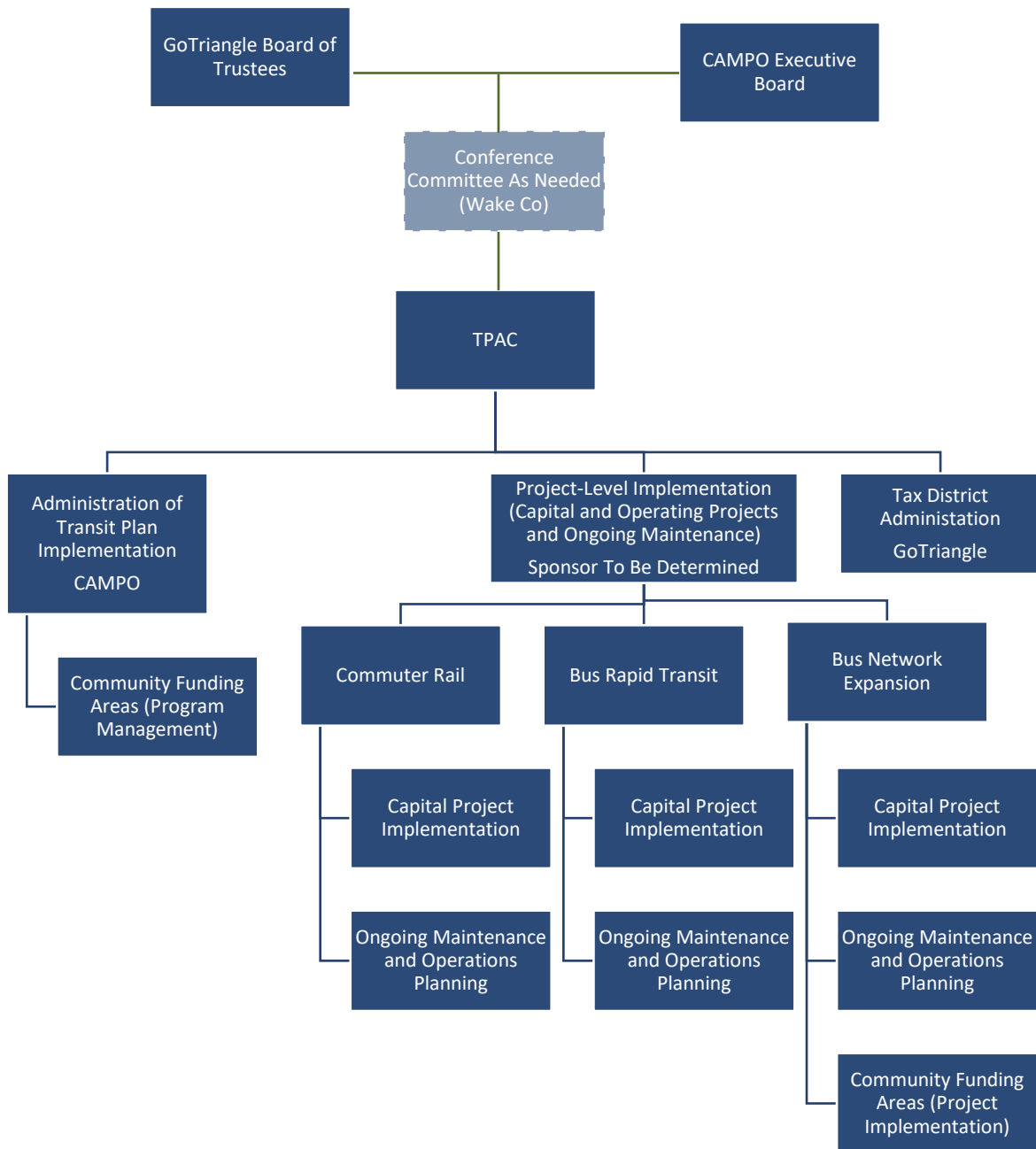
As discussed, CAMPO and GoTriangle have been assigned responsibility for the administration and financial management of the Wake Transit Plan. The other functions associated with planning, funding, and operations of the Wake Transit Plan will be carried out collaboratively by partner agencies. Wake County's independent transit providers include GoTriangle, GoRaleigh, GoCary, and the Wake Coordinated Transportation Services (WCTS).

As of winter 2018, a handful of Wake Transit Plan implementation responsibilities associated have been assigned to specific agencies:

- Tax District Administration (GoTriangle)
- Wake Transit Plan Administration (CAMPO)
- Program Management for the Community Funding Areas Program (CAMPO)
- Tax Revenue Collection (GoTriangle)

Responsibilities for the other major elements of the Wake Transit Plan, including bus service expansion and implementation of the major capital investments (bus rapid transit and commuter rail), have not yet been assigned. The staffing plan assumes that expansion of the bus service will be jointly administered by each of the independent transit providers. The staffing plan also assumes major capital investment projects will be assigned to individual agencies and managed as integrated but independent projects (see Figure 3-1).

Figure 3-1: General Organizational Structure





## 3.2 REQUIRED STAFFING SKILLS AND TECHNICAL EXPERTISE

Implementation of the Wake Transit Plan requires a variety of skill sets and technical expertise. To develop the staffing plan, the technical team identified expected expertise required to complete each of identified functions and roles of the Wake Transit Plan (see Table 3-1). We combined this data with our assumptions about organization and timing to estimate the level of effort required for each of the steps and by type of expertise.

**Table 3-1: Assumed Skills and Expertise by Wake Transit Function and Role**

Function or Role in Wake Transit Plan	Skills and Expertise Required
Tax District Administration	Financial Analysis Financial Compliance Legal Expertise
Transit Plan Administration	Transit Planning Program Administration and Management Performance Management Transportation Engineering
Public Engagement	Public Engagement Skills Media Relations and Communication Graphic Design and Web Design
Community Funding Areas	Program Administration and Management Transit Service Planning
Bus Network Expansion	Transit Planning Public Engagement Skills Capital Project Development (Vehicle Procurement, Facility Planning)
Bus Rapid Transit	Transit Planning and Operations Planning Project/System Engineering Capital Project Development Environmental and Permitting Compliance Station Area Planning Branding and Marketing
Commuter Rail	Transit Planning and Operations Planning Project/System Engineering Capital Project Development Environmental and Permitting Compliance Station Area Planning Branding and Marketing



### 3.3 PROGRAM SCHEDULE ASSUMPTIONS

The staffing plan also makes assumptions about the implementation timeline. A fundamental assumption is that the entire slate of projects associated with the Wake Transit Plan will be initiated and completed within the 10-year period. The 10-year period is assumed to have commenced in the third quarter of 2017 and will end in the third quarter of 2027. The staffing plan also assigns a rough planning and implementation timeframe for each of the four major components of the plan: expanded bus service, community funding areas program, bus rapid transit, and commuter rail:

- |                                         |                                      |
|-----------------------------------------|--------------------------------------|
| ▪ Community Funding Areas               | 10 years and beyond                  |
| ▪ Bus Service Operations Expansion      | 10 years (24-month plan development) |
| ▪ Bus Service Capital Projects          | 10 years (per project)               |
| ▪ Major Investment Studies (BRT and CR) | 18 months                            |
| ▪ Project Development (BRT and CR)      | 24 months                            |
| ▪ Final Design (BRT and CR)             | 24 months                            |
| ▪ Construction (each BRT Corridor)      | 24 months                            |
| ▪ Construction (CR)                     | 36 months                            |

### 3.4 PROGRAM MANAGEMENT AND PROJECT DELIVERY

Program delivery, or the way the work is executed, also influences staffing needs. In the case of the Wake Transit Plan, one of the most critical assumptions is the amount of work conducted in house as compared to work carried out by contractors. There are advantages to each approach, and each approach brings with it both similar and different needs with respect to staffing.

Generally speaking, this staffing plan assumes that the project direction, management, and oversight aspects of the Wake Transit Plan implementation will be conducted by direct hires, while the technical analysis, design, and construction activities will be carried out by consulting and contract personnel. It is worth noting, however, that contracted personnel can also be used for oversight functions, especially for more technical projects. These contractors can be obtained through a Program Management consultant or a General Planning (GPC) or General Engineering Consultant (GEC) retained by the sponsoring agency.

Project delivery methods for major capital projects can vary depending on the objectives and desires of the sponsoring agency. The traditional method is Design-Bid-Build, where each phase of delivery is a separate step with separate, unique consultants and contractors. This is the method used for the Durham-Orange Light Rail Transit project. It is also the method assumed by this staffing plan. If the Wake Transit Plan partners change this assumption, it will have implications on staffing needs.

For reference, other potential project delivery methods include Design-Build, Design-Build-Finance-Operate-Maintain, Construction Manager/General Contractor (CM/GC), and direct



procurement of equipment.<sup>1</sup> The choice of delivery method for a particular project should be based on size and complexity of the project, capacity of the design and construction community, schedule, cash flow, stakeholder input, integration with existing transit operations, and other factors.

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<sup>1</sup> Design-Build-Finance-Operate-Maintain is not currently permitted for transit projects under North Carolina law.





# 4 Recommended Allocation of Staffing Responsibilities

## 4.1 SUMMARY

As discussed, full implementation of the Wake Transit Plan requires investments not only in transit service and capital, but also in human resources. For the purposes of this report, the estimated levels of effort or hours required by position are presented as Full-Time Equivalencies (FTEs). The FTE analysis was conducted based on calendar quarters over the 10-year period with hours estimated based on average hours during a quarter that would be required during the various stages of project development to coordinate, oversee, and review products related to various functions, including project engineering, compliance with the National Environmental Protection Act (NEPA), final design, and construction. Hours are drawn from the consultant team’s experience and knowledge.

The analysis was agnostic to any FTEs that are already created or authorized under annual work plans for transit plan implementation. It was also assumed that tasks related to tax district administration or administration of transit plan implementation will continue in perpetuity. The following is a generalized summary of the overall FTEs required during the implementation period:

<b>Period</b>	<b>FTEs Required<sup>2</sup></b>
FY 2018	11
FY 2019	14
FY 2020	17
FY 2021	18
FY 2022	19
FY 2023	18
FY 2024	16
FY 2025	15
FY 2026	13
FY 2027	11

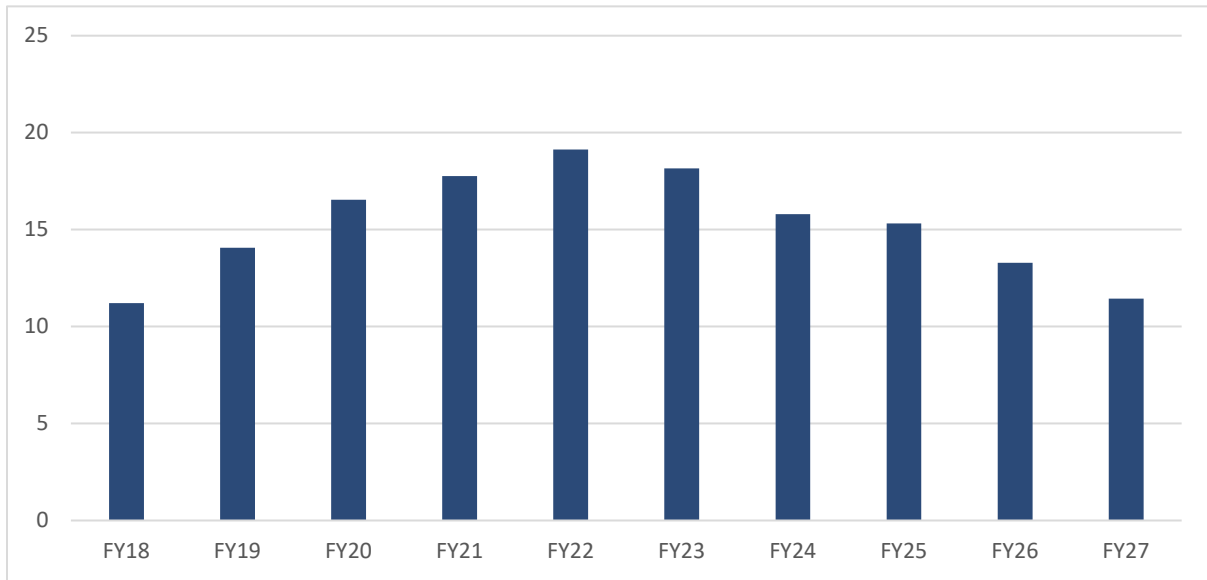
The FTE requirements are presented graphically in Figure 4-1.

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<sup>2</sup> The FTEs presented are the total for each period; they are not cumulative and have been rounded to the nearest FTE.



Figure 4-1: Total FTEs by Fiscal Year



Source: VHB

The following sections present the staffing requirements for each position, together with a brief description (see Appendix A for more detail). For each position, the specific work item is listed along with the projected level of effort anticipated over the 10-year implementation period. The FTE estimates in the tables below are not rounded, as many of the work items require relatively small amounts of time that are not suitable to rounding to the nearest quarter, half, or full FTE. The overall total FTE requirements shown for each position can be rounded to the nearest quarter, half, or full time FTE for budgeting purposes. The FTEs are summarized at an annual level (by fiscal year) for purposes of this technical memorandum. More detailed information can be obtained from the Microsoft Project database that is provided as a companion to this report. In addition, details on each position in terms of FTE by fiscal year is presented in the next section of this report.

Staffing needs and requirements are divided into two types of responsibilities:

- 1) **Oversight and program management.** Staffing responsibilities associated with oversight and program management include administration of the tax district, management of overall transit plan development, and management of targeted funding programs, like the Community Funding Area Program. Positions associated with these responsibilities are ongoing across the 10-year time period and, once established, are assumed to be relatively static over the implementation timeframe.
- 2) **Development of transit services and capital projects.** Staffing responsibilities associated with building out the Wake Transit Plan consist of a combination of ongoing and project specific needs. For example, additional staff is needed to plan, design, monitor, and manage the expansion of bus service in Wake County. These positions are ongoing. Project-specific staffing needs reflect the planning, design, and construction of capital projects. These projects will have intense and prolonged need for staff, but once



projects are delivered, staffing needs will ramp down and relate primarily to the management of new services.

## 4.2 STAFFING NEEDS: OVERSIGHT AND PROGRAM MANAGEMENT

Staffing needs associated with administration of the Tax District and Wake Transit Plan have been developed based on the tasks that have been assigned to individual agencies and the timeline for both. GoTriangle will administer the Tax District and CAMPO is responsible for overall administration of the Wake Transit Plan. Both roles are also expected to continue in perpetuity.

### Tax District

The staffing plan identifies roughly 2 FTEs to administer the Wake Transit Tax District. These 2 FTEs are comprised of roughly 0.5 FTE for each of four separate positions: Senior Financial Analyst, Budget and Finance Manager, Paralegal, and Financial Administrative Assistance (see Section 5.5).

### Wake Transit Plan Administration

Administration of the Wake Transit Plan requires roughly 2.5 FTEs, which are covered by three separate FTE positions, one each for the TPAC Administrator, the CAMPO Program Manager, and the Transit Planner/Administrative Coordinator.

### Community Funding Areas Program Management

Program management for the Community Funding Areas will be carried out primarily by the CAMPO Program Manager and the Transit Planner/Administrative Coordinator. These responsibilities are assumed to require about 0.3 FTE from each position. The TPAC Administrator is expected to contribute approximately 6 percent of their time.

Communities that take advantage of the CFA program will need short-range planning assistance and ongoing support to initiate and maintain their services. A few possible arrangements with implications for staffing needs include:

- A centralized resource housed at CAMPO or GoTriangle to provide support for initiation and ongoing support.
- Each existing transit provider (Cary, Raleigh, GoTriangle) can provide technical assistance given the likelihood that these agencies will be providing the services for all or most of the communities. The provider would be determined based on the agency with which each community chooses to contract. This keeps the technical resource initiating and supporting the service with the source of operations. Each provider would allocate a possible amount of an FTE (fractional or full) to handle this scenario.
- Each community can either contract for short-range planning services and ongoing support or handle the need in-house.



Based on feedback received from Wake Forest regarding the implementation of two bus routes with support from GoRaleigh, it is not anticipated that municipalities taking advantage of the Community Funding Area program will require additional staff. However, it is assumed that CAMPO, GoTriangle, or other transit providers will require staff to administer the program and provide technical assistance. It is assumed that these requirements will remain relatively constant over the 10-year period, as decisions related to funding new projects will occur on an annual basis.

## 4.3 STAFFING NEEDS: WAKE TRANSIT PLAN PROJECTS

Identifying staffing needs associated with implementation of the individual Wake Transit Plan projects is complicated by the fact that there are multiple interconnected but independent projects, and responsibility for project implementation has not yet been assigned.

Given these unknowns, the staffing plan represents the total level of effort required for implementation and identifies positions by project, but not by agency. The staffing plan also does not reflect the available existing resources. Instead, the required positions will follow the project. Agencies responsible for implementing the project will be responsible for considering the skills and resources currently available at their agency and, based on this assessment of existing skills and project needs, determine the need for additional resources. In general, it is assumed that the positions described in these recommendations would be direct hires who would manage consultants as appropriate.

This staffing plan assumes that tax district administration, administration of transit plan implementation, and the planning and management of ongoing expanded operations will continue in perpetuity. There will also continue to be a need for capital project implementation management (for bus projects and continued expansion of BRT) throughout and beyond the 10-year period, as the first 10 years are the first phase of projects associated with the ongoing implementation of the transit plan.

## 4.4 RECOMMENDATIONS

Staffing needs for capital project-level implementation will vary during the 10-year period of the Wake Transit Plan implementation (see also Figure 4-1). Staffing needs will increase as projects move into project development and final design, with peak staffing needs occurring around 2022. As projects move into construction and begin operations, staffing needs will decline; however, the staffing needs for planning and management of extended operations will be ongoing throughout the 10-year period.

Several positions do not require full-time equivalents during the 10-year implementation period, while others may require 1 or 2 FTEs for the entire period or for several years. Decisions about the number of positions to fund using Wake Transit Plan revenue will depend on lead agency decisions as well as factors such as the availability of skills and expertise. The recommended staffing levels by position and implementation year (Table 4-1) shows positions requiring



approximately 1 FTE in light green. Positions requiring approximately 2 FTEs are shown in darker green.

**Table 4-1: Recommended Positions by FTE (Rounded)**

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Managers</b>										
CAMPO Program Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GoTriangle Program Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager Planning	0.75	1.50	1.75	1.75	1.50	1.25	1.00	1.00	0.75	0.75
Project Manager Engineering	0.50	1.00	1.00	1.50	1.75	1.75	1.50	1.50	1.00	0.75
<b>Engineers</b>										
GoTriangle Project Engineer*	0.75	0.50	0.25	0.75	1.00	1.25	1.25	1.25	1.00	0.50
Project Engineer - Civil	0.00	0.25	0.50	0.75	1.00	0.75	0.75	0.50	0.50	0.25
Project Engineer - Traffic	0.00	0.25	0.75	0.75	0.75	1.00	0.75	0.75	0.25	0.25
Project Engineer - Roadway	0.25	0.25	0.50	0.50	0.75	0.75	0.75	0.50	0.25	0.25
Project Engineer - Rail Systems	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00
Project Engineer - Track	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00
Systems Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25
Vehicle Engineer	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Planners</b>										
CAMPO Transit Planner/ Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TPAC Administrator <sup>3</sup>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Planner	0.25	0.50	0.75	0.75	0.75	0.75	0.50	0.50	0.25	0.25
Bus Operations Planner <sup>4</sup>	1.00	1.00	1.25	1.25	1.50	1.25	1.00	1.00	1.00	1.00
Rail Operations Planner	0.00	0.25	0.25	0.25	0.25	0.25	0.00	0.00	0.00	0.00
TOD/Station Area Planner	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Specialists</b>										
Ridership Modeler	0.00	0.25	0.25	0.25	0.25	0.25	0.00	0.00	0.00	0.00
Bus Operations Analysis/ Scheduler	0.50	0.75	0.75	0.75	0.75	0.75	0.50	0.50	0.50	0.50
Communications/Branding Specialist	0.50	0.25	0.25	0.50	0.75	0.75	1.00	0.75	0.75	0.50
Public Involvement Specialist <sup>3</sup>	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Public Involvement Specialist (Project Level)	0.50	0.75	1.00	1.00	1.50	1.25	1.00	1.00	0.75	0.50

<sup>3</sup> Denotes FY 2018-approved positions.

<sup>4</sup> Denotes position that will increase as the expansion of the bus service increases.



	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
Real Estate/ROW Specialist	0.25	0.25	0.50	0.50	0.50	0.50	0.25	0.25	0.25	0.25
Procurement Specialist	0.25	0.50	0.50	0.50	0.50	0.50	0.25	0.25	0.25	0.25
Grant Administration Specialist	0.50	0.50	0.50	0.75	0.75	0.75	0.50	0.50	0.25	0.25
<b>Finance</b>										
Budget and Financial Manager	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Senior Financial Analyst <sup>3</sup>	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Finance Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Administrative Support</b>										
Paralegal	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
GoTriangle Administrative Coordinator/Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Webmaster	0.50	0.50	0.25	0.50	0.75	0.75	0.75	0.75	0.75	0.50
Performance Data Analyst	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25

Table 4-2 shows the recommended salary range for each position, based on similar positions in the Raleigh-Durham region and on the national market. The Wake Transit Plan partners provided information on existing positions. This information, combined with knowledge of the national market and professional judgement, was used to estimate the appropriate salary range for each position. The recommended salaries vary based on the level of specialization required, with salaries being higher for more highly specialized positions.

**Table 4-2: Recommended Salary Ranges**

	Low	High	Median	Rate Direct Labor
<b>Managers</b>				
CAMPO Program Manager	\$ 80,000	\$ 120,000	\$ 100,000	\$ 48.08
GoTriangle Program Manager	\$ 80,000	\$ 120,000	\$ 100,000	\$ 48.08
Project Manager Planning	\$ 70,000	\$ 120,000	\$ 95,000	\$ 45.67
Project Manager Engineering	\$ 73,000	\$ 136,000	\$ 104,500	\$ 50.24
<b>Engineers</b>				
GoTriangle Project Engineer	\$ 52,000	\$ 97,000	\$ 74,500	\$ 35.82
Project Engineer - Civil	\$ 51,000	\$ 97,000	\$ 74,000	\$ 35.58
Project Engineer - Traffic	\$ 51,000	\$ 97,000	\$ 74,000	\$ 35.58
Project Engineer - Roadway	\$ 51,000	\$ 97,000	\$ 74,000	\$ 35.58
Project Engineer - Rail Systems	\$ 75,000	\$ 125,000	\$ 100,000	\$ 48.08
Project Engineer - Track	\$ 51,000	\$ 97,000	\$ 74,000	\$ 35.58
Systems Engineer	\$ 75,000	\$ 125,000	\$ 100,000	\$ 48.08
Vehicle Engineer	\$ 75,000	\$ 125,000	\$ 100,000	\$ 48.08
<b>Planners</b>				



	Low	High	Median	Rate Direct Labor
CAMPO Transit Planner/ Administrative Coordinator	\$ 47,000	\$ 86,000	\$ 66,500	\$ 31.97
TPAC Administrator	\$ 55,000	\$ 97,000	\$ 76,000	\$ 36.54
Environmental Planner	\$ 52,000	\$ 97,000	\$ 74,500	\$ 35.82
Bus Operations Planner	\$ 50,000	\$ 92,000	\$ 71,000	\$ 34.13
Rail Operations Planner	\$ 50,000	\$ 92,000	\$ 71,000	\$ 34.13
TOD/Station Area Planner	\$ 60,000	\$ 112,000	\$ 86,000	\$ 41.35
<b>Specialists</b>				
Ridership Modeler	\$ 47,000	\$ 86,000	\$ 66,500	\$ 31.97
Bus Operations Analysis/Scheduler	\$ 50,000	\$ 92,000	\$ 71,000	\$ 34.13
Communications/Branding Specialist	\$ 50,000	\$ 90,000	\$ 70,000	\$ 33.65
Public Involvement Specialist	\$ 30,000	\$ 55,000	\$ 42,500	\$ 20.43
Real Estate/ROW Specialist	\$ 70,000	\$ 130,000	\$ 100,000	\$ 48.08
Procurement Specialist	\$ 50,000	\$ 92,000	\$ 71,000	\$ 34.13
Grant Administration Specialist	\$ 50,000	\$ 92,000	\$ 71,000	\$ 34.13
<b>Finance</b>				
Budget and Financial Manager	\$ 60,000	\$ 112,000	\$ 86,000	\$ 41.35
Senior Financial Analyst	\$ 50,000	\$ 93,000	\$ 71,500	\$ 34.38
Finance Administrative Assistant	\$ 41,000	\$ 76,000	\$ 58,500	\$ 28.13
<b>Administrative Support</b>				
Paralegal	\$ 70,000	\$ 97,000	\$ 83,500	\$ 40.14
<b>Administrative Support (continued)</b>				
GoTriangle Administrative Coordinator	\$ 47,000	\$ 86,000	\$ 66,500	\$ 31.97
Webmaster	\$ 43,000	\$ 64,000	\$ 53,500	\$ 25.72
Performance Data Analysis	\$ 49,000	\$ 69,000	\$ 59,000	\$ 28.37

Table 4-3 uses the recommended FTEs by position and the median recommended salary to estimate an annual budget for salaries. This table uses direct salary only, as benefits and overhead calculations vary by agency. The table shows only the total estimated annual budget rather than breaking the budget down by position, because Wake Transit partners may choose to apportion or combine positions in various ways. Actual annual budgets will likely vary based on the lead agency decisions, as staffing needs and decisions will ultimately be based on the needs of the lead agency.

**Table 4-3: Estimated Annual Budget, Direct Salary Only (\$1,000s)**

FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
\$1,020	\$1,205	\$1,297	\$1,419	\$1,523	\$1,456	\$1,222	\$1,154	\$873	\$684



# 5 Overview of Positions by Function

## 5.1 TAX DISTRICT ADMINISTRATION

### Budget and Financial Manager

*GoTriangle*

The Budget and Financial Manager is responsible for developing strategic analyses and forecasts for preparation of annual work plans and projects. This position coordinates with the TPAC and its subcommittees on financial aspects of transit plan implementation, maintains the financial model, and proposes and facilitates updates of the model. This position prepares draft budgets and facilitates the budget development process as part of annual work plan development.

Table 5-1: Budget and Financial Manager FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
Tax District Administration	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
Financial Compliance	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
TPAC Coordination	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Developing and Processing Agreements	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>Community Funding Area Implementation</b>										
Administration	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>





## Senior Financial Analyst

*GoTriangle*

The Senior Financial Analyst supports the Budget and Financial Manager in duties related to tax district administration, financial compliance, and invoice payment. This position develops strategic analyses and forecasts for preparation of annual work plans and projects, coordinates with the TPAC and its subcommittees on financial aspects of transit plan implementation, and maintains the financial model and proposes and facilitates updates thereto. This position prepares draft budgets and facilitates the budget development process as part of annual work plan development.

**Table 5-2: Senior Financial Analyst FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
<b>Tax District Administration</b>	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19
<b>Financial Compliance</b>	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
<b>TPAC Coordination</b>	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>Developing and Processing Agreements</b>	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>Total</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>	<b>0.42</b>

## Paralegal

*GoTriangle*

The Paralegal drafts and negotiates project-level agreements with project sponsors. This position monitors reporting and general performance of agreements, and drafts, coordinates, and tracks execution of various agreements in support of Wake Transit Plan implementation.

**Table 5-3: Paralegal FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
<b>Developing and Processing Agreements</b>	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32
<b>Community Funding Area Implementation</b>										
<b>Administration</b>	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>



## Finance Administrative Assistant

*GoTriangle*

The Finance Administrative Assistant ensures timely input and payment of invoices into the GoTriangle payables system. This position coordinates and schedules both internal and other department meetings for financial issues related to the Wake Transit Plan.

Table 5-4: Finance Administrative Assistant FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
Financial Compliance	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
TPAC Coordination	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Tax District Administration	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17	0.17
Developing and Processing Agreements	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>Total</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>

## 5.2 ADMINISTRATION OF TRANSIT PLAN IMPLEMENTATION

### TPAC Administrator

*CAMPO*

The TPAC Administrator leads administration of the implementation efforts of the Wake Transit Plan through administration of the TPAC.

Table 5-5: TPAC Administrator FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Administration	0.83	0.78	0.72	0.72	0.72	0.72	0.72	0.72	0.72	0.72
Annual Work Plan	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Developing and Processing Agreements	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Tax District Administration	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
System Level Planning Management	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
CFA Program Management	0.00	0.06	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11
<b>Community Funding Area Implementation</b>										
Administration	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Technical Assistance	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



## CAMPO Program Manager

### CAMPO

The CAMPO Program Manager provides overall program oversight of CAMPO’s role in transit plan implementation and preparation annual work program.

Table 5-6: CAMPO Project Manager FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Administration	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Annual Work Plan	0.17	0.18	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22
Developing and Processing Agreements	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
CFA Program Management	0.00	0.01	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
System Level Planning Management	0.17	0.17	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22
Project Development Support/Concurrence Process	0.06	0.06	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08
<b>Bus Rapid Transit MIS</b>										
MIS Phase 1 – Priority Corridors	0.06	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MIS Phase 2 - LPA	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Commuter Rail MIS</b>										
MIS Phase 1 – Feasible Alternatives	0.06	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MIS Phase 2 - LPA	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Community Funding Areas Implementation</b>										
Administration	0.17	0.18	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22
Technical Assistance	0.06	0.06	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08
<b>Total</b>	<b>0.83</b>	<b>0.93</b>	<b>0.97</b>	<b>0.97</b>	<b>0.97</b>	<b>0.97</b>	<b>0.97</b>	<b>0.97</b>	<b>0.97</b>	<b>0.97</b>



## Transit Planner/Administrative Coordinator

### CAMPO

The CAMPO Transit Planner/Administrative Coordinator handles logistics (e.g., scheduling, organizing, preparing materials) for internal and external meetings as well as conference calls. This position also provides planning and research support on various transit plans, studies, and programs.

Table 5-7: Transit Planner/Administrative Coordinator FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Administration	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27
Annual Work Plan	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Developing and Processing Agreements	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
CFA Program Management	0.00	0.03	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
System-Level Planning Management	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Project Development Support/Concurrence Process	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Tax District Administration	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
<b>Community Funding Areas Implementation</b>										
Administration	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Technical Assistance	0.16	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19	0.19
<b>Total</b>	<b>0.91</b>	<b>0.98</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>	<b>1.01</b>



## GoTriangle Program Manager

*GoTriangle*

The GoTriangle Program Manager oversees development and coordination of Work Plan components under the responsibility of GoTriangle, including coordinating GoTriangle’s role in implementation of the Wake Transit Plan.

**Table 5-8: GoTriangle Program Manager FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
Tax District Administration	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22
Annual Work Plan	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
TPAC Coordination	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Developing and Processing Agreements	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Financial Compliance	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
System Level Planning Management	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Project Development Support/Concurrence Process	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## GoTriangle Administrative Coordinator/Assistant

*GoTriangle*

The GoTriangle Administrative Coordinator/Assistant supports both tax district administration and planning and project management responsibilities associated with administration of transit plan implementation role. This position also supports the Wake Transit Plan Program Manager in their responsibilities.

**Table 5-9: GoTriangle Administrative Coordinator/Assistant FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Coordination	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27
Tax District Administration	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27
Developing and Processing Agreements	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Annual Work Plan	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
System Level Planning Management	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
<b>Community Funding Areas Implementations</b>										
Administration	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
<b>Total</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.98</b>



## Public Engagement/Involvement Specialist

*GoTriangle*

The Public Engagement/Involvement Specialist manages the implementation the annual work plan components of the Wake Transit Public Engagement Strategy. This position keeps the TPAC updated in a timely manner on communications activities and matters.

**Table 5-10: Public Engagement/Involvement Specialist FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
<b>TPAC Coordination</b>	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
<b>Annual Work Plan</b>	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
<b>System Level Planning Management</b>	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
<b>Project Development Support/Concurrence Process</b>	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
<b>Total</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>



## Communications Specialist

GoTriangle

The Communications Specialist will be responsible for accurately stating project progress and distributing materials (both print and digital) to various stakeholders during final design and construction for the three expansion projects. This position will develop a consistent look and feel to market and brand the project.

Table 5-11: Communications Specialist FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Coordination	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Tax District Administration	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Annual Work Plan	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
System Level Planning Management	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Project Development Support/Concurrence Process	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Bus Frequent Network (Multi-Year Service Plan)</b>										
Marketing/Branding	0.00	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bus Rapid Transit Project Development										
Marketing/Branding	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.05	0.09	0.04	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.05	0.09	0.04	0.00	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.07	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09
<b>Commuter Rail Project Development</b>										
Marketing/Branding	0.00	0.00	0.00	0.02	0.04	0.06	0.09	0.09	0.07	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09	0.07	0.00
<b>Total</b>	<b>0.27</b>	<b>0.22</b>	<b>0.22</b>	<b>0.37</b>	<b>0.58</b>	<b>0.67</b>	<b>0.76</b>	<b>0.67</b>	<b>0.53</b>	<b>0.40</b>



## Webmaster

*GoTriangle*

The Webmaster maintains the Wake Transit website.

**Table 5-12: Webmaster FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
<b>Tax District Administration</b>	0.22	0.22	0.07	0.22	0.28	0.28	0.28	0.28	0.25	0.22
<b>Annual Work Plan</b>	0.11	0.10	0.07	0.10	0.17	0.17	0.17	0.17	0.14	0.11
<b>System Level Planning Management</b>	0.06	0.05	0.04	0.05	0.11	0.11	0.11	0.11	0.08	0.06
<b>Project Development Support/Concurrence Process</b>	0.06	0.05	0.04	0.05	0.11	0.11	0.11	0.11	0.08	0.06
<b>Total</b>	<b>0.44</b>	<b>0.42</b>	<b>0.22</b>	<b>0.42</b>	<b>0.67</b>	<b>0.67</b>	<b>0.67</b>	<b>0.67</b>	<b>0.56</b>	<b>0.44</b>

## Performance Data Analyst

*GoTriangle*

The Performance Data Analyst is responsible for quarterly and annual reporting, integration of reporting data, and compilation of data.

**Table 5-13: Performance Data Analyst FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
<b>Tax District Administration</b>	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24	0.24
<b>Total</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>

## Project Engineer

*GoTriangle*

The Project Engineer supports project management for the MIS and continued refinement and development of corridors in the Wake Transit Plan. Although project sponsors have not yet been determined, this position can be assumed to transition into a supporting role for any project-level implementation for GoTriangle.





Table 5-14: Project Engineer FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Frequent Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.09	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit MIS Phase 1 – Priorities Corridor</b>										
MIS Phase 1	0.36	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit MIS Phase 2 – Locally Preferred Alternative</b>										
MIS Phase 2 – LPA	0.00	0.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.08	0.18	0.12	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.08	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.07	0.13	0.09	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.07	0.13	0.09	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.08	0.18	0.13	0.09	0.07	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.07	0.13	0.09	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.07	0.13	0.09	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.18	0.04	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.18	0.04	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.18
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.18
<b>Commuter Rail MIS Phase 2 – Locally Preferred Alternative</b>										
MIS Phase 2 - LPA	0.00	0.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.08	0.18	0.16	0.18	0.09	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.08	0.18	0.13	0.09	0.07	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.04	0.09	0.07	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.18	0.13	0.00
<b>Total</b>	<b>0.44</b>	<b>0.56</b>	<b>0.22</b>	<b>0.62</b>	<b>1.07</b>	<b>1.13</b>	<b>1.24</b>	<b>1.24</b>	<b>0.89</b>	<b>0.53</b>

## 5.3 PROJECT IMPLEMENTATION (PLANNING & TECHNICAL OVERSIGHT)

### Project Managers

#### Project Manager – Planning

*Agency TBD*

The Project Manager – Planning leads their assigned project through the MIS and the initial project development and environmental review (Environmental Impact Statement, Environmental Assessment, or Categorical Exclusion [CE]) phases of the project, with support from the Project Manager – Engineering, who will serve as the Deputy Project Manager during these phases of the project. Upon obtaining a Record of Decision (ROD), Finding of No Significant Impact (FONSI), or CE approval, the Project Manager – Planning transfers project management responsibility to the Project Manager – Engineering and assumes a support role throughout the life of the project.



Table 5-15: Project Manager – Planning FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Administration	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Annual Work Plan	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12
Developing and Processing Agreements	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
System Level Planning Management	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Project Development Support/Concurrence Process	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Bus Rapid Transit MIS</b>										
Phase 1 – Priority Corridors	0.22	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Phase 2 – LPA	0.00	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Commuter Rail MIS</b>										
Phase 1 – Feasible Alternatives	0.22	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Phase 2 – LPA	0.00	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.13	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.10
Operations Planning	0.04	0.07	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Funding Agreements	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.00
Bus Procurement	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.00
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.08	0.22	0.14	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.08	0.22	0.14	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.08	0.22	0.14	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.08	0.22	0.14	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.04	0.09	0.09	0.09	0.06	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Capital Funding Agreements</b>										
Capital Funding Agreements	0.00	0.04	0.09	0.09	0.09	0.07	0.06	0.04	0.00	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.08	0.22	0.14	0.00	0.00	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.04	0.09	0.07	0.00	0.00	0.00	0.00	0.00	0.00
Marketing/Branding	0.00	0.00	0.00	0.03	0.06	0.06	0.06	0.06	0.04	0.00
<b>Community Funding Area Implementation</b>										
Technical Assistance	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Total</b>	<b>1.11</b>	<b>1.45</b>	<b>1.64</b>	<b>1.56</b>	<b>1.38</b>	<b>1.17</b>	<b>0.82</b>	<b>0.80</b>	<b>0.75</b>	<b>0.61</b>



## Project Manager – Engineering

Agency TBD

Similar to the Project Manager – Planning, the Project Manager – Engineering is involved through the life of the project. They serve as Deputy Project Manager during the planning and environmental phases, and assume the project manager role following successful completion of the NEPA process.

Table 5-16: Project Manager – Engineering FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Governance</b>										
TPAC Coordination	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Developing and Processing Agreements	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
System Level Planning Management	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Project Development Support/Concurrence Process	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Bus Rapid Transit MIS</b>										
MIS Phase 2 - LPA	0.00	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Commuter Rail MIS										
MIS Phase 2 – LPA	0.00	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.10	0.10	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.08
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.07	0.13	0.08	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.07	0.13	0.08	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.05	0.13	0.08	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.05	0.13	0.08	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.03	0.09	0.06	0.06	0.05	0.00	0.00	0.00	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.07	0.13	0.07	0.00	0.00	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.04	0.09	0.09	0.09	0.06	0.00	0.00	0.00	0.00
Marketing/Branding	0.00	0.00	0.00	0.03	0.06	0.06	0.06	0.06	0.04	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.11	0.22	0.14	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.11	0.22	0.14	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.08	0.22	0.14	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.08	0.22	0.14	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.11	0.22	0.14	0.00	0.00	0.00	0.00



**STAFFING MODEL AND STAFFING EXPECTATION PLAN | DRAFT FINAL REPORT**  
**Wake Transit Plan Implementation**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.08	0.22	0.14	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.22	0.11
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.22	0.11
<b>Bus Rapid Transit Capital Funding Agreements</b>										
Capital Funding Agreements	0.00	0.03	0.06	0.06	0.06	0.06	0.06	0.04	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.08	0.22	0.22	0.17	0.00
<b>Commuter Rail Capital Funding Agreements</b>										
Capital Funding Agreements	0.00	0.00	0.00	0.03	0.06	0.04	0.00	0.00	0.00	0.00
<b>Community Funding Areas Implementation</b>										
Technical Assistance	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Total</b>	<b>0.32</b>	<b>1.04</b>	<b>0.99</b>	<b>1.28</b>	<b>1.56</b>	<b>1.57</b>	<b>1.49</b>	<b>1.36</b>	<b>0.97</b>	<b>0.52</b>



## Engineers

### Project Engineer – Civil

Agency TBD

The Project Engineer – Civil is involved in all three expansion projects and works on project development, facilities planning and design, final design, and construction management.

Table 5-17: Project Engineer – Civil FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.06	0.12	0.06	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.06	0.12	0.07	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.04	0.12	0.07	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.04	0.12	0.07	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.06	0.12	0.10	0.12	0.07	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.06	0.12	0.07	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.06	0.12	0.07	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.06	0.12	0.07	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.06	0.12	0.07	0.00	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.04	0.12	0.07	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.04	0.12	0.07	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.12	0.06
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.12	0.06
<b>Commuter Rail Project Development</b>										
Facilities Planning and Design	0.00	0.06	0.09	0.09	0.09	0.04	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.06	0.12	0.07	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.04	0.12	0.12	0.07	0.00
<b>Total</b>	<b>0.00</b>	<b>0.23</b>	<b>0.44</b>	<b>0.58</b>	<b>0.78</b>	<b>0.73</b>	<b>0.58</b>	<b>0.49</b>	<b>0.30</b>	<b>0.12</b>



## Project Engineer – Traffic Systems

Agency TBD

The Project Engineer – Traffic Systems works on traffic systems (e.g., traffic analyses, operations, capacity, signal timing, signal design) for the frequent bus network and the four BRT corridors.

Table 5-18: Project Engineer – Traffic Systems FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.13	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.13	0.00	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.13	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.07	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.03
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.03
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.07	0.18	0.08	0.00	0.00	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.04	0.09	0.06	0.00	0.00	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.09	0.18	0.11	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09	0.07	0.00
<b>Total</b>	<b>0.00</b>	<b>0.24</b>	<b>0.62</b>	<b>0.72</b>	<b>0.89</b>	<b>0.82</b>	<b>0.71</b>	<b>0.62</b>	<b>0.24</b>	<b>0.07</b>



## Project Engineer – Rail Systems

Agency TBD

The Project Engineer – Rail Systems is involved throughout the commuter rail project. This position is involved in the MIS, project development, facilities planning and design, final design, and construction management phases.

Table 5-19: Project Engineer – Rail Systems FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.02	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09	0.07	0.00
<b>Total</b>	<b>0.00</b>	<b>0.04</b>	<b>0.09</b>	<b>0.11</b>	<b>0.13</b>	<b>0.11</b>	<b>0.09</b>	<b>0.09</b>	<b>0.07</b>	<b>0.00</b>





## Project Engineer – Roadway

Agency TBD

The Project Engineer – Roadway designs roadway alignments for the frequent bus network and BRT, with attention to utilities, drainage, and other roadway elements. This position is involved with the operations planning, facilities planning and design, final design, and construction management.

Table 5-20: Project Engineer – Roadway FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.05	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.13	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.07	0.18	0.13	0.00	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.07	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.07	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.04
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.04
<b>Total</b>	<b>0.05</b>	<b>0.14</b>	<b>0.36</b>	<b>0.49</b>	<b>0.71</b>	<b>0.64</b>	<b>0.53</b>	<b>0.47</b>	<b>0.18</b>	<b>0.09</b>



## Project Engineer – Trackwork

Agency TBD

The Project Engineer – Trackwork is involved in track design for commuter rail, during the MIS, project development, facilities planning and design, final design, and construction management phases.

Table 5-21: Project Engineer – Trackwork FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.03	0.09	0.07	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.02	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.04	0.13	0.10	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09	0.07	0.00
<b>Total</b>	<b>0.00</b>	<b>0.06</b>	<b>0.13</b>	<b>0.16</b>	<b>0.18</b>	<b>0.16</b>	<b>0.09</b>	<b>0.09</b>	<b>0.07</b>	<b>0.00</b>

## Systems Engineer

Agency TBD

The Systems Engineer is Involved in the activation and integration processes for commuter rail and bus capital projects and supports the Project Manager – Engineering in the testing and activation of commuter rail and bus systems. This position participates in the overall activation of the project.

Table 5-22: Systems Engineer FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Rapid Transit System Integration and Project Activation</b>										
System Integration and Project Activation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04
<b>Commuter Rail Transit System Integration and Project Activation</b>										
System Integration and Project Activation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.04
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.07</b>	<b>0.09</b>



## Vehicle Engineer

Agency TBD

The Vehicle Engineer is involved in bus procurement and final design of bus capital projects. This position is involved in the activation and integration processes for commuter rail and bus capital projects.

Table 5-23: Vehicle Engineer FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Rapid Transit Project Development</b>										
Bus Procurement	0.00	0.00	0.00	0.02	0.04	0.04	0.04	0.04	0.04	0.04
<b>Bus Rapid Transit System Integration and Project Activation</b>										
System Integration and Project Activation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.00	0.06	0.04	0.00	0.00	0.00	0.00	0.00	0.00
<b>Commuter Rail Transit System Integration and Project Activation</b>										
System Integration and Project Activation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.01
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.06</b>	<b>0.06</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.07</b>	<b>0.08</b>



## Planners

### Environmental Planner

Agency TBD

The Environmental Planner provides oversight of consultant staff. This position is responsible for ensuring environmental regulatory processes and environmental laws are followed.

Table 5-24: Environmental Planner FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.08
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.06	0.13	0.09	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.06	0.13	0.09	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.06	0.13	0.09	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.06	0.13	0.09	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.03	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.03	0.04	0.04	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.03	0.04	0.04	0.00	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.02
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.02
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.08	0.13	0.07	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.03	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.04	0.03	0.00
<b>Total</b>	<b>0.09</b>	<b>0.32</b>	<b>0.58</b>	<b>0.60</b>	<b>0.58</b>	<b>0.56</b>	<b>0.31</b>	<b>0.32</b>	<b>0.21</b>	<b>0.12</b>



## Bus Operations Planner

Agency TBD

The Bus Operations Planner develops and analyzes bus route and schedule plans. This position develops plans for implementation of new or modified routes, amenity improvements, capital needs, and coordination projects with other public transit and community transportation services.

The metric used to determine the need for new bus operations planners is 1 planner per 1.5 million revenue miles or 100,000 revenue hours. This threshold is based on information for this metric from historical data provided by GoTriangle, GoRaleigh and the National Transit Database (NTD). The actual number of bus operations planners will grow over the 10-year period and can be adjusted annually based on the pace of implementation of the expanded bus service. The numbers shown in Table 5-25 are a baseline and will likely increase over the period of the Wake Transit Plan implementation. Analysis supporting this metric is included in Appendix D.

Table 5-25: Bus Operations Planner FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Operations Planning	0.66	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61	0.61
Facilities and Design	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.08
Marketing/Branding	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
Funding Agreements	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.05	0.13	0.08	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.05	0.13	0.08	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.05	0.13	0.10	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.05	0.13	0.10	0.00	0.00	0.00	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
<b>Community Funding Areas Implementation</b>										
Technical Assistance	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
<b>Total</b>	<b>0.89</b>	<b>0.97</b>	<b>1.16</b>	<b>1.14</b>	<b>1.11</b>	<b>1.04</b>	<b>0.84</b>	<b>0.84</b>	<b>0.84</b>	<b>0.83</b>



## Rail Operations Planner

Agency TBD

The Rail Operations Planner is involved in the MIS, project development, facilities and planning design, and final design of the commuter rail project.

Table 5-26: Rail Operations Planner FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.02	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.03	0.09	0.07	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.04</b>	<b>0.09</b>	<b>0.11</b>	<b>0.13</b>	<b>0.09</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Ridership Modeler

Agency TBD

The Ridership Modeler manages short- and long-term technical studies such as the development of the mode choice model, refinements to model components of the travel demand model, and traffic engineering studies.

Table 5-27: Ridership Modeler FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.08</b>	<b>0.18</b>	<b>0.17</b>	<b>0.09</b>	<b>0.07</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



## Transit-Oriented Development/Station Area Planner

Agency TBD

The Transit-Oriented Development (TOD)/Station Area Planner monitors comparable TODs in the region and elsewhere to create a reference file of TODs and implementation mechanisms.

Table 5-28: Transit-Oriented Development/Station Area Planner FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Bus Rapid Transit Project Development</b>										
Station Area Planning	0.00	0.02	0.04	0.04	0.04	0.03	0.00	0.00	0.00	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.04</b>	<b>0.11</b>	<b>0.18</b>	<b>0.16</b>	<b>0.09</b>	<b>0.08</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>

## Specialists

### Bus Operations Analysis/Scheduler

Agency TBD

The Bus Operations Analysis/Scheduler is responsible for analysis and monitoring of the expanded bus service and BRT corridors. This position also provides technical assistance to Community Funding Areas as needed.

Table 5-29: Bus Operations Analysis/Scheduler FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Operations Planning	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.09	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.09	0.18	0.11	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.07	0.18	0.11	0.00	0.00	0.00	0.00
<b>Community Funding Areas Implementation</b>										
Technical Assistance	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
<b>Total</b>	<b>0.36</b>	<b>0.53</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>	<b>0.58</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>	<b>0.36</b>



## Real Estate/ROW Specialist

Agency TBD

The Real Estate/ROW Specialist oversees the legal documents required for land acquisition, property leasing, and joint development agreements, complex real estate acquisition, and disposition strategy recommendations. This position manages real estate negotiations and acquisition and disposition of property; participates in and manages condemnation settlement strategies; and manages contracted real estate services, including appraisers, attorneys, title companies and relocation specialists. This position forecasts project costs for long-range planning and implementation of land transactions.

**Table 5-30: Real Estate/ROW Specialist FTEs by Task by Year**

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.08
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.03	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.04	0.01	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.02	0.04	0.04	0.01	0.00
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.02	0.04	0.04	0.04	0.03	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.02	0.04	0.03	0.00	0.00	0.00	0.00
Total	<b>0.09</b>	<b>0.22</b>	<b>0.36</b>	<b>0.36</b>	<b>0.40</b>	<b>0.32</b>	<b>0.18</b>	<b>0.18</b>	<b>0.11</b>	<b>0.08</b>





## Procurement Specialist

Agency TBD

The Procurement Specialist is responsible for planning, coordination, implementation, administration, and tracking the procurement of railroad cars and buses. This position manages and carries out the procurement process for supplies, equipment, professional services, capital acquisitions, and construction projects in compliance with government procurement laws, regulations, and procedures.

Table 5-31: Procurement Specialist FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Bus Procurement	0.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Facilities and Design	0.02	0.14	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.08
<b>Bus Rapid Transit Project Development</b>										
Facilities Planning and Design	0.00	0.04	0.09	0.09	0.09	0.04	0.00	0.00	0.00	0.00
Bus Procurement	0.00	0.00	0.00	0.03	0.06	0.06	0.06	0.06	0.06	0.06
<b>Commuter Rail Project Development</b>										
Facilities Planning and Design	0.00	0.04	0.09	0.09	0.09	0.04	0.00	0.00	0.00	0.00
<b>Community Funding Areas Implementation</b>										
Technical Assistance	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Total</b>	<b>0.24</b>	<b>0.27</b>	<b>0.31</b>	<b>0.34</b>	<b>0.37</b>	<b>0.28</b>	<b>0.19</b>	<b>0.19</b>	<b>0.19</b>	<b>0.18</b>

## Public Involvement Specialist (Project Level)

Agency TBD

The Public Involvement Specialist (Project Level) communicates with the public regarding all three expansion projects in the planning and design phases of the projects (i.e., NEPA/PE, station area planning, and facilities planning). This position provides information to and gathers feedback from the public.

Table 5-32: Public Involvement Specialist (Project Level) FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Operations Planning	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Facilities and Design	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.08
Marketing/Branding	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.03	0.09	0.09	0.09	0.06	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.03	0.09	0.09	0.09	0.09	0.00	0.00	0.00	0.00
Marketing/Branding	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00



Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Commuter Rail Project Development</b>										
Project Development (NEPA/PE)	0.00	0.04	0.09	0.09	0.09	0.04	0.00	0.00	0.00	0.00
Station Area Planning	0.00	0.04	0.09	0.06	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.04	0.09	0.09	0.09	0.06	0.00	0.00	0.00	0.00
Marketing/Branding	0.00	0.00	0.00	0.03	0.09	0.09	0.09	0.09	0.06	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.04	0.09	0.09	0.02	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.04	0.09	0.09	0.02	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Construction Management</b>										
BRT Corridor 1	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.06	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.09	0.09
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.09	0.09
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.03	0.09	0.09	0.06	0.00
<b>Community Funding Areas Implementation</b>										
Technical Assistance	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Total</b>	<b>0.31</b>	<b>0.58</b>	<b>0.93</b>	<b>1.07</b>	<b>1.29</b>	<b>1.17</b>	<b>0.84</b>	<b>0.87</b>	<b>0.64</b>	<b>0.48</b>

## Grant Administrator

Agency TBD

The Grant Administrator prepares necessary information to support grant applications and works with the grants and capital budget staff to obtain funding approvals. This position reviews federal regulations and guidelines for grant applications and advises as to new federal requirements, provides proper documentation to revenue accounting staff to ensure all intergovernmental agreements entered into by partner agencies as a result of the Wake Transit Plan are properly billed and collected, provides proper documentation to revenue accounting staff to ensure proper accounting for all intergovernmental agreements entered into by partner agencies as a result of the Wake Transit Plan, and prepares necessary information to support Wake Transit Plan grant revisions, amendments and closeouts. This position monitors and verifies IGA deliverables and compliance, and supervises staff including hiring, assigning and reviewing work, training, performance evaluation, and performance management.



Table 5-33: Grant Administrator FTEs by Task by Year

Task	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Frequent Bus Network (Multi-Year Service Plan)</b>										
Facilities and Design	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Funding Agreements	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bus Procurement	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.12	0.00
<b>Bus Rapid Transit Project Development</b>										
BRT Corridor 1	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00
Facilities Planning and Design	0.00	0.01	0.03	0.03	0.03	0.02	0.00	0.00	0.00	0.00
<b>Bus Rapid Transit Final Design</b>										
BRT Corridor 1	0.00	0.00	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00
BRT Corridor 2	0.00	0.00	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00
BRT Corridor 3	0.00	0.00	0.00	0.00	0.00	0.02	0.03	0.02	0.00	0.00
BRT Corridor 4	0.00	0.00	0.00	0.00	0.00	0.02	0.03	0.02	0.00	0.00
<b>Bus Rapid Transit Capital Funding Agreements</b>										
Capital Funding Agreements	0.00	0.03	0.09	0.09	0.09	0.09	0.09	0.07	0.00	0.00
<b>Commuter Rail Project Development</b>										
Facilities Planning and Design	0.00	0.03	0.06	0.06	0.06	0.03	0.00	0.00	0.00	0.00
<b>Commuter Rail Final Design</b>										
Final Design	0.00	0.00	0.00	0.03	0.06	0.04	0.00	0.00	0.00	0.00
<b>Commuter Rail Construction Management</b>										
Construction Management	0.00	0.00	0.00	0.00	0.00	0.02	0.06	0.06	0.04	0.00
<b>Commuter Rail Capital Funding Agreements</b>										
Capital Funding Agreements	0.00	0.00	0.00	0.01	0.03	0.02	0.00	0.00	0.00	0.00
<b>Community Funding Areas Implementation</b>										
Administration	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Technical Assistance	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.04
<b>Total</b>	<b>0.28</b>	<b>0.30</b>	<b>0.42</b>	<b>0.51</b>	<b>0.57</b>	<b>0.53</b>	<b>0.39</b>	<b>0.35</b>	<b>0.23</b>	<b>0.08</b>



# Appendix A      POSITION DESCRIPTIONS

## TAX DISTRICT ADMINISTRATION

Administration of the Tax District includes a number of responsibilities related to financial analysis, financial planning, reporting, financial coordination with project sponsors, and development and monitoring of project-level funding agreements. As outlined in the Interlocal Agreement (ILA) and CAMPO- and GoTriangle-approved lead agency assignments, these tasks are the primary responsibility of GoTriangle.

### Senior Financial Analyst

- Supports the Budget and Financial Manager in duties related to tax district administration, financial compliance, and invoice payment.
- Develops strategic analysis and forecasts for development and implementation of annual work plans and projects.
- Coordinate with the TPAC and its sub-committees on financial aspects of transit plan implementation.
- Maintains financial model and proposes and facilitates updates thereto.
- Prepares draft budgets and facilitates the budget development process as part of annual work plan development.

### Budget and Financial Manager

- Manages quarterly and annual financial reporting and modeling.
- Oversees financial coordination with project sponsors.
- Manages financial aspects of agreements for the expansion projects.
- Administers Billing, Payment, and Reimbursement Policy and Guidelines.
- Responsible for debt issuances, rating agency presentations, CAFR, and Annual Report presentation of financials.
- Coordinates with selected financial advisor.
- Provides oversight in the payment of invoices to ensure that all payments made are in accordance with project-level agreements with the project sponsors. Reviews invoices for accuracy and consistency with agreements.
- Maintains financial compliance.

### Paralegal

- Drafts and negotiates project-level agreements with project sponsors.
- Monitors reporting and general performance of agreements.
- Drafts and coordinates and tracks execution of various agreements in support of Wake Transit Plan implementation.

### Finance Administrative Assistant

- Inputs invoices into GoTriangle payables system.



- Ensures timely payment of invoices.
- Submits GoTriangle invoices for payment to CAMPO.
- Schedules internal Finance meetings on Wake Transit–related issues.
- Coordinates with other departments on info needed to support Wake Transit activities.
- Point of contact for coordinating schedules with GoTriangle external partners.

## **TRANSIT PLAN IMPLEMENTATION (ADMINISTRATION)**

Implementation of the program included in the transit plan will involve the development of operating and capital plans/programs, support to governing boards and committees, and support to TPAC. These responsibilities have been assigned to CAMPO and GoTriangle.

### **CAMPO**

#### **Wake Transit Program Manager**

- Provides overall program oversight of CAMPO’s role in transit plan implementation.
- Manages CAMPO’s role in transit corridors major investment study.
- Manages CAMPO’s role and responsibilities for recurring system-level pre-project development planning.
- Oversees administration of the Community Funding Area Program.
- Develops and maintains project prioritization policy that guides development of the CIP and multi-year operating program.
- Develops public engagement strategy/policies and administration of public engagement/communications processes related to annual work plan development and adoption, as well as liaising to project sponsors for overarching Wake Transit Plan implementation.
- Develops extension of horizon year of 10-year Wake Transit Plan (known as multi-year vision plan in Governance ILA).
- Develops and provides ongoing administration of project-level decision-making structures for larger scale capitals projects and service changes at the project implementation level.
- Manages and provides ongoing maintenance of procurement and task development/deployment process for on-call consultants.
- Manages multi-year bus service implementation plan, which will recur every 4 to 5 years.
- Manages transit corridors major investment study and any recurring system-level pre-project development planning.
- Coordinates development and implementation of a systemwide Program/Project Risk Management Process to include Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Responses, and Risk Monitoring.
- Ensures the program meets budget, schedule, and quality.
- Coordinates regularly with TPAC to provide updates on issues, problems, and overall status of the program.
- Interfaces with stakeholders and community leaders as requested.



## **TPAC Administrator**

- Leads coordination of the implementation efforts of the Wake Transit Plan through coordination of the TPAC.
- Oversees the day to day operations of the TPAC including organizing meetings; providing meeting minutes; developing agendas in coordination with lead agency representatives, project sponsors, and the TPAC Chair and Vice Chair; developing presentation materials for the meetings; scheduling meetings and coordinating the deliverables of TPAC working groups and subcommittees; and carrying out other duties and research as directed by the TPAC and its subcommittees and working groups.
- Serves as the main point of contact for TPAC-related affairs.
- Develops and maintains TPAC web presence.
- Consolidation/Compilation of components of annual work plans for the TPAC.
- Provides staff support and information to the TPAC during meetings and for forwarding recommendations from the TPAC to the Capital Area MPO Executive Board and GoTriangle Board of Directors.
- Ensure TPAC action items are coordinated with and among the appropriate agencies and are executed.
- Support administration of TPAC's public engagement processes.
- Provide technical assistance and direction to TPAC member agencies on execution of TPAC decisions.
- Develops and provides ongoing administration of community funding area program management plan (includes responsibility for processing any program changes).

## **Wake Transit Entry-Level Transit Planner/Administrative Assistant**

- Coordinates internal and external meetings to facilitate project implementation.
- Schedules conference calls and conference rooms.
- Prints appropriate agendas and other needed materials.
- Provides support in sending reminders and tracking action actions.
- Provides planning and research support on various transit plans, studies and programs.

## **GoTriangle**

### **Wake Transit Plan Project Director/Program Manager/Internal Liaison/TPAC Interface**

- Oversees development and coordination of Work Plan components under the responsibility of GoTriangle (works with other internal tax district administration staff to tie interrelated items together)—budgets, financial model updates, agreements.
- Manages planning and other related tasks and studies at the systemwide level and subsequent updates to plans and studies.
- Functions as internal coordinator of GoTriangle's Wake Transit dealings and interfaces with the TPAC and its subcommittees on GoTriangle responsibilities.



### **Administrative Coordinator/Assistant**

- Supports both tax district administration and planning and project management responsibilities associated with administration of transit plan implementation role.
- Supports Wake Transit Plan Project Director in his/her responsibilities.

### **Public Engagement/Involvement Specialist**

- Communicate with the public in all three expansion projects in the planning and design phases of the projects (i.e., NEPA/PE, station area planning, and facilities planning). Provides information and gathers feedback from the public.
- Manages the implementation the annual work plan components of the Wake Transit Public Engagement Strategy.
- Oversees each project's Public Information Plan.
- Advises staff on addressing emerging issues.
- Keeps TPAC updated in a timely manner on communications activities and matters.
- Ensures elected officials and key stakeholders are informed in a timely and proactive manner.
- Ensures relevant inquiries or concerns are responded to in a timely manner.
- Serves as primary Wake Transit Plan spokesperson.
- Guides development of program and project communications efforts, such as newsletters, fact sheets, brochures, key messages, public education campaigns, public meetings, public opinion surveys, and special events.

### **Communications Specialist**

- Able to accurately state project progress and distribute materials (both print and digital) to various stakeholders during final design and construction for the three expansion projects. Develop a consistent look and feel to market and brand the projects.
- Advises staff on addressing emerging issues.
- Keeps TPAC updated in a timely manner on communications activities and matters.
- Ensures elected officials and key stakeholders are informed in a timely and proactive manner.
- Ensures relevant inquiries or concerns are responded to in a timely manner.
- Manages media relations for the Wake Transit Plan and ensures that media requests are answered in a timely and proactive manner.
- Leads communications and media training for internal team members.
- Oversees maintenance and updating of project websites and social media channels.

### **Webmaster**

- Maintains website.

### **Performance Data Analyst**

- Performs Quarterly and Annual reporting for the Wake Transit Plan.
- Integrates reporting data.
- Compiles data.





## Project Engineer

- Support project management for the MIS and continued refinement and development of corridors in the Wake Transit Plan. Although project sponsors have not yet been determined, this position can be assumed to transition into a supporting role for any project-level implementation for GoTriangle.

# PROJECT IMPLEMENTATION (PLANNING AND TECHNICAL OVERSIGHT)

## Managers

### Project Manager – Planning

The Project Manager – Planning leads her/his assigned project through the initial project development and environmental review (FEIS, EA, or CE) phases of the project, with support from the Project Manager – Engineering, who will serve as the Deputy Project Manager during those phases of the project. Upon obtaining a Record of Decision, FONSI, or CE approval, the Planning lead transfers project management responsibility to the Engineering lead and assumes a support role throughout the life of the project. The Project Manager – Planning:

- Develops RFP and selects consultants.
- Oversees consultants and provides final acceptance of contract deliverables.
- Delivers projects within budget, schedule, and other project requirements.
- Coordinates with stakeholders.
- Coordinates with other members of the partner agencies management team.

### Project Manager – Engineering

Similar to the Project Manager – Planning, the Project Manager – Engineering will be involved through the life of the project. They will serve as Deputy Project Manager during the planning and environmental phases, and will assume the project manager role following successful completion of the NEPA process. The Project Manager – Engineering:

- Provides technical direction and engineering expertise.
- Manages selection and hiring of engineering consultants.
- Oversees consultants' activities.
- Negotiates major contracts and changes with consultants and construction contractors.
- Assists in overseeing all aspects of project implementation, including design, construction, testing, RFQ/RFP development and procurement process, and selection of and award of consultant/contract.
- Assists operations in establishment of transportation and maintenance procedures as well as integration and system start-up for major capital improvement projects.
- Delivers projects within established budget, schedule, and other project requirements.
- Coordinates with stakeholders.
- Coordinates with other members of the partner agencies management team.



## Engineers

The following engineering staff may be internal or external consultant services. Each person(s) will have the same responsibilities within their specific disciplines, which include establishing design criteria, reviewing variances, reviewing design submittals, and leading design efforts for multiple projects.

### **Project Engineer – Civil**

Will be involved in all three expansion projects. Will work on project development, facilities planning and design, final design, and construction management.

### **Project Engineer – Traffic Systems**

Will work on traffic systems (e.g., traffic analyses, operations, capacity, signal timing, signal design) for the frequent bus network and four BRT corridors.

### **Project Engineer – Rail Systems**

Will be involved throughout the commuter rail project. Will be involved in the MIS, project development, facilities planning and design, final design, and construction management phases.

### **Project Engineer – Roadway**

Designs roadway alignments for frequent bus network and BRT, with attention to utilities, drainage, and other roadway elements. The Roadway Engineer will be involved with the operations planning, facilities planning and design, final design, and construction management.

### **Project Engineer – Trackwork**

Involved in track design for commuter rail. Will be involved with MIS, project development, facilities planning and design, final design, and construction management.

### **Systems Engineer**

Involved in the activation and integration processes for commuter rail and bus capital projects. Supports the Project Manager in the testing and activation of commuter rail and bus systems. Participates in the overall activation of the project.

### **Vehicle Engineer**

Involved in bus procurement and final design of bus capital projects. Involved in the activation and integration processes for commuter rail and bus capital projects.



## Planners

The following planning staff will be involved at varying levels with each project. Based on the projected utilization of these positions over the 10-year implementation timeframe of the plan, it may be determined to utilize external consultant services to fill these positions.

### Environmental Planner

- Provides oversight of consultant staff.
- Ensures environmental regulatory processes and environmental laws are followed.
- Manages mitigation commitments through the life of the projects.
- Manages the development and implementation of agency, community, and public involvement programs in coordination with local, state, and federal agencies. Ensures full compliance with federal, state, and local regulations.
- Manages the preparation of applications for federal funding, including FTA New Starts, FTA Small Starts, and USDOT TIGER applications.
- Develops submission for FTA's Entry into Project Development or Preliminary Engineering requirements, including development of the initial Project Management Plan for New Starts projects.
- Coordinates with FTA, NCDOT, and local agencies on policy and technical matters related to transit corridor implementation.

### Bus Operations Planner

- Develops and analyzes bus route and schedule plans.
- Develops plans for implementation of new or modified routes, amenity improvements, capital needs, and coordination projects with other public transit and community transportation services.

### Rail Operations Planner

Involved in the MIS, project development, facilities and planning design, and final design of the commuter rail project.

### Ridership Modeling

- Manages short- and long-term technical studies such as the development of the mode choice model, refinements to model components of the travel demand model, and traffic engineering studies.
- Manages, develops, and maintains the travel demand modeling function. Provides direction on technical and complex functions including transit coding, calibration and administration, and operation of the Regional Model. Manages complex model development and improvements including new model development.

### Transit-Oriented Development (TOD)/Station Area Planner

- Monitors comparable TODs in the region and elsewhere to create a reference file of TODs and implementation mechanisms.



- Conducts extensive outreach activities throughout business communities and political entities to identify potential sites and potential participants for joint development opportunities.
- Coordinates with local government and other agency staff and elected officials on transportation and land use issues as part of project planning, engineering, construction, and operation.

## **Specialists**

### **Real Estate/ROW**

- Oversees the legal documents required for land acquisition, property leasing, and joint development agreements, complex real estate acquisition, and disposition strategy recommendations.
- Manages real estate negotiations and acquisition and disposition of property.
- Participates and manages in condemnation settlement strategies.
- Manages contracted real estate services, including appraisers, attorneys, title companies, and relocation specialists.
- Forecasts project costs for long-range planning and implementation of land transactions.

### **Procurement Specialist**

- Responsible to plan, coordinate, implement, administer, and track the procurement of railroad cars and buses.
- Manages and carries out the procurement process for supplies, equipment, professional services, capital acquisitions, and construction projects in compliance with government procurement laws, regulations, and procedures.

### **Grant Administrator**

- Prepares necessary information to support grant applications and works with the grants and capital budget staff to obtain funding approvals.
- Reviews federal regulations and guidelines for grant applications and advises as to new federal requirements.
- Provides proper documentation to revenue accounting staff to ensure all intergovernmental agreements (IGAs) entered into by partner agencies as a result of the Wake Transit Plan are properly billed and collected.
- Provides proper documentation to revenue accounting staff to ensure proper accounting for all IGAs entered into by partner agencies as a result of the Wake Transit Plan.
- Prepares necessary information to support Wake Transit Plan grant revisions, amendments and closeouts.
- Monitors and verifies IGA deliverables and compliance.
- Supervises staff including hiring, assigning and reviewing work, training, performance evaluation, and performance management.



### **Communications/Branding Specialist**

- Able to accurately state project progress and distribute materials (both print and digital) to various stakeholders during final design and construction for the three expansion projects.
- Develops a consistent look and feel to market and brand the projects.
- Advises staff on addressing emerging issues.
- Keeps TPAC updated in a timely manner on communications activities and matters.
- Ensures elected officials and key stakeholders are informed in a timely and proactive manner.
- Ensures relevant inquiries or concerns are responded to in a timely manner.
- Manages media relations for the Wake Transit Plan and ensures that media requests are answered in a timely and proactive manner.
- Leads communications and media training for internal team members.
- Oversees maintenance and updating of project websites and social media channels.

### **Public Involvement Specialist**

- Communicate with the public in all three expansion projects in the planning and design phases of the projects (i.e., NEPA/PE, station area planning, and facilities planning).
- Provides information to and gathers feedback from the public.
- Manages the implementation the annual work plan components of the Wake Transit Public Engagement Strategy.
- Oversees each project's Public Information Plan.
- Advises staff on addressing emerging issues.
- Keeps the TPAC updated in a timely manner on communications activities and matters.
- Ensures elected officials and key stakeholders are informed in a timely and proactive manner.
- Ensures relevant inquiries or concerns are responded to in a timely manner.
- Serves as primary Wake Transit Plan spokesperson.
- Guides development of program and project communications efforts, such as newsletters, fact sheets, brochures, key messages, public education campaigns, public meetings, public opinion surveys, and special events.



# Appendix B      WAKE TRANSIT EXISTING STAFFING DRAFT MEMO



Implementation of the Wake County Transit Plan

# Staffing Model and Staffing Expectation Plan

Review of Existing Staffing Levels and Responsibilities

June 20, 2017

**Implementation of Wake County Transit Plan  
Staffing Model and Staffing Expectation Plan**

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## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Introduction

The implementation of the Wake County Transit Plan will require staff to administer/manage the Triangle Tax District, Wake Operating and Capital Funds and to provide planning and technical oversight of the multiple elements of the plan (expanded bus system, bus rapid transit (BRT) system, and commuter rail) and the longer-term operations and maintenance of the systems. This technical memorandum summarizes the current levels of staffing and responsibilities of CAMPO, City of Raleigh, GoTriangle, Town of Cary, and Wake County that currently are or can possibly be devoted to implementation of the Wake County Transit Plan. In addition, this memorandum summarizes the current staffing and responsibilities of other Wake County municipalities that are related to implementation of the Wake County Transit Plan. The information contained in this memorandum, along with a review of peer transit systems and other tax districts that have recently or are currently expanding their transit services, will be used to define staffing levels and responsibilities required to implement the Wake County Transit Plan.

The following sections summarize the Wake County Transit Plan role, organizational structure, and key positions for the following:

- CAMPO
- City of Raleigh
- GoTriangle
- Town of Cary
- Wake County
- Town of Apex
- Town of Fuquay-Varina
- Town of Holly Springs
- Town of Rolesville
- Town of Wendell
- Town of Zebulon

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### NC Capital Area Metropolitan Planning Organization (CAMPO)

#### Agency Description

As the Metropolitan Planning Organization for the Raleigh Metropolitan Area, CAMPO serves as the coordinating agency between local governments, the North Carolina Department of Transportation (NCDOT), and the Federal Highway Administration (FHWA). Staff work closely with the planning departments of municipalities within the MPO as well as the planning staff of the neighboring Durham-Chapel Hill-Carrboro (DCHC) MPO.

#### Wake County Transit Plan Role

CAMPO serves as a lead agency for coordinating the implementation of the Wake County Transit Plan by providing ongoing administrative support to the Transit Planning Advisory Committee (TPAC) and providing program and project management and planning support. CAMPO appoints two members to the Transit Planning Advisory Committee (TPAC), which is charged with developing the technical and financial details for implementation of the Wake County Transit Plan.

#### Summary of Organization

CAMPO has a total of 15 approved staff positions and is generally divided into three work areas: planning, technical services, and administration. CAMPO has an Executive Director and two Deputy Directors, one overseeing the planning staff and the other overseeing technical services staff. The Administrative staff and the Locally Administered Projects Program (LAPP) Manager report to the Executive Director.

#### Administrative / LAPP (3):

- Office Manager
- Finance Officer
- LAPP Manager

#### Planning (5):

- Three Senior-Level Transportation Planners with general planning responsibilities
- Transportation Planner focusing on public engagement
- Transportation Planner focusing on the implementation of the Wake Transit Plan through the Wake County Transit Planning Advisory Committee (TPAC)

#### Technical Services (4):

- Two senior-level modeling engineers
- One GIS programmer/analyst
- One part-time engineering technician

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Summary of Key Positions

#### Deputy Director – Member Services Manager

The Deputy Director manages federal transportation planning requirements and process by coordinating activities with other MPO member governments as well as regional, state and federal agencies. The Deputy Director provides outreach and training to 23 member governing bodies and their elected officials. Develops project priority list by compiling cost estimates, conducting benefits analyses, develops project scopes and requirements, and prepares applications for funding requests. The Deputy Director provides training to elected officials of 23 member governments and develops programs by reviewing studies and proposed plans, answering citizen and developer inquiries, coordinating with other public agencies, providing technical support to legislative and administrative agencies and conducts special investigation studies as required.

#### Transportation Planner - TPAC Administrator (newly created position)

The TPAC Administrator will lead the coordination of implementation efforts of the Wake County Transit Plan through the TPAC. This position is responsible for overseeing the day to day operations of the TPAC, including organizing meetings, providing meeting minutes, developing agendas in coordination with the Chair and Vice Chair, developing presentation materials for the meetings, carrying out other duties and research as directed by the TPAC, and serving as the main point of contact for TPAC-related affairs. This position will be responsible for the compilation of annual work plans for the TPAC. This position will provide staff support for forwarding recommendations from the TPAC to the Capital Area MPO Executive Board and GoTriangle Board of Directors.

#### Transportation Planners

These three staff positions are responsible for working on a variety of multi-modal transportation planning efforts, including the Metropolitan Transportation Plan. They also act as project managers on a variety of special studies, including corridor studies, hot spot studies, and Wake Transit plan special studies.

#### Modeling Engineers

These two senior-level staff positions are responsible for maintaining and assisting with development of the Triangle Regional Travel Demand Model. These employees work a great deal with technical staff from DCHC MPO and the TRM Model Bureau housed at NC State University's Institute for Transportation Research and Education (ITRE). These staff members have been involved in coding transit networks into the regional model and performing preliminary ridership forecasting for use in the MTP.

#### CAMPO Unified Planning Work Program, FY 2017 – 2018

The CAMPO Work Program includes the addition of a staff person funded by Wake Transit Tax funds to serve in CAMPO's role as TPAC Administrator, and assist with CAMPO's responsibilities pertaining to Wake Transit Plan implementation.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### City of Raleigh

#### Wake County Transit Plan Role

Raleigh appoints two members to the TPAC. As a transit-service providing entity, Raleigh also:

- Enters into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- Provides required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

#### Summary of Organization

The City of Raleigh has several departments involved in the implementation of transit projects, as described below.

##### Transportation

The Department of Transportation consolidates all aspects of transportation and related infrastructure from planning, operation, and maintenance to optimize service delivery and position the City for ongoing growth. Services include transportation planning, traffic engineering, transportation field services, parking operations, GoRaleigh transit services, and street maintenance.

The Traffic Engineering Division is led by the Senior Transportation Engineer, who oversees the Signal System Manager, Business Process Analyst, Staff Assistant, Safety Transportation Engineer, Civil Engineer for Traffic Calming, and Signs and Markings Manager.

The Transit Division, under the oversight of the Transit Administrator, includes four planners, a grant and budget administrator, a station manager, the GoRaleigh ACCESS and Title VI Supervisor (who oversees a Customer Service Specialist and six full-time and one part-time Customer Service Representatives), two TDM Coordinators, and one Construction Projects Coordinator.

##### Engineering Services

The Engineering Services Department, with 269 employees, is responsible for overseeing the design and construction of roadway, stormwater and facility improvement projects to ensure the safety and sustainability through diligent review and thorough inspections as well as cost effective maintenance of existing system components. Services include facility construction management, roadway design and construction, facility maintenance, vehicle fleet services, and stormwater management.

The Assistant Directors for Facilities and Fleet and Engineering Program report to the Director. The Assistant Director for Engineering Program oversees the Project Implementation Manager (supported by Project Controls, Project Inspections, and Project Management), the Roadway Program Manager (supported by Roadway CIP, Roadway Petitions, CADD Services, Survey Services, and the Assessment Program), the Stormwater Administrator (supported by Water Quality Regulatory, Drainage Assistance, Plan Review Development Inspections, and BMP Programs), and a second Stormwater Administrator supported by Business Service, Financial Management, Master Planning, and Asset Management).

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Development Services

The Development Services Department provides a one stop resource for all development reviews, inspections, and permits from initial application through certificate of occupancy. This is accomplished through the reasonable application of the North Carolina Construction Codes and the Raleigh Unified Development Ordinance, by the direct performance and administration of all building, trade, and current planning processes. In addition, the department administers the Customer Service Center and coordinates the independent review of all development-related departments.

### Summary of Key Positions

#### Transit Administrator

The Transit Administrator supervises the activities and staff of the Transit Division. Plans, coordinates, and directs the staff involved in transportation planning and transit operations related to Public Transit; administers the contract with the bus garage vendor; develops and manages the Transit Budget and Capital Improvement Plan; reviews and approves capital equipment purchases, major construction projects and planning projects; serves as project manager for grants; acts as project manager for formal bid projects; and acts as a point of contact for Federal, State, and Local government agencies, corporations, and City departments.

#### Grants and Budget Planner

Oversees the City's transit grants fiscal management and compliance.

#### Station Manager

The Union Station Manager is charged with ensuring that Union Station prospers as a historically maintained, mixed-use urban and multimodal transportation center. Duties include agency and stakeholder coordination, development of infrastructure utilization plans and procedures, development and review of scopes of work, research and statistical methods, and fieldwork activities to be undertaken in connection with Union Station plans and projects, and coordination during formulation of plans and design of infrastructure projects in, on, or in close proximity to Raleigh Union Station.

#### Construction Projects Coordinator

Coordinates construction projects through planning, site acquisition, consultant selection, contract negotiation, project design and development, bidding, contract award, completion and acceptance stages.

#### Transit Marketing Specialist

Plans, develops, and implements marketing programs for the City's transit system.

#### Senior Planner

Supervises the preparation of plans and programs and coordinates unit assignments for the GoRaleigh ACCESS paratransit program and activities with other planning divisions. Directs divisional programs such as GoRaleigh ACCESS call center and data services administration.

## **Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan**

### **Transit Capital Improvement Program**

Raleigh's Transit CIP includes Wake Transit Plan Projects that are administered by the City. These projects total approximately \$7.14 million in FY 2018, \$4.25 million in FY 2019, and \$4.0 million in subsequent years.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### GoTriangle

#### Agency Description

GoTriangle is the regional public transportation authority, authorized pursuant to NCGS 160A-603, and administrator of the Triangle Tax District in accordance with NCGS 105-506, et seq. As the tax district administrator, GoTriangle collects and manages transit tax revenues for its member counties, Wake Durham and Orange. Additionally, GoTriangle operates regional bus and shuttle service, paratransit services, ridematching and vanpools; provides commuter resources, and operates an emergency ride home program. The agency also helps implement future regional transit improvements as a member of the GoTransit family of services.

#### Wake County Transit Plan Role

GoTriangle is responsible for administering and managing the Wake County portion of the Triangle Tax District. In conjunction with the CAMPO Executive Board, the GoTriangle Board of Trustees sets the direction for implementation of the Transit Plan by approving the annual Work Plan. GoTriangle appoints two members to the TPAC. As a transit-service providing entity, GoTriangle also:

- Enters into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- Provides required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

#### Summary of Organization

##### Communications & Public Affairs Department

Provides Customer Service, Develops and Implements Ridership Marketing Campaigns, Produces and Distributes News and Information, Shares Route/Services Changes, Provides Emergency Communications, Media Relations, and Public Records Request support. Leads community engagement and public involvement activities for the organization.

##### Legal Department

The Legal Department is comprised of four attorneys. The department provides legal support to the organization. The attorneys are responsible for drafting contracts and all other legal documentation. Of the four attorneys, two are dedicated solely to the Durham-Orange Light Rail Project. Two work on Wake County and all other issues that arise. Currently, two of the attorneys spend most of their time on the Wake County Transit Plan Implementation. GoTriangle is responsible for drafting, executing and monitoring all of the contracts with the municipalities or agencies that will have projects under the Plan.

##### Capital Development Department

The Capital Development Department participates in the development and maintenance of the Triangle Regional Travel Model, implements Regional Public Transit Capital Projects, supports outreach programs



## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

and stakeholder and public involvement, and facilitates transit-oriented land use policies and development in and around station areas.

### Finance and Administrative Services Department

The Finance and Administrative Services Department includes several functions: Finance, Administration, Information Technology, EEO and Human Resources. Each function operates as an organizational unit within the broad scope of the Finance and Administrative Services Department. Each unit's manager is a direct reporter to the CFO/Director of Finance and Administrative Services with the exclusion of the Director of EEO/DBE who is a direct reporter to the General Manager but a matrix reporter to the CFO.

- The Finance and Administrative Services Department provides GoTriangle with support functions in the areas typically needed in an organization. Finance's responsibility includes Budgeting, Results Reporting, Financial Analysis, Accounts Receivable, Investment Management Payroll, and Accounting/Auditing.
- Administration includes Procurement and Grant Administration.
- Human Resources' functions are recruitment, benefits, compensation, organization analysis and design, training, and other human related services.
- Information Technology provides the organization with a technological infrastructure; they recommend the purchase and service of equipment used to maintain the IT systems of the organization.
- EEO is a standalone that also includes DBE (Disadvantaged Business Enterprise).

The Finance and Administrative Services Department has a total of 15 full time employees, one IT intern, one part time IT professional and a half time Administrative Assistant. Currently, the Unit has 4 vacancies, 3 from attrition and one new position that will be 100% Wake Transit-funded that is in the process of being filled, a Sr. Financial Analyst to be assigned to support of Wake Transit Plan implementation financial tasks.

### Regional Services Development Department

The department director has been the lead employee on internal GoTriangle coordination for Wake Transit-related efforts, convening the Durham and Orange Staff Working Groups, and coordinating periodic regional fare analyses. The department has five organizational units, each with a manager or supervisor:

- Regional Transit Information Center handles telephone inquiries from customers of all five urban public transportation agencies in the Triangle region. A total of 7 full-time employees (including a manager and supervisor) and 14 part-time employees currently handle nearly 1,000 calls per day. Costs are shared by the five agencies roughly proportional to their share of calls.
- Transit Service Planning handles operational, short-range, and mid-range planning for GoTriangle and GoDurham bus services. This unit has a supervisor, three planners and a planning intern. They compile service performance data into bi-annual reports and other ad hoc analyses, and participate in outreach around service plans and service change proposals.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

- Sustainable Transit Services promotes commuter benefits to employers in central Durham and Wake County outside of downtown Raleigh, administers a statewide ridematching database, a regional emergency ride home program, and a commuter loyalty program. The unit has a manager, two employer outreach coordinators, a systems specialist, and two other half-time employees. The program manager also serves as the coordinator for the regional transportation demand management programming carried out by 7 other agencies.
- Information Services handles the transit service information delivered to customers through digital sources, print materials, and bus stop signs. This team also investigates all complaints or suggestions related to bus stops. The unit has a supervisor, a data technician, and one and one-half transit amenities specialists.
- Vanpool is a program that leases vans to an individual to serve as a driver of a group of at least four others for the purpose of commuting to work. GoTriangle's maintenance staff addresses all preventive maintenance and repairs. The vanpool program is handled by a single Program Manager.

### Regional Bus Operations

The Regional Bus Operations department focuses on the operations and maintenance of bus and paratransit services. This department's staff also handles organizational safety and security matters.

### Summary of Key Positions

#### Capital Development Department

All of GoTriangle's primary staff members for advancing major capital projects in the Wake County Transit Plan are housed in the Capital Development Department. These staff members are the Manager of Planning and Transit-Oriented Development, a transportation planner, and an environmental planner. Together they have the following responsibilities:

- Provide leadership, technical capacity and transit project development experience to advance major capital projects such as commuter rail, light rail, bus rapid transit, and other linear corridor projects in Wake County
- Provide continuous engagement from GoTriangle to CAMPO, Wake County and municipalities to coordinate transit plans with other transportation and land use plans
- Manage consulting teams working on major transit corridor projects
- Communicate with the public, elected leadership, and community groups about major transit capital projects
- Provide coordination with regulatory agencies including FTA, FHWA, NCDOT, and MPOs to ensure that transit funding and programming are aligned
- Participate in regional processes including the MPO's Technical Coordinating Committee and TPAC
- Help steward environmental process engagement with FTA and regulatory agencies as major transit projects enter the NEPA phase

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

- **Manager, Planning & Transit-Oriented Development:** The Planning and Transit-Oriented Development Manager is responsible for the development and implementation of the planning program for major transit corridors, public transportation alternatives, major capital transit projects, and the development of supportive land use plans and policies in transit station neighborhoods.
- **Environmental Planner:** The Environmental Planner is responsible for overseeing the preparation of documents in accordance with the National Environmental Policy Act (NEPA) for the development of high capacity transit projects in the Raleigh-Durham-Chapel Hill region, including light rail, commuter rail, and bus rapid transit. The planner coordinates with the Federal Transit Administration (FTA) and/or the Federal Railroad Administration (FRA) in order to obtain a Categorical Exclusion (CE), a Finding of No Significant Impact (FONSI), or an environmental Record of Decision (ROD) for all capital projects. The planner must be thoroughly familiar with federal and state guidelines for the protection of cultural assets and related mitigation efforts. The planner must be highly involved in overseeing consultant activities and public involvement requirements in support of transit projects.
- **Transportation Planner:** The Transportation Planner is responsible for supporting the development of plans for regional public transportation alternatives and major capital transit projects. The Transportation Planner is responsible for researching national transit data, supporting the development of land use policies, and providing recommendations that support the implementation of long range transit corridor planning objectives. The Transportation Planner is responsible for technical liaising with planning counterparts throughout the region. The responsibilities are 100% Wake County and will be requested to be moved into the FY18 Budget. Duties related to Wake Transit include:
  - Serving as an alternate on the TPAC
  - Working on the Wake County Major Investment Studies for BRT and CR projects
  - Serving as a member of the TPAC Process Subcommittee,
  - Serving as a member of the TPAC Planning and Prioritization Subcommittee
  - Assisting legal staff by providing review, input and other assistance to the legal department on the Capital, Operating and Special agreements.
- **Manager, Design & Engineering:** Responsible for planning, developing, and implementing long and short range engineering programs and strategies based on GoTriangle's (Agency) mission, goals, and objectives. The Manager directs the planning, design, architecture and engineering services for the development and maintenance of systems, facilities, and equipment, with heavy emphasis on passenger rail projects. The Manager oversees, guides, and directs operations of the General Engineering Consultant, the Program Management Consultants, and other professional service consultants. The Manager also oversees a staff of professional engineers in

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

support of major capital projects. The Manager develops and implements policies and procedures to support these functions.

- **Manager of Construction:** The Manager of Construction is responsible for planning, developing and implementing construction programs that meet GoTriangle's goals and objectives. The manager directs the Agency's construction management, related contract administration, facilities equipment procurement and installation functions. The work includes providing oversight and supervision for project management and administration of rail and capital construction projects through the services of GoTriangle staff, General Engineering, Design and Architectural consultants. The Manager develops and implements policies and procedures to support various project management functions.
- **Capital Projects Engineer:** The Capital Projects Engineer is responsible for coordinating the development of all agreements associated with GoTriangle rail and bus infrastructure projects as directed by the Manager of Design and Engineering. The position is characteristically a liaison to legal counsel for rail related agreements such as freight railroads (NS, CSX), North Carolina Railroad (NCRR), the Federal Railroad Administration (FRA), and the North Carolina Department of Transportation (NCDOT) Rail Division.
- **Capital Projects Planner:** The Capital Projects Planner is an intermediate level professional planning position in the Department of Capital Development. Under the general direction of the Manager of Construction, the planner supports execution of GoTriangle's mission, vision and strategic plans. Accordingly, the planner also supports the project development process through which capital transportation improvements are initiated, planned, budgeted and implemented. The planner is responsible for a broad range of complex and challenging planning and analytical duties accomplished throughout the lifecycle of capital transportation improvement projects and transit initiatives. The planner is a key member of a cross-functional team of experienced professionals whose qualifications and expertise include engineering, project management, safety and security, real estate, environmental and transportation planning. The planner supports use of standard project management processes and procedures to implement centralized portfolio management, which controls and manages transportation projects undertaken to achieve GoTriangle's mission, vision and strategic business objectives.
- **Transportation Engineer:** A Civil Engineer who performs engineering and design tasks and assists in the development of analyses, plans, and specifications leading to the design and construction of the GoTriangle Durham-Orange Light Rail Transit project and other projects. The Transportation Engineer reviews consultant deliverables and provides feedback on technical issues. The Transportation Engineer is a key staff position with direct oversight of the consultants' technical progress on the Durham-Orange LRT project.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Regional Services Development Department

- **Director of Regional Services Development:** This position is currently the lead staff on internal GoTriangle coordination for Wake Transit-related efforts.
- **Transit Service Planning Supervisor:** This position is responsible for leading the unit in development and analysis of bus route and schedule plans, including near-term transit service alternatives, intermediate-term service plans, and long-range service concepts. The individual will also analyze and assist in the preparation of complex regular and special transit operating schedules and fare policies.
- **Transit Service Planner:** These three positions develop and analyze bus route and schedule plans including near-term transit service alternatives, intermediate-term service plans, and long-range service concepts and analyze and assist with the preparation of complex regular and special transit operating schedules and fare policies. Work is performed under the supervision of the Transit Service Planning Supervisor. One position is dedicated to Wake Transit-related service planning, including project management for the Wake Transit Multi-Year Bus Service Implementation Plan.
- **Transit Amenities Specialist:** These one and one-half positions facilitate the placement and maintenance of transit amenities to ensure that customers and potential customers have a positive experience at bus stops. This includes coordinating the maintenance of amenities at bus stops served by GoTriangle and GoDurham, updating database of bus stop information, ensuring that accurate information is displayed at bus stops and on buses at all times, and maintaining adequate supplies of informational brochures at public locations and on buses.

### Legal

- **General Counsel: Real Estate/Land Use Attorney:** The Real Estate/Land Use Attorney provides legal services to GoTriangle under the general guidance of the General Counsel. Duties include providing legal and policy support to GoTriangle's Durham-Orange Light Rail Transit (D-O LRT) real estate acquisition management program; railroad, utility, and transit rights-of-way requirements; and land use, zoning, and entitlement objectives.

### Regional Transit Partnerships

- **Director of Transit Services Partnerships:** This is an executive level position responsible for contract oversight and management of GoTriangle's partner organizations as well as being a liaison between GoTriangle and NCDOT. The position is also responsible for Capital Planning.

### Finance and Administrative Services

- **Director of EEO/DBE:** This is an executive level position that is responsible for managing, developing, and implementing in compliance with Federal and State Laws and Regulations, the Agency's Equal Opportunity and Disadvantaged Business Enterprise (DBE) Programs under the direction of the General Manager. Serves as the Equal Employment Opportunity liaison for

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

employees regarding terms and conditions of employment; administers EEO/DBE goals and timetables. Develops, monitors, evaluates and works to implement Affirmative Action, EEO/DBE programs and associated activities.

- **Contracts & Grants Administrator:** This position is responsible for the general coordination and administration of the Authority's contracts and grants. This includes ensuring that all Authority contracts and grants are managed in accordance with internal policies and state and federal regulations.
- **Procurement Administrator:** This is a professional level position responsible for the coordination and management of GoTriangle's procurement, purchasing and contracting activities. This includes ensuring that all procurements and purchases are conducted in accordance with GoTriangle policy, state laws and federal regulations. The Purchasing and Contracts Officer also conducts contract negotiations, reviews contract documents for statutory compliance and coordinates the management review and execution of GoTriangle contracts.
- **Assistant Director of Finance and Administrative Services:** The Assistant Director of Finance and Administrative Services is responsible for the direction and management of financial activities, as well as assisting in the administration and oversight of the Administrative Services functions which include grants, information technology, human resources, procurement and contracts. This position provides key recommendations and information to the department director from which informed management decisions can be made.
- **Budget and Financial Reporting Supervisor:** The Supervisor of Budget and Financial Reporting has responsibility for managing the Triangle Transit's financial reporting and assisting the Director of Finance and Administrative Services in the management and coordination of the preparation, implementation and monitoring of the annual operating budget and the Capital Improvement Program.
- **Financial Analyst II:** The Financial Analyst II is responsible for the development of strategic analysis and forecasts, which are critical to the successful development and implementation of the transit plans. Performs duties in support of the Finance and Administrative Services Department.
- **Senior Financial Analyst:** The Senior Financial Analyst manages GoTriangle's long-term financial planning. This position assesses the financial sustainability of multibillion-dollar transit plans and supports the collaborative process of aligning strategic objectives with financial capacity.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

Durham-Orange Light Rail (positions are currently 100 percent dedicated to the Durham-Orange Light Rail project, but similar positions or shared responsibilities may be needed for Wake County Transit Plan implementation, depending on designations of project sponsors for large capital projects)

- **Contract Administrator:** The Contract Administrator is responsible for the administration of the professional service contracts for the Capital Development Department. These contracts include, but are not limited to, General Engineering Services, Program Management services, Design Services, and miscellaneous consultant contracts as assigned. Duties also include limited support for Project Managers from other departments. The Contract Administrator is also responsible for the financial administration of construction contracts. Key elements of contract administration task include tracking project related expenditures and the development and monitoring of the annual budget.
- **Manager, Design and Engineering:** Responsible for planning, developing, and implementing long and short range engineering programs and strategies based on GoTriangle's mission, goals, and objectives. The Manager directs the planning, design, architecture and engineering services for the development and maintenance of systems, facilities, and equipment, with heavy emphasis on passenger rail projects. The Manager oversees, guides, and directs operations of the General Engineering Consultant, the Program Management Consultants, and other professional service consultants. The Manager also oversees a staff of professional engineers in support of major capital projects. The Manager develops and implements policies and procedures to support these functions.
- **Project Engineer:** Acts as primary technical point of contact for planning and project development initiatives required to implement GoTriangle capital projects. Directs and coordinates the planning, design, and engineering services in support of GoTriangle transportation related systems, facilities, and equipment with heavy emphasis on rail projects. Duties include oversight and coordination of consultants, contractors, and other professional service firms.
- **Public Involvement Associate:** The Public Involvement Associate will work initially with the D-OLTR Project Director to plan and execute public involvement activities required for various GoTriangle programs. This position works in conjunction with various staff members to carry out communication strategies and tactics to ensure that the Public Involvement team executes the Public Involvement/Community Relations plans and processes accordingly. The incumbent will support the establishment and maintenance of relationships with project stakeholders which includes public officials, property owners and businesses affected by projects.
- **Real Estate Manager:** The Real Estate Manager (Manager) is responsible for the management and administration of GoTriangle's interests in real property, including current holdings in Durham and Wake counties, and interests that may be acquired in the future. The Manager may perform tasks including: property valuation, negotiation, condemnation activities, clearance, joint development, demolition and severance/restoration activities, lease negotiation, property

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

management, disposition and development of real property and rights of way, and relocation assistance activities in accordance with all applicable federal and state laws and regulations and local ordinances. Responsible for managing the right-of-way certification process, including the preparation of right-of-way drawings and making presentations to GoTriangle Board of Trustees. The Manager also coordinates with the Manager of Planning regarding Joint Development and Transit Oriented Development (TOD) initiatives. The Manager oversees the entire real estate process in close coordination with the Real Estate Administrator and consultant specialists.

- **Real Estate Administrator:** The Real Estate Administrator (Administrator) assists with the administration of GoTriangle's interests in real property, including current holdings in Durham and Wake counties, and interests that may be acquired in the future. The Administrator is responsible for supporting the Real Estate Manager with the acquisition of property, including: property valuation, negotiation, condemnation activities, clearance, joint development, demolition and severance/restoration activities, property management, disposition and development of real property and rights-of-way, and relocation assistance activities in accordance with all applicable federal and state laws and regulations and local ordinances. The Administrator also assists with the right-of-way certification process, the interpretation of right-of-way drawings, the identification of properties, and presentations to the GoTriangle Board of Trustees.
- **Senior Project Manager:** The Senior Project Manager (PM) is responsible for managing the cost, schedule and budgeting aspects of the Durham-Orange Light Rail Project. As the PM's focus is primarily associated with the business aspects of the project, duties will also include specific elements of the project that cross functional lines. The PM is responsible for ensuring timely communication of project status and issues, and maintaining technical and administrative control of key aspects of the Project. The PM oversees, guides, and directs operations of the General Engineering and Project Controls Consultants and other professional service consultants. The PM ensures that the project elements are completed on time, within the approved budget, in accordance with the contract documents and all Authority policies and procedures.

### FY 2018 Budget for Wake County Transit Plan Implementation

The FY 2018 budget for GoTriangle recommends the following FTE's by department for implementation of the Wake County Transit Plan:

- Communications and Public Affairs: 1.0 FTE
- Capital Development: 1.0 FTE
- Finance and Administrative Services: 1.0 FTE
- Bus Operations: 10.0 FTE's
- Regional Services Development: 1.0 FTE



## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Town of Cary

#### Wake County Transit Plan Role

Cary appoints two members to the TPAC. As a transit-service providing entity, Cary also:

- Enters into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- Provides required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

#### Summary of Organization

The Town of Cary has over 1,000 employees and 14 Departments. Transit falls under the Transportation and Facilities Department. This Department is responsible for the planning, design, and construction of all Town facilities including parks, sidewalks, greenways, buildings, and streets; addresses traffic engineering and safety issues; oversees real estate, surveying and design-related technical services; coordinates the organization's sustainability efforts; operates GoCary as well as the Town's Traffic Management Center.

The Transportation and Facilities Department has six divisions:

1. Real Estate
2. Facilities Planning
3. Facilities Design and Construction
4. Transportation
5. Sustainability
6. Civil Design & Survey

There are four transit-related positions under the Transportation Department.

#### Summary of Key Positions

##### Transit Services Administrator

Supervises all transit staff and oversees all grants, budget, marketing, and planning initiatives. Serves as lead on all long-range transit plans and coordination with other transit partners in the region. Primary contract manager and contract relations. Federal Transit Administration (FTA) grant approvals and submittals. Primary speaker for public or private transit presentations. Lead on all transit system safety and security plans and initiatives. Serves on CAMPO Technical Coordinating Committee.

##### Transit Planner (Grants & Special Projects)

Drafts all RFPs/contracts and solicits or coordinates obtainment of all quotes and bids from prospective vendors. Serves as project manager for all transit capital projects (shelters, land acquisition, studies, technology purchases, etc.). Prepares all FTA grants and is responsible for quarterly reporting. Prepares NCDOT grant and completes reports as necessary. With consultation from supervisor, prepares draft

## **Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan**

Transit Fund budget proposal working closely with Infrastructure. Ensures transit system is in compliance with all FTA regulations at all times. Prepares all Council staff reports for inter-local agreements and presents to Council. Manages passenger ticket inventory, ordering and distribution as needed.

### **Transit Planner**

Analyzes fixed route and demand-response performance monthly. Develops plans and recommendations for fixed route improvements. Serves as lead on public forums related to transit service changes. Serves as the lead on all technology plans and initiatives. Lead contact for all requests and planning logistics for general-public shuttle services. Lead staff on all passenger survey tools, processes, and reports. Prepares staff reports for all recommendations for minor fixed route service changes and/or detours required. Develops short and long range passenger amenities plans in coordination. Periodically produces reports on stop by stop passenger usage. Assists with all transit planning consulting contracts.

### **Transit Marketing Specialist**

Lead staff for all advertising or marketing efforts. Reviews and approves all disabled applicants for Door to Door service. Maintains up to date Transit Communications Plan and is primary liaison with the Public Information Office. Regularly distributes maps and schedules to various locations throughout Town. Serves as lead on regional marketing efforts. Manages the Ticket Assistance Program and process requests. Primary liaison with Cary Senior Center staff assisting with Door-to-Door senior applications. Works closely with graphics design contract firms for all advertising work. Disadvantaged Business Enterprise (DBE) compliance coordinator and prepares reports and goals.

### **FY 2018 Budget for Wake County Transit Plan Implementation**

The FY 2018 budget proposes adding a Transit Program Manager to assist with implementation of the Wake County Transit Plan.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Wake County

#### Wake County Transit Plan Role

Wake County appoints two members to the TPAC. As a transit-service providing entity, Wake County also:

- Enters into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- Provides required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibilities consistent with statutory authority and the terms of the Interlocal Agreement.

#### Summary of Organization

Staff resources in support of the Wake Transit Plan (as recommended in the FY2018 budget) are drawn from various departments, including Community Services, Finance, the County Attorney, Communications, and Human Services. The County Manager's Office provides overall leadership related to plan implementation, and the Executive Transit Manager (a new position dedicated to Wake County Transit Plan implementation) reports directly to the County Manager.

#### County Manager's Office

The County Manager's Office is responsible for the general administration of all County departments and making recommendations on operations and policy to the Board of Commissioners and ensuring that policy articulated or legislatively mandated by the Board is implemented in an effective and efficient manner. It provides leadership guidance for the governance and implementation of Wake Transit activities, intergovernmental relations support for state and federal legislative activities, and facilitates staff interaction with the Board of Commissioners transit committee.

#### Community Services – Wake County Planning Development and Inspections

Wake County Planning provides two key roles related to implementation of the Wake Transit Plan. It provides broad administrative oversight of implementation of the Transit Plan on behalf of Wake County and the County's interest, and provides collaborative oversight and technical guidance for the capital and operational planning as it relates to bus, bus rapid transit, commuter rail, and associated capital infrastructure.

#### Finance Department

Staff in Wake County Finance serve as the liaison for the County in modeling and crafting the financial affordability for Wake County's transit strategy. Through TPAC, staff communicates with transit partners on the scope of the program, its approach, and the phasing based off affordability. Staff advises the County Manager and Board of Commissioners. Staff develops materials, monitors governance structure, and serves on key partner stakeholder groups determining timing and communication of the Plan. As part of serving as the Transit Planning Advisory Committee Budget and Finance Committee Co-Chair,

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

staff develops the budget, financial model, and operating and capital agreement materials for the annual Wake Transit Work Plan.

### Wake County Attorney's Office

Staff provides legal assistance and review of all interlocal agreements, funding or other agreements, including those involving Wake County as a party, and offers guidance to Wake County departments on legal matters necessary for departmental roles in the implementation of the Wake Transit Plan. Other items include drafting resolutions related to transit plan elements that must be approved by the County Board of Commissioners (BOC), attending BOC Transit Committee meetings, and working regularly with the County Manager, Planning and Finance staff, as well as other stakeholder groups, GoTriangle, and CAMPO on transit-related items.

The involvement of the Wake County Attorney's Office is expected to decrease as the office moves from an active role during the per-implementation phase of the Wake Transit Plan to an ancillary role of providing legal assistance to Wake County for those functions delegated to Wake County by statute, interlocal agreement, or the Wake Transit Master Participation Agreement.

### Wake County Communications

The Wake County Communications Office currently serves in a support role for communications and marketing efforts for the Wake County Transit Plan. The Office reviews communication plans, news releases, blog posts, fact sheets, web content and social media posts regarding the plan for accuracy and clarity, as well as attending meetings of the Transit Communications Committee and the Public Engagement Strategy steering committee to assist with strategy development. In addition, it shares content about the transit plan on its website and social media accounts, while drafting remarks for Board Members to deliver to the public and stakeholder groups about the status and goals of the plan.

### Wake TRACS

Wake County Transportation provides mandated Medicaid transportation, as well as Work First, Health Department, Wake County Resources for Seniors, and limited rural public transportation options. Services are performed on a shared ride/shared cost basis. Transportation is provided by service contracts with multiple private vendors.

## Summary of Key Positions

### Director of Planning Development and Inspections

Directs, manages, and coordinates building permits and inspections, long range planning services and activities for those areas in Wake County lying outside municipal planning jurisdictions, and transportation/transit planning at the local and regional level.

### Planner III

Manages and implements current and long range planning programs, including development and implementation of a comprehensive land use plan, transportation planning as part of the larger metropolitan area, an historic preservation program, environmental quality, and data analysis and

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modeling including school enrollment projections. Ensures compliance with all long range plans. Monitors current projects and contracts to ensure projects remain on schedule.

### Executive Transit Manager

Provide oversight, management, and complex and high-level professional administration of the Wake Transit Plan. Position involves significant project management responsibilities, development and coordination of program and policy alternatives including coordination with other external agencies such as GoTriangle and City of Raleigh, Town of Cary, and 9 other Wake County municipal partners. Independent financial oversight of the tax district (Go Triangle). Interaction with Federal Transit Administration, NC Department of Transportation, and private consultants.

### Debt Manager

Position will perform complex professional-level and executive work crafting the County's debt strategy for its current building programs as well as how to afford new programs for WCPSS, Wake Tech, Parks, Libraries, and Open Space. Ensures debt program is in accordance with debt and capital policies. Position serves as liaison for the County in modeling and crafting financial affordability for Wake County's transit strategy and communicates with transit partners on scope of program, approach of program, and phasing of program based off affordability.

### Senior Assistant Attorney

Position provides legal assistance to Wake County for those functions in the Wake Transit Plan delegated to Wake County by statute, interlocal agreement, or the Wake Transit Master Participation Agreement.

### External Communications Manager

Responsible for public outreach efforts and media relations on behalf of the County, develop integrated, multifaceted communications strategies to proactively share messages with the public and the media to ensure residents and visitors are informed and aware of what is happening in their community.

### Communications Director

Works in collaboration with staff members at all levels of the organization to identify, recommend, develop, implement, and support effective communications and public relations products, services, and outcomes that meet the needs of the County's customers. Provides leadership and guidance and participates in regional, statewide, and national discussions and professional societies, initiatives and meetings.

### Transportation Program Manager

Oversees grant and contract compliance, reviews and approves all reporting, vendor oversight, creates department budgets and work plans.

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### Medicaid Coordinator

Supervises call center staff, sends Medicaid reimbursement requests, manages complaints, manages Medicaid funds and transactions, inventories gas cards and bus passes, program contact for sponsor agencies.

### Accountant

Does monthly invoicing and billing, financial oversight of funding sources and sponsor agencies, completes financial reports, orders office supplies.

### Transportation Analyst

Completes operational and program goal reports, program data analysis, financial tracking, manages program software and related training, assists with vendor oversight, manages program surveys.

### Work Plan/Budget for Wake County Transit Plan Implementation

The proposed FY2018 budget recommends FTE's for each key position as they relate to transit plan implementation. In general, transit plan implementation responsibilities are expected to be added to the responsibilities of existing staff. The FY2018 budget recommends hiring two positions that would be dedicated exclusively to transit plan implementation: a Planner III in Planning, Development and Inspections and the Executive Transit Manager. Positions and FTEs are shown in the table below.

<b>Position</b>	<b>Salary</b>	<b>FTE</b>	<b>% of Time</b>
<b>Director of Planning Development and Inspections</b>	\$73,849 - \$132,929	1.0	15%
<b>Planner III</b>	\$55,484 - \$99,871	1.0	100%
<b>Executive Transit Manager</b>	\$73,849 - \$132,929	1.0	100%
<b>Debt Manager</b>	\$67,136 - \$120,844	1.0	60%
<b>Senior Assistant Attorney</b>	\$81,234 - \$146,221	1.0	20%
<b>External Communications Manager</b>	\$55,484 - \$99,871	2.0	15%
<b>Administration and Call Center to Deliver Transit Services</b>		9.0	

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Town of Apex

#### Wake County Transit Plan Role

Apex appoints one member to the TPAC. As a non-transit service providing municipality, the town also:

- May enter into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- May provides required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

GoTriangle currently serves Apex through Route 311 and Route 305; both operate on weekdays during peak hours.

The Town of Apex is actively participating in the implementation of the Wake County Transit Plan:

- The Town of Apex provides a voting member to serve on the Transit Planning Advisory Committee (TPAC), the technical team charged with implementing the Wake Transit Plan.
- A citizen advisory committee, the Town of Apex Transit Committee, will serve as a liaison between TPAC and the community, and will help to guide the future of transit in Apex by making recommendations regarding transit service to the Town's Planning Board and Town Council.
- Updates to the Town's Transit Plan Map will be considered through a planned update to the Town of Apex Comprehensive Transportation Plan.

#### Summary of Organization:

The Apex Planning and Community Development Department is responsible for:

- Review of subdivision and site development plans.
- Creation and implementation of long-range land use, transportation, and hazard mitigation plans.
- Enforcement of the Town's Unified Development Ordinance.
- Provision of professional advice and technical expertise to the citizens, elected officials, appointed boards and committees, and other departments of the Town of Apex.

The Public Works & Transportation Department is responsible for the following functions:

- Traffic & Transportation Engineering
- Capital Project Engineering and Management
- Solid Waste Collection (Bulk Items & Yard Waste)
- Streets & Sign Maintenance

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Summary of Key Positions

#### Planning Director

Directs the planning, zoning, and community development activities in the Town to ensure coordinated guidance and regulation of the growth and development of the Town. Work involves conducting studies, performing planning duties, providing administrative guidance to the department and supervising the staff of professional planners and zoning compliance officials. The employee is responsible for the overall design of the planning program and for achieving tangible results in the appropriate distribution and diversity of land use in the Town. Work involves extensive public contact and coordination with other departments, boards, and commissions. The role also includes developing a favorable relationship between the Town and the business and development community. Work is performed under the general supervision of the Assistant Town Manager and is evaluated through conferences, review of work results obtained, and management of and administrative adherence to the Town's plans, programs, and ordinances.

#### Senior Planner

Performs advanced journey planning work to provide coordinated guidance and regulation of the growth and development of the Town. Work involves supervision of junior staff members; participating in the management of the Technical Review Committee; reviewing plans for compliance with the Town's ordinances and plans; developing and coordinating special plans related to growth, development, and redevelopment of the Town; assisting citizens and developers with various issues; providing staff assistance to Town Council and various advisory boards; and participating in revision of the Unified Development Ordinance. Work involves providing technical guidance to department and Town staff, considerable research, and considerable public contact often in sensitive or emotional issues requiring judgement, firmness, and tact. The role also includes developing a favorable relationship between the Town and the community. Work is supervised by the Planning Director.

#### Senior Transportation Engineer

Provides comprehensive coordination of the Town's projects related to transportation engineering, including traffic analysis and management, traffic control design and implementation, functional design and evaluation of local and regional transportation improvement projects; and provides general supervision for the Traffic Analyst. Work also involves collaborating on the Town's transportation plan and evaluating the Town's traffic calming policies and recommending changes when needed. Work also includes preparing presentations for and attendance at Planning Board and Town Council meetings as required to publicly address traffic and transportation issues. This employee also participates in activities related to the Town's membership in CAMPO and serves on the Technical Review Committee to evaluate the transportation impacts of new projects. Work requires the ability to build collaborative working relationships with NCDOT personnel and others who influence transportation projects and funding for the Town of Apex. Work is performed under general supervision of the Director of Public Works and Transportation.

#### Traffic Engineering Analyst

Performs work related to improving traffic operations and safety in the Town and studies and analyzes major traffic problems using traffic volume, speed and collision statistics and recommends solutions. Work involves monitoring Town-owned traffic controls and emergency vehicle preemption devices and



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warning systems, and evaluating traffic operations and traffic safety. This position will be responsible for site reviews, equipment inventory, roadway design and inventory, conducting and managing traffic counts, traffic signal warrant studies, traffic signal timing, traffic operations and safety analysis, and neighborhood traffic calming studies. Work will require frequent communication with NCDOT staff, municipal staff and private contractors. Work is performed under the supervision of the Senior Transportation Engineer.

## Implementation of Wake County Transit Plan Staffing Model and Staffing Expectation Plan

### Town of Fuquay-Varina

#### Wake County Transit Plan Role

Fuquay-Varina appoints one member to the TPAC. As a non-transit service providing municipality, the town also:

- May enter into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- May provide required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

The Town has partnered with GoTriangle in the past 2-3 years by building a Park and Ride lot at its Community Center/South Park location. The Town bid out and had a contractor construct the park and ride. GoTriangle provided the shelter.

In the future, the Town would anticipate providing similar partnerships and type of support, as it will likely be more cost effective to contract with a larger transit provider to operate the service. The Town would likely be seeking assistance from GoTriangle staff, another service provider, or on-call support when finalizing a proposed route design and cost. This will be an important precursor to developing a proposal for any service to be delivered with a cost share/community funding area model. The Town also incorporates Transit planning into its Community Transportation Plan and Land Use Plan which are both nearing the completion of a full rewrite.

#### Summary of Organization and Key Positions

The Town of Fuquay-Varina has over 200 FTE positions and 15 Departments. Those related to transit include Planning and Zoning, Communications, and Engineering. There are no positions solely dedicated to transit and the Town does not currently fund or operate transit service. The Town primarily commits resources for planning and governance/oversight of the Wake Transit Plan.

The Town is involved in the TPAC (typically the Assistant Town Manager, Planning Director, Engineering Director, and sometimes the Town Manager). Additionally, Town staff periodically support the GoTriangle FRX route through promotion via social media and newsletters (Communications Director).

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### Town of Holly Springs

#### Wake County Transit Plan Role

Holly Springs appoints one member to the TPAC. As a non-transit service providing municipality, the town also:

- May enter into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- May provide required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

#### Summary of Organization and Key Positions

The Engineering Department is involved in the Wake Transit Plan. The Engineering Department plans and oversees design and construction of infrastructure, including transportation systems. There are three positions directly under the Director of Engineering: Administrative Manager, Development Inspector Administrator, and Senior Engineer. Under the Senior Engineer are the following positions:

- Project Engineer
- GIS Analyst
- Stormwater Administrator
- Environmental Specialist
- Environmental Technician
- Erosion Control Inspector
- Part Time Erosion Control Inspector

Future positions include a Part Time Engineer and two interns (one high school and one college).

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### Town of Rolesville

#### Wake County Transit Plan Role

Rolesville appoints one member to the TPAC. As a non-transit service providing municipality, the town also:

- May enter into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- May provide required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

#### Summary of Organization and Key Positions

The Town of Rolesville is the smallest municipality by population in Wake County. The Planning Director takes the lead in handling all projects, with two staff members (a Planner and a Planning Technician) for day-to-day operations. Rolesville does not have on-staff resources to administer projects unless funding for such administration is included in the overall project scope. When funding is included in a project, the Town contracts for the required professional services for the task.

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### Town of Wendell

#### Wake County Transit Plan Role

Wendell appoints one member to the TPAC. As a non-transit service providing municipality, the town also:

- May enters into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- May provides required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

There is currently one route that services the Town of Wendell. Through the partnership of GoTriangle, the Towns of Wendell and Zebulon, and the City of Raleigh, the Zebulon/Wendell-Raleigh Express (ZWX) bus route is a limited-stop route, with stops at Park-and-Ride lots in Zebulon and Wendell, WakeMed and Wake County Human Services off New Bern Ave, four stops at the state government complex, and the GoRaleigh Transit Station at Moore Square in downtown Raleigh. The Zebulon/Wendell-Raleigh Express runs at peak commute times.

#### Summary of Organization and Key Positions

The Town of Wendell Planning Department consists of four individuals:

- The Planning Director leads any transportation-related projects
- Planner II focuses on development plan review
- Planning Technician focuses on permitting and general zoning inquiries
- Code Enforcement Officer

The Town of Wendell does not currently have an engineering department, ROW Acquisition team, etc. All engineering services are provided through an on-call contract with an engineering firm (A. Morton Thomas & Associates). If the Town of Wendell pursues a project through the Wake County Transit Plan, the engineering firm would be included, as needed.

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### Town of Zebulon

#### Wake County Transit Plan Role

Zebulon appoints one member to the TPAC. As a non-transit service providing municipality, the town also:

- May enter into Capital Funding Agreements and Operating Agreements to deliver implementation elements as identified in the Wake Transit Work Plan;
- May provide required financial and status reports on implementation elements funded in-part or wholly by the Tax District; and
- Performs any other responsibility consistent with statutory authority and the terms of the Interlocal Agreement.

There is currently one route that services the Town of Zebulon. Through the partnership of GoTriangle, the Towns of Wendell and Zebulon, and the City of Raleigh, the Zebulon/Wendell-Raleigh Express (ZWX) bus route is a limited-stop route, with stops at Park-and-Ride lots in Zebulon and Wendell, WakeMed and Wake County Human Services off New Bern Ave, four stops at the state government complex, and the GoRaleigh Transit Station in downtown Raleigh. The Zebulon/Wendell-Raleigh Express runs at peak commute times.

#### Summary of Organization and Key Positions

As of right now, The Town of Zebulon contracts with a private consultant to advise on traffic impact analysis reviews and the City of Raleigh for water & sewer including the expansion planning, with input and guidance from Town of Zebulon staff. If a new public transit service were to start in the coming years the Town would likely contract with a third party for the operation of that service. The Town does not have any one staff person dedicated to transportation or transit. When the stop and lot was originally put in place for the existing express route that services Zebulon, Town staff worked to procure the lot and make sure that it met Town needs to the greatest extent possible in partnership with GoTriangle and CAMPO to make sure that the location was serviceable.

There are four staff positions in the Planning Department; a description of each follows:

##### Planning Director

Under the supervision of the Town Manager. Responsible for the administration of all aspects of the Town's Planning Department. Performs highly responsible professional planning functions relating to land use, zoning code, building code, subdivision, annexation, minimum housing code, developmental review and economic development. Manages departmental staff and budget.

##### Senior Planner

Under the supervision of the Planning Director. Perform highly responsible professional and administrative level work in the field of planning, zoning, economic development, developmental plan review and geographic information systems. Leads incoming cases for rezoning, special use applications, appeals etc. Acts as primary staff representative to the Planning Board and Board of Adjustments. Acts

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as a resource providing information and assistance to developers, the business community and the general public on all planning related matters.

### Planner I

This position works under the direct supervision of the Planning Director. Perform highly responsible professional and technical level work in the field of planning, zoning, economic development, developmental plan review and geographic information systems. Acts as primary representative for CAMPO. Acts as a resource providing information and assistance to developers, the business community and the general public on all planning related matters. Also serve as back up to the Code Enforcement Officer for the enforcement of the Town's Code of Ordinances relating to land use and zoning.

### Code Enforcement & Permitting Officer

Under the supervision of the Planning Director. Primarily responsible for enforcement of the Town's Code of Ordinances relating to land use and zoning. Acts as a resource to the general public in all planning, permitting, and code enforcement related matters. Responsible for processing building permit applications, and interacting with county building inspectors to coordinate plan review, permit issuance and certificates of occupancy.

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## Summary of Key Positions

The table below summarizes the key positions related to Wake County Transit Plan administration and implementation, with salary ranges, full-time equivalents, percentage of time expected to be dedicated to Transit Plan administration and implementation, and whether the position is new for FY 2018.

<b>Position</b>	<b>Salary</b>	<b>FTE</b>	<b>% of Time</b>	<b>New</b>
<b>CAMPO</b>				
<b>Executive Director</b>	????	1.0	10%	
<b>Deputy Director – Planning Manager</b>	\$54,553 - \$96,906	1.0	20%	
<b>Transportation Planner – TPAC Administrator</b>	\$47,124 - \$86,222	1.0	100%	X
<b>Transportation Planner – Wake Transit Implementation</b>	\$47,124 - \$86,222	1.0	60%	
<b>Transportation Planner – Public Engagement</b>	\$47,124 - \$86,222	1.0	15%	
<b>Transportation Planner</b>	\$47,124 - \$86,222	2.0	0%	
<b>Modeling Engineer – Air Quality Conformity</b>		1.0	0%	
<b>Modeling Engineer – Triangle Regional Model</b>		1.0	10%	
<b>City of Raleigh</b>				
<b>Transit Administrator</b>	\$60,144 - \$110,044	1.0		
<b>Grants and Budget Planner</b>	\$44,880 - \$78,206	1.0		
<b>Station Manager</b>	\$66,032 - \$114,391	1.0		
<b>Construction Projects Coordinator</b>	\$40,706 - \$70,935	1.0		
<b>Transit Marketing Specialist</b>	\$32,923 - \$64,340	1.0		
<b>Senior Planner</b>	\$49,481 - \$90,533	1.0		
<b>GoTriangle</b>				
<b>Manager, Planning &amp; Transit-Oriented Development</b>	\$60,060 - \$112,303	1.0		
<b>Environmental Planner</b>	\$51,870 - \$97,025	2.0		
<b>Transportation Planner</b>	\$44,793 - \$83,757	1.0	100%	
<b>Manager, Design &amp; Engineering</b>	\$73,011 - \$136,519	1.0		
<b>Manager of Construction</b>	\$66,218 - \$123,819	1.0		
<b>Capital Projects Engineer</b>	\$51,870 - \$97,025	1.0		
<b>Capital Projects Planner</b>	\$49,401 - \$92,374	1.0		
<b>Transportation Engineer</b>	\$51,870 - \$97,025	3.0		
<b>Transit Service Planning Supervisor</b>	\$51,870 - \$97,025	1.0		
<b>Transit Service Planner</b>	\$49,401 - \$92,374	1.0	100%	X
<b>Transit Amenities Specialist</b>	\$36,843 - \$68,887	1.0		
<b>General Counsel: Real Estate/Land Use Attorney</b>	\$69,529 - \$130,010	1.0	90%	
<b>Associate General Counsel</b>		1.0	90%	
<b>Director of Transit Services Partnerships</b>	\$69,529 - \$130,010	1.0		
<b>Director of EEO/DBE</b>	\$60,060 - \$101,862	1.0		
<b>Contracts &amp; Grants Administrator</b>	\$49,401 - \$92,374	1.0		
<b>Procurement Administrator</b>	\$49,401 - \$92,374	1.0		
<b>Assistant Director of Finance and Administrative Services</b>	\$60,060 - \$112,303	1.0		
<b>Budget and Financial Reporting Supervisor</b>	\$51,870 - \$97,025	1.0		



**Implementation of Wake County Transit Plan  
Staffing Model and Staffing Expectation Plan**

<b>Financial Analyst II</b>	\$40,622 - \$75,956	1.0		
<b>Senior Financial Analyst</b>	\$49,401 - \$92,374	1.0	100%	X
<b>Town of Cary</b>				
<b>Transit Services Administrator</b>	\$64,022 - \$105,664	1.0		
<b>Transit Planner (Grants &amp; Special Projects)</b>	\$50,170 - \$82,784	1.0		
<b>Transit Planner</b>	\$50,170 - \$82,784	1.0		
<b>Transit Marketing Specialist</b>	\$37,440 - \$58,032	1.0		
<b>Transit Program Manager</b>	\$82,492	1.0	100%	X
<b>Wake County</b>				
<b>Director of Planning Development and Inspections</b>	\$73,849 - \$132,929	1.0	15%	
<b>Planner III</b>	\$55,484 - \$99,871	1.0	100%	X
<b>Executive Transit Manager</b>	\$73,849 - \$132,929	1.0	100%	X
<b>Debt Manager</b>	\$67,136 - \$120,844	1.0	60%	
<b>Senior Assistant Attorney</b>	\$81,234 - \$146,221	1.0	5-10%	
<b>External Communications Manager</b>	\$55,484 - \$99,871	2.0	15%	
<b>Transportation Program Manager</b>	\$55,484-\$99,871	1.0	X%	
<b>Medicaid Coordinator</b>	\$35,880-\$60,996	1.0	X%	
<b>Accountant</b>	\$43,430-\$73,831	1.0	X%	
<b>Transportation Analyst</b>	\$39,478-\$67,113	1.0	X%	
<b>Call Center Staff</b>	\$29,640-\$50,388	5.0	X%	

# Appendix C      TASK 2 PEER REVIEW MEMO

Implementation of Wake County Transit Plan  
Staffing Model and Staffing Expectation Plan

Implementation of the Wake County Transit Plan  
**Staffing Model and Staffing Expectation Plan**

Peer Agency Case Study Review

August 1, 2017



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## • Introduction and Background

The objective of Task 2 is to identify and summarize the comparable or best practices of other agencies' staffing models with transit programs and tax districts that are similar to those in the Wake County Transit Plan. Peer agencies were selected for further research if their transit program reflected one of the following scenarios related to the Wake County Transit Plan goals:

- Recent investments in transit service.
- Implementation of new transit service.
- Administering and governing a special tax district for transportation, including transit.
- Increased bus service.
- Planned or implemented BRT projects.
- Operate commuter rail service.

After an agency was selected, VHB conducted online research to determine available information including roles and responsibilities, staffing levels, and agency budgets. Conference calls were then conducted with the selected cooperating agencies to obtain additional information. The following presents the information gathered from VHB's research and interviews.

## • Peer Review Findings and Recommendations

### a. Tax District Administration

#### i. NVTA

NVTA allocates two funds—the 70% Regional Revenue and the 30% Local Distribution Revenue—that are received from the Commonwealth of Virginia, the entity that collects the tax. The 70% funds occur through the programming process, and eventually become regional transportation projects. NVTA forwards the 30% funds to member jurisdictions based on contributions to total revenue for transportation projects. NVTA does not implement projects, but evaluates projects based on certain criteria—one being the greatest congestion reduction per cost of construction. The 70% funds are administered differently than the 30% funds, where NVTA issues grants and reimburses the agencies when invoiced. While it is the implementing agency's responsibility to manage projects, NVTA must verify local agencies are spending the 30% funds consistent with the law, both for capital projects and operation subsidies.

#### ii. RTD

In November 2004, region voters approved the FasTracks transit tax for region-wide expansion of transit service. The 0.4-percent sales tax provides funds to build RTD's FasTracks program—122 miles of new commuter rail and light rail, 18 miles of bus rapid transit, and 21,000 new parking spaces at rail and bus stations. The program consists of six new rapid transit corridors and three existing corridor extensions. The State of Colorado collects the sales tax revenue then distributes the money to RTD to implement capital projects.



### iii. Sound Transit

Local taxes, including car tab, property, and sales taxes make up just over half of Sound Transit's total funding. The rest comes from federal grants, fares, interest earnings, and miscellaneous revenue. In 1996, 2008, and 2016, voters within the Sound Transit District approved tax increases to build and operate the regional mass transit system.

### iv. METRO

The State Controller office collects the taxes each month and then distributes the funds to METRO. METRO then allocates the appropriate amount to the local jurisdictions.

### v. CATS

CATS is supported by a dedicated half-percent sales and use tax collected by Mecklenburg County by the State and passed through to CATS. The MTC approves all budgets and projects for implementation by CATS. The MTC is also responsible for the adoption of plans, including the Transit Corridor System Plans, Countywide Transit Services Plans, and the approval of any changes to services, fares, and policies.

Over the past few years (FY2015-2017), an average of 6.5 percent of the CATS operating budget goes toward Executive and Administrative staff. For FY2017, there are 49 staff in the Executive and Administrative program within CATS. This amounts to \$8,179,353 out of the total \$123,178,560 CATS operating budget (which does not include Community Investment Plan [capital budget]).

### vi. GRTC

GRTC is not funded by a dedicated tax. Decisions about funding transit capital projects or new service depends on the situation. For example, the City of Richmond initiated the redesign of City routes for all-new service. In a different example, GRTC applied for TIGER funds for the Pulse project with the financial support of the Commonwealth of Virginia, the City of Richmond, and Henrico County. Annually, GRTC applies for a variety of state grants, such as funds to purchase new buses to replace retiring vehicles from the fleet.

## b. Administration of Wake County Transit Plan Implementation

### i. NVTA

To receive funding for a project, the member jurisdiction submits projects to the Authority (i.e., the Board). NVTA then uses various criteria to complete a prioritization process. NVTA is a *regional* funding agency, so its priorities will not always match those of a local agency.

NVTA uses Committees to help screen and prioritize projects for final presentation to the Authority. The Technical Advisory Committee consists of nine appointed citizen transportation experts, all representing different transportation modes. The Planning Coordination Advisory Committee has representatives from the nine-member jurisdictions (elected officials) and the five largest cities. The Planning and Programming Standing Committee consists of five members that are elected officials that make final recommendations to the Authority. This process leads to better informed Authority meetings because



the lists of projects are thoroughly vetted along with concerns being addressed earlier in the project selection process.

### c. Capital Project-Level Implementation

#### i. NVTA

NVTA currently employs eight full-time staff, one part-time staff, and one intern. NVTA has an Executive Director and Office Manager, and the six other full-time employees are split between finance and transportation. Within the Planning department is a principal planner that oversees two other transportation planners. The Planning staff are responsible for two products, TransAction—the long-range plan that is updated every 5 years—and the Six Year Program.

NVTA deals with nine member jurisdictions, three transit agencies, plus others. Initially, two planners oversaw all 79 programmed projects for FY2014-2017, but the projects weren't advancing as fast as planned so a third planner was hired in 2016. Most projects that have already been completed were transit vehicles acquisitions, while the larger-scale engineering projects take longer.

#### ii. RTD

The use of consultants or in-house staff relies on the size and scope of the project. RTD considers using consultants during certain scenarios:

- No specialized expertise in-house
- Less than 1.0 FTE
- Short-term role

### II. Planning/Environmental Studies

Early interaction and agreement with key stakeholders and third parties regarding project scope, alignments, and stations is critical. This has helped project studies avoid further project delays as the projects progress. Schedule changes resulted from a variety of impacts, including the number of studies underway simultaneously, the length of the procurement process, changes in requirements or alternatives that arose from outside entities, station location requests, and other project elements that differed from original plans.

Projects should be appropriately staffed with experienced planning and engineering project managers and support personnel from day one. With FasTracks, RTD embarked on multiple environmental studies at the same time. As a result, RTD faced staff resource challenges across all disciplines, including planning and environmental staff. At the outset, some of RTD's planning and environmental staff were assigned multiple corridor projects to manage, or were asked to manage a project while also leading key technical discipline analyses. Additionally, conducting multiple concurrent studies created challenges early on for RTD to staff the projects with sufficient levels of planning and engineering management and support personnel.

#### i. Sound Transit

The first ballot measure assumed 50 full-time staff with consultant support. Sound Transit found this to not be sustainable. The second and third ballot measures assumed more robust staffing needs.





Throughout the life of a project, the same planning and engineering project managers should be involved. These project managers change as the projects progress through different phases (e.g., a PEPD project manager during Planning and Environmental review, and a DECM project manager during Final Design and Construction).

## ii. METRO

METRO manages the NEPA, branch management, and environmental review processes in-house. METRO has a general consulting contract for multi-firm, multi-source contract. The consultant is available to METRO to supplement its staff when support is needed.

On the design and construction side, METRO has an engineering department, which includes project managers. These project managers do not perform the engineering work, but hire a consultant through an IDIQ and on-call contracts. METRO will let design-bid-build projects to the IDIQ, but if the project is over \$1 million, METRO will bid out to other applicants. In the past, a Design-Build-Operate-Maintain (DBOM) contract was put out as a large contract for the expansion of the rail program. METRO would not use that approach again. The original DBOM was modified several times throughout the project.

There is generally staff added in-house to implement new projects. There was a ramp up in construction management staff, but the other work is mostly handled by contractors. During the Red Line project, METRO hired a GEC to handle the effort. Generally, METRO can handle projects internally. There is not as much staff hired in the project development stage, but only on the construction and program control side.

When beginning a project, the existing planning/environmental staff reallocate their time to work on the project. The additional staff needed are hired through consultant services, including NEPA-related tasks.

## iii. CATS

CATS is responsible for the implementation of all new capital projects and new service. CATS coordinates closely with the jurisdictions that are affected by the capital project being planned and implemented. Funding is typically a combination of federal and state grants with a local match from CATS's transit capital fund. Operations are funded from a portion of the half-percent sales and use tax for transit.

Implementation of large or complex capital projects (i.e., Park & Ride Lots, Transit Centers, and new fixed route corridors) are taken through the project planning, environmental, design, and construction stages by a dedicated project manager and team sized to match the complexity of the project. These teams include the operations staff and other appropriate stakeholders in the design of the project and the planned service changes related to the new project. The actual final service changes are designed and implemented by Planning and Special Operations Section in response to the final project.

## iv. GRTC

GRTC was awarded a federal Transportation Investment Generating Economic Recovery (TIGER) grant for the design and construction of the Pulse, along with support from Virginia Department of Rail and Public Transit (DRPT), the City of Richmond, and Henrico County.



The jurisdictions that receive transit service subsidize the service, but each jurisdiction may approach this uniquely. For example, Henrico County purchases services based on miles. Alternatively, the City of Richmond provides an annual subsidy and GRTC operates the services feasible within that budget for the City.

Local jurisdictions can implement projects. As an example, the Pulse project is a capital project for which multiple local jurisdictions participated with capital funds, including the City of Richmond, Henrico County, and the Commonwealth of Virginia. Another example is the *Richmond Transit Network Plan* funded by a DRPT grant through the City of Richmond to enable GRTC to implement redesigned City routes.

## b. Administration and Planning for Ongoing Expanded Operations

### i. CATS

Core and ongoing agency work is typically staffed with CATS employees to provide for consistent oversight and operation. These employees are then supplemented with consultants and contractors as needed to meet non-recurring project needs. The operating divisions employ some part-time employees to fulfill service requirements during peak hours. The number of part-time employees is based upon these needs. Staffing metrics are typically reflected in CATS's Project Management Plans and are developed with the input of the project team and consultant assistance. For new service, the staffing metrics are based upon the planned schedule and required service hours.

## ● APPENDIX

### c. Northern Virginia Transportation Authority

The Northern Virginia Transportation Authority (NVTA) functions as a planning, programming, and funding authority focused on relieving traffic congestion in Northern Virginia. NVTA develops a long-range multimodal transportation plan, TransAction, which is updated every five years. NVTA plans to adopt its first Six Year Program for FY2018-2023, which will fund highway and transit projects.

### i. Distribution of Funds

NVTA allocates two funds—the 70% Regional Revenue and the 30% Local Distribution Revenue—that are received from the Commonwealth of Virginia, the entity that collects the tax. The 70% funds occur through the programming process, and eventually become regional transportation projects. NVTA forwards the 30% funds to member jurisdictions based on contributions to total revenue for transportation projects. NVTA does not implement projects, but evaluates projects based on certain criteria—one being the greatest congestion reduction per cost of construction. The 70% funds are administered differently than the 30% funds, where NVTA issues grants and reimburses the agencies when invoiced. While it is the implementing agency's responsibility to manage projects, NVTA must verify local agencies are spending the 30% funds consistent with the law, both for capital projects and operation subsidies.



## ii. Staffing Structure

NVTA currently employs eight full-time staff, one part-time staff, and one intern. NVTA has an Executive Director and Office Manager, and the six other full-time employees are split between finance and transportation. Within the Planning department is a principal planner that oversees two other transportation planners. The Planning staff are responsible for two products, TransAction—the long-range plan that is updated every 5 years—and the Six Year Program.

## iii. Administration

NVTA deals with nine member jurisdictions, three transit agencies, plus others. Initially, two planners oversaw all 79 programmed projects for FY2014-2017, but the projects weren't advancing as fast as planned so a third planner was hired in 2016. Most projects that have already been completed were transit vehicles acquisitions, while the larger-scale engineering projects take longer.

## iv. Authority

To receive funding for a project, the member jurisdiction submits projects to the Authority (i.e., the Board). NVTA then uses various criteria to complete a prioritization process. NVTA is a *regional* funding agency, so its priorities will not always match those of a local agency.

NVTA uses Committees to help screen and prioritize projects for final presentation to the Authority. The Technical Advisory Committee consists of nine appointed citizen transportation experts, all representing different transportation modes. The Planning Coordination Advisory Committee has representatives from the nine-member jurisdictions (elected officials) and the five largest cities. The Planning and Programming Standing Committee consists of five members that are elected officials that make final recommendations to the Authority. This process leads to better informed Authority meetings because the lists of projects are thoroughly vetted along with concerns being addressed earlier in the project selection process.

## v. Lessons Learned Applicable to the Wake County Transit Plan

- Two planning staff initially oversaw 79 projects in the FY2014-17 funding program, but a third planner was hired in 2016 to help projects progress on schedule.
- Use of committees with diverse members to thoroughly review projects and present vetted findings to Board for funding.

## d. Regional Transportation District

The Regional Transportation District (RTD) is the transit provider for the Denver, CO region. In November 2004, region voters approved the FasTracks transit tax for region-wide expansion of transit service. The 0.4-percent sales tax provides funds to build RTD's FasTracks program—122 miles of new commuter rail and light rail, 18 miles of bus rapid transit, and 21,000 new parking spaces at rail and bus stations. The program consists of six new rapid transit corridors and three existing corridor extensions. The State of Colorado collects the sales tax revenue then distributes the money to RTD to implement capital projects.



i. **In-House Staff vs. Consultants**

The use of consultants or in-house staff relies on the size and scope of the project. RTD considers using consultants during certain scenarios:

- No specialized expertise in-house
- Less than 1.0 FTE
- Short-term role

ii. **Service Standards**

RTD determines service based on a minimum density of residents and employees.

- Areas with 3-12 residents and employees per acre require:
  - peak period Park-n-Ride service if either the travel time to the Denver CBD by Express bus or rail, or a bus/rail timed connection exceeds 20 minutes.
  - Call-n-Ride service.
- Areas with 12 or more residents and employees per acre require:
  - local service on major arterials with pedestrian access within ¼ mile.
  - peak period, Limited Express, or Regional service from Park-n-Rides if either the travel time to the Denver CBD by bus, or bus/rail timed connection, exceeds 20 minutes.

iii. **Funding**

FasTracks is funded by multiple sources, include the sales tax, Public-Private partnerships, Federal Funding, and local contributions.

iv. **Local Match**

As partners in the FasTracks program, the local jurisdictions that will be impacted by, and ultimately benefit from FasTracks will contribute an amount that is equal to 2.5 percent of the eligible corridor costs, which equates to 2.01 percent of total project costs. An Intergovernmental Agreement (IGA) documents the interests and mutual benefits of all stakeholders. Initial or draft versions of IGAs are developed and maintained by the Project Manager or personnel associated with the specific corridor or project. IGAs can address various phases of a project including Environmental and Planning, Final Design, Construction, and Maintenance and Operations. IGAs providing for local agency contribution are drafted during the design phase of the project by 65% plan completion.

v. **Lessons Learned Applicable to the Wake County Transit Plan**

- Mix of agency and consultant staff should be based on several factors like the size of project, specialized expertise, and length of time the role will be required.

The following sections are excerpts from the *FasTracks 2009 Lessons Learned Report*.

III. **Planning/Environmental Studies**

Early interaction and agreement with key stakeholders and third parties regarding project scope, alignments, and stations is critical. This has helped project studies avoid further project delays as the projects progress. Schedule changes resulted from a variety of impacts, including the number of studies underway simultaneously, the length of the procurement process, changes in requirements or



alternatives that arose from outside entities, station location requests, and other project elements that differed from original plans.

Projects should be appropriately staffed with experienced planning and engineering project managers and support personnel from day one. With FasTracks, RTD embarked on multiple environmental studies at the same time. As a result, RTD faced staff resource challenges across all disciplines, including planning and environmental staff. At the outset, some of RTD's planning and environmental staff were assigned multiple corridor projects to manage, or were asked to manage a project while also leading key technical discipline analyses. Additionally, conducting multiple concurrent studies created challenges early on for RTD to staff the projects with sufficient levels of planning and engineering management and support personnel.

#### IV. Management

Greater attention is being applied to the staffing of dedicated personnel on major corridors. Each corridor is being assigned a small team during planning that will increase as the project moves into design and construction.

Assign responsibility and accountability for program implementation to the FasTracks Program Manager, including overall decision-making authority, in conjunction with the Board and General Manager. Assure that all decisions have the input and support of the appropriate team members.

Consultants will continue to be utilized for specialized areas of expertise that would be difficult for RTD to recruit, and can be moved in and out of the program on shorter-term assignments, as needed.

#### V. Project Escalation

RTD has historically completed each of its corridor construction projects on time and within budget, in part due to the decentralized management approach, which allows project teams to address most issues. Only significant issues are escalated to upper management, including the General Manager, which allows them to focus on the big picture.

##### a. Sound Transit

Sound Transit plans, builds, and operates express bus, light rail, and commuter train service to the urbanized portions of King, Pierce, and Snohomish counties in Washington. Sound Transit was created in 1996 by the Sound Move ballot measure, and two additional ballot measures have been passed since—a 15-year program in 2008 and a 25-year program in 2016.

##### i. Funding

Local taxes, including car tab, property, and sales taxes make up just over half of Sound Transit's total funding. The rest comes from federal grants, fares, interest earnings, and miscellaneous revenue. In 1996, 2008, and 2016, voters within the Sound Transit District approved tax increases to build and operate the regional mass transit system.

##### ii. Staffing

The first ballot measure assumed 50 full-time staff with consultant support. Sound Transit found this to not be sustainable. The second and third ballot measures assumed more robust staffing needs.



During Sound Transit corridor projects, the project managers change as the projects progress through different phases, as outlined below:

Planning & Environmental Review Phases

- Planning, Environment and Project Development (PEPD) Executive Director oversees project
- Project Manager is from PEPD

Final Design & Construction Phases

- Design, Engineering, Construction Management (DECM) Executive Director oversees project
- Project Manager is from DECM

Operations Phases

- Operations Executive Director oversees project
- Project Manager is from Operations

Sound Transit has a full range of technical expertise in-house. However, Sound Transit relies heavily of consultants regarding real estate services, which are co-located with Sound Transit staff. Sound Transit generally assumes three tiers of staffing for capital projects: full-time staff (e.g., project management), part-time staff (e.g., real estate), and administrative roles (e.g., payroll, corporate support).

iii. **Lessons Learned Applicable to Wake County Transit Plan**

- Throughout the life of a project, the same planning and engineering project managers should be involved. These project managers change as the projects progress through different phases (e.g., a PEPD project manager during Planning and Environmental review, and a DECM project manager during Final Design and Construction).

b. **Metropolitan Transit Authority of Harris County**

METRO serves the City of Houston, Harris County, and 14 smaller cities. METRO's services include bus, light-rail, and HOV/HOT lanes. In 1978, Houston-area voters created METRO and approved a one-cent sales tax to support its operations. METRO is typically the lead agency for all capital projects in city ROW. If a project is within TxDOT ROW, then METRO typically does a transfer of payment through agreements and TxDOT becomes the lead agency (e.g., responsible for environmental review, design, and construction).

i. **Staffing**

METRO manages the NEPA, branch management, and environmental review processes in-house. METRO has a general consulting contract for multi-firm, multi-source contract. The consultant is available to METRO to supplement its staff when support is needed.

On the design and construction side, METRO has an engineering department, which includes project managers. These project managers do not perform the engineering work, but hire a consultant through an IDIQ and on-call contracts. METRO will let design-bid-build projects to the IDIQ, but if the project is over \$1 million, METRO will bid out to other applicants. In the past, a Design-Build-Operate-Maintain (DBOM) contract was put out as a large contract for the expansion of the rail program. METRO would not use that approach again. The original DBOM was modified several times throughout the project.



With Design-Build projects, METRO did not have as much control, so there were several changes throughout the project, which in the end was not cost-effective. METRO built the Red Line (light rail), which could be different than other startup agencies. Startups may not know its needs, so an alternate delivery method would be better.

There is generally staff added in-house to implement new projects. There was a ramp up in construction management staff, but the other work is mostly handled by contractors. During the Red Line project, METRO hired a GEC to handle the effort. Generally, METRO can handle projects internally. There is not as much staff hired in the project development stage, but only on the construction and program control side.

When beginning a project, the existing planning/environmental staff reallocate their time to work on the project. The additional staff needed are hired through consultant services, including NEPA-related tasks.

## ii. Funding

The State Controller office collects the taxes each month and then distributes the funds to METRO. METRO then allocates the appropriate amount to the local jurisdictions.

## iii. Lessons Learned

In 2015, METRO redesigned its bus structure, which included 240 unique bus schedules. METRO had six staff that were bus schedulers and were expecting to use consultants to support the internal staff. However, METRO was not able to receive the assistance from the contractor and reached out to other agencies in the state to provide help, but to no avail. The Board also made changes to the routes at several instances, so the entire network schedule was modified, including several routes nearer to completion.

Customer complaints grew exponentially once they implemented the redesigned bus service. In the prior two years, METRO received approximately 200 service planning calls, but had 200 in one day when the new service was implemented. Between August 15 and December 31, METRO handled 3,000 calls on service planning calls.

METRO created branding/marketing materials on the front-end of the new service. They also conducted public outreach. However, the Board's changes to routes needed to be reflected in the branding/marketing/outreach material quickly. METRO has many non-English riders and needed to provide their materials in various languages.

As a result of the bus route redesign, Sunday ridership has increased 33 percent from two years ago and Saturday ridership has increased by 18 percent. Local network (bus and light rail) is up 8.2 percent. The frequent network is 70 percent of METRO's ridership.

## iv. Lessons Learned Applicable to the Wake County Transit Plan

- There is generally staff added in-house to implement new projects. There was a ramp up in construction management staff, but the other work is mostly handled by contractors. There is not as much staff hired in the project development stage, but only on the construction and program control side.



- When beginning a project, the existing planning/environmental staff reallocate their time to work on the project. The additional staff needed are hired through consultant services, including NEPA-related tasks.
- Create branding/marketing materials and conduct public outreach early in the projects life. However, an agency should wait to design or print materials (e.g., maps, schedules, brochures) until the final design is approved in case last minute changes are requested.
- Provide materials in appropriate languages for riders that do not speak English.

### c. Charlotte Area Transit System

The Charlotte Area Transit System (CATS) is a department within the City of Charlotte and was created in 2000 after a successful public referendum in 1998 to fund future transit initiatives. A half-cent local sales tax was enacted by Mecklenburg County citizens by a margin of 58 percent to 42 percent. The citizens reaffirmed this dedicated tax in November 2007 by a 70 percent to 30 percent margin. CATS receives funding for the operating and capital program from passenger fares and local, state, and federal funds. CATS's policy/executive board is the Metropolitan Transit Commission (MTC) that includes voting members from all Towns and Cities in Mecklenburg County as well as the County and NCDOT.

#### i. Implementation of capital projects and new service

CATS is responsible for the implementation of all new capital projects and new service. CATS coordinates closely with the jurisdictions that are affected by the capital project being planned and implemented. Funding is typically a combination of federal and state grants with a local match from CATS's transit capital fund. Operations are funded from a portion of the half-percent sales and use tax for transit.

Implementation of large or complex capital projects (i.e., Park & Ride Lots, Transit Centers, and new fixed route corridors) are taken through the project planning, environmental, design, and construction stages by a dedicated project manager and team sized to match the complexity of the project. These teams include the operations staff and other appropriate stakeholders in the design of the project and the planned service changes related to the new project. The actual final service changes are designed and implemented by Planning and Special Operations Section in response to the final project.

#### ii. Integration with local transportation departments

The project team includes the local and state transportation departments as key team members and/or as stakeholders depending upon the project scope and impact/coordination with the other transportation modes.

Local transportation departments' responsibilities vary based upon the project. Some examples include key team resources for implementation of in-street running streetcar, median running light rail, and typical development/driveway coordination for Park & Ride construction. Some jurisdictions have included in kind contributions and/or project funding as well.

#### iii. Tax District Administration

CATS is supported by a dedicated half-percent sales and use tax collected by Mecklenburg County by the State and passed through to CATS. The MTC approves all budgets and projects for implementation by





CATS. The MTC is also responsible for the adoption of plans, including the Transit Corridor System Plans, Countywide Transit Services Plans, and the approval of any changes to services, fares, and policies.

iv. **Integration of a regional agency with smaller communities**

The MTC represents all the communities in the CATS taxing area and include non-voting ex-officio members from the surrounding counties. In addition, service agreements are negotiated with adjacent communities and all route and service changes include public outreach and MTC approval.

v. **Staffing**

Core and ongoing agency work is typically staffed with CATS employees to provide for consistent oversight and operation. These employees are then supplemented with consultants and contractors as needed to meet non-recurring project needs. The operating divisions employ some part-time employees to fulfill service requirements during peak hours. The number of part-time employees is based upon these needs. Staffing metrics are typically reflected in CATS's Project Management Plans and are developed with the input of the project team and consultant assistance. For new service, the staffing metrics are based upon the planned schedule and required service hours.

vi. **Lessons Learned Applicable to Wake County Transit Plan**

- For new service, the staffing metrics are based upon the planned schedule and required service hours.
- Implementation of large or complex capital projects are taken through the project planning, environmental, design, and construction stages by a dedicated project manager and team sized to match the complexity of the project. These teams include the operations staff and other appropriate stakeholders in the design of the project and the planned service changes related to the new project.

d. **Greater Richmond Transit Company**

The Greater Richmond Transit Company (GRTC) was founded in 1860 and was purchased by the City of Richmond in 1973. Chesterfield County purchased half of the company in 1989. GRTC primarily serves the City of Richmond along with small portions of Henrico and Chesterfield Counties. GRTC operates under the direction of its Chief Executive Officer and Chief Operating Officer. GRTC employs 560 staff with eleven departments headed by nine directors<sup>5</sup>.

VHB identified GRTC because of their recent development of the Pulse (BRT), its unique relationship with VDOT, and its expanded frequent bus service.

i. **Implementation of capital projects and new service**

GRTC was awarded a federal Transportation Investment Generating Economic Recovery (TIGER) grant for the design and construction of the Pulse, along with support from Virginia Department of Rail and Public Transit (DRPT), the City of Richmond, and Henrico County.

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<sup>5</sup> GRTC Transit System. *Transit Development Plan FY 2012-2017*.



The jurisdictions that receive transit service subsidize the service, but each jurisdiction may approach this uniquely. For example, Henrico County purchases services based on miles. Alternatively, the City of Richmond provides an annual subsidy and GRTC operates the services feasible within that budget for the City.

Local jurisdictions can implement projects. As an example, the Pulse project is a capital project for which multiple local jurisdictions participated with capital funds, including the City of Richmond, Henrico County, and the Commonwealth of Virginia. Another example is the *Richmond Transit Network Plan* funded by a DRPT grant through the City of Richmond to enable GRTC to implement redesigned City routes.

#### ii. Integration with local transportation departments

GRTC collaborates with VDOT when needed where the Commonwealth manages roads versus the County or City. Some GRTC express routes utilize toll roads managed by the RMTA (Richmond Metropolitan Transportation Authority).

#### iii. Tax district administration

GRTC is not funded by a dedicated tax. Decisions about funding transit capital projects or new service depends on the situation. For example, the City of Richmond initiated the redesign of City routes for all-new service. In a different example, GRTC applied for TIGER funds for the Pulse project with the financial support of the Commonwealth of Virginia, the City of Richmond, and Henrico County. Annually, GRTC applies for a variety of state grants, such as funds to purchase new buses to replace retiring vehicles from the fleet.

#### iv. Integration of a regional agency with smaller communities

GRTC's service area is primarily in the city of Richmond and Henrico County, but within these areas there are specific communities where GRTC ensures service. For example, during the city's route design process, two senior communities on Crutchfield Road (a neighborhood road that also serves a High School) expressed their need for local service to remain on this road. Some of the less densely populated neighborhoods on the Southside also requested coverage service, which GRTC is accommodating. These decisions are usually a blend of public input, ridership data, and local jurisdiction guidance.

#### v. Staffing

The Virginia Department of Transportation (VDOT) is the project manager for the Pulse project. During the planning stages (i.e., NEPA), consultants were brought on to help GRTC staff. When VDOT became the project manager, VDOT hired another consultant to oversee the construction phase of the Pulse. GRTC is using a consultant to redesign the bus network and another consultant completed the scheduling of the system. GRTC also hired two additional contract workers that are co-located at GRTC. GRTC uses three to four interns from a local university to aid with GIS-related tasks. There is another contractor that works solely on marketing and branding for the Pulse and is funded by state and GRTC grants. Regarding route planning, GRTC employs nine full-time staff, one consultant, and two interns.

GRTC uses a temp agency to hire additional staff during times of need; therefore, it may take longer to find staff.



vi. **Lessons Learned Applicable to the Wake County Transit Plan**

Before planning stages of the Pulse, GRTC undertook an inventory of bus stops and amenities; this inventory task was unrelated to the Pulse and expanded bus network. The inventory proved to be helpful, as GRTC determined that some bus stops were not present as previously documented. Through an analysis of its findings, GRTC determined that bus stop spacing was slowing down its bus system. State (10.6 percent) funding plus the fund balance (0.8 percent) completing the operating budget.

e. **Alameda County Transportation Commission**

Measure BB, approved by Alameda County voters in November 2014, funds the 2014 Alameda County Transportation Expenditure Plan. This plan will expand BART, bus, and commuter rail in the county totaling approximately \$8 billion over the next 30 years.

Alameda CTC is governed by a Commission composed of 22 members, with the following representation:

- Representatives from each city in Alameda County
- All five Alameda County Supervisors
- Bay Area Rapid Transit (BART)
- Alameda-Contra Costa Transit District (AC Transit)

i. **Salary and Administration Cost Caps**

Alameda CTC will have the authority to hire professional staff and consultants to deliver the projects and programs included in this Plan in the most efficient and cost-effective manner. The salaries and benefits for administrative staff hired by Alameda CTC for this tax will not exceed 1% of the net proceeds of the sales tax. The total of all administrative costs for this tax including overhead costs such as rent and supplies will be limited to no more than 4% of the net proceeds of this sales tax. The allocated cost of Alameda CTC staff who directly implement specific projects or programs are not included in administrative cost.

ii. **Lessons Learned Applicable to the Wake County Transit Plan**

- Alameda CTC more than doubled its planning and Program staff with the passing of Measure BB (3 FTE to 7.5 FTE) for FY2016.



# Appendix D      BUS SERVICE PLANNER METRIC



## Appendix D

This Appendix presents the calculation used to determine a metric for Service Planners based on GoTriangle and GoDurham Revenue Miles and Revenue Hours. These findings were based on information from Erik Langfried (GoTriangle) and the National Transit Database (<https://www.transit.dot.gov/ntd>).

	GoTriangle and GoDurham Combined			
	Revenue Miles	Revenue Hours	# Service Planners	Comments
2007	1,966,500	94,700	2	Went from one to two service planners (before GoT took over GoDurham service planning)
2008	1,997,400	92,000	2	Two service planners (before GoT took over GoDurham service planning)
2009	2,126,668	99,332	2	Two service planners (before GoT took over GoDurham service planning)
2010	4,851,498	274,086	3	Three service planners, one supervisor, GoT took over GoDurham service planning
2011	4,910,097	292,057	3	No notable changes
2012	4,901,276	298,289	3	No notable changes
2013	4,808,130	300,171	3	No notable changes
2014	4,818,758	301,713	3	Capital projects planner position funded, removed some duties from service planners
2015	5,190,210	320,579	3	Service planning apprentice (intern) funded by NCDOT and GoT
2016	5,483,699	334,085	3	No notable changes
2017	5,543,074	342,143	4	Fourth service planner hired to support Wake Transit



To calculate the bus metric, the number of Revenue Miles and Revenue Hours were divided by the number of service planners. The average was taken to determine the threshold required to hire additional service planners. The average was only taken from 2010 to 2016 because this was the time period with three service planners and the least amount of change. Rounding for a conservative estimate, the tables present a metric of **one service planner needed for every 1.5 million Revenue Miles and 100,000 Revenue Hours.**

	Revenue Miles per Service Planner	Revenue Hours per Service Planner
2007	983,250	47,350
2008	998,700	46,000
2009	1,063,334	49,666
2010	1,617,166	91,362
2011	1,636,699	97,352
2012	1,633,759	99,430
2013	1,602,710	100,057
2014	1,606,253	100,571
2015	1,730,070	106,860
2016	1,827,900	111,362
2017	1,385,769	85,536
<b>Average (2010-2016)</b>	<b>1,664,937</b>	<b>100,999</b>