

# ATTACHMENT D



## TPAC Action Protocols for TPAC Work Products

The following table identifies products the TPAC is responsible for producing, as prescribed in the Wake Transit Governance Interlocal Agreement (ILA), and a Process Subcommittee-recommended course of terminal action for each product. The TPAC work products highlighted in orange are those for which there has been no specific direction provided on their terminal disposition, and for which their course of action needs to be institutionalized by the TPAC. The terminal disposition for the remaining TPAC work products has already been institutionalized either by the Wake Transit Governance ILA or through decision plans endorsed by the TPAC for interim or final deliverables associated with the Wake Bus Plan and the Fixed Guideway Corridors Major Investment Study (MIS). The TPAC-endorsed decision plans for these endeavors are attached as **Exhibits A** and **B**, respectively. The recommended action for both the TPAC and the Wake Transit governing boards, as provided in the table, is what the requested action of the respective bodies would be for each work product.

As a general rule, the recommendation noted in the table below follows that TPAC work products having a policy effect on Wake Transit investment decisions in annual Wake Transit Work Plans should be recommended by the TPAC to the Wake Transit governing boards for final action. TPAC work products that are intended to function as general guidance for the TPAC in its development of annual Wake Transit Work Plans should rest with the TPAC for final action as an endorsement and may be shared with the Wake Transit governing boards at their staffs' discretion. Any amendments, revisions or updates to the listed work products would also follow the same course of action as the original product.

TPAC Product/Deliverable	TPAC	Wake Transit Governing Boards
Staffing Model and Expectations Plan	Endorsement to be used as guidance	Provide as information (discretionary)
Community Funding Area Program Management Plan	Recommendation	Final Action as Adoption
Multi-Year Vision Plan	Recommendation	Final Action of Adoption
Wake Transit Implementation Public Engagement Policy	Recommendation	Final Action of Adoption
Wake Bus Plan	Recommendation*	Final Action*
Fixed Guideway Corridors MIS	Recommendation*	Final Action*
Project Prioritization Policy	Recommendation*	Final Action*
Designation of Project Sponsors	Recommendation*	Final Action* (CAMPO only)
Major Capital Project Concurrence Policy	Recommendation*	Final Action*
TPAC Bylaws	Recommendation**	Final Action**
TPAC Lead Agency Assignments	Recommendation**	Final Action**
Annual Wake Transit Work Plan	Recommendation**	Final Action**

\*The terminal disposition of the interim or final deliverables associated with the Wake Bus Plan and the Fixed Guideway Corridors MIS is dictated by the TPAC's adopted interim deliverables decision plan for each. See **Exhibits A** and **B** for further information.

\*\*Items prescribed in the Governance ILA to be produced and recommended by the TPAC and considered for approval or adoption by the Wake Transit governing boards



## EXHIBIT A

# Wake County Transit Plan

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



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# 1 Decision Making during Plan Development

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

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

## FEEDBACK LOOPS

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

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



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

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

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



Figure 1 Feedback Loops

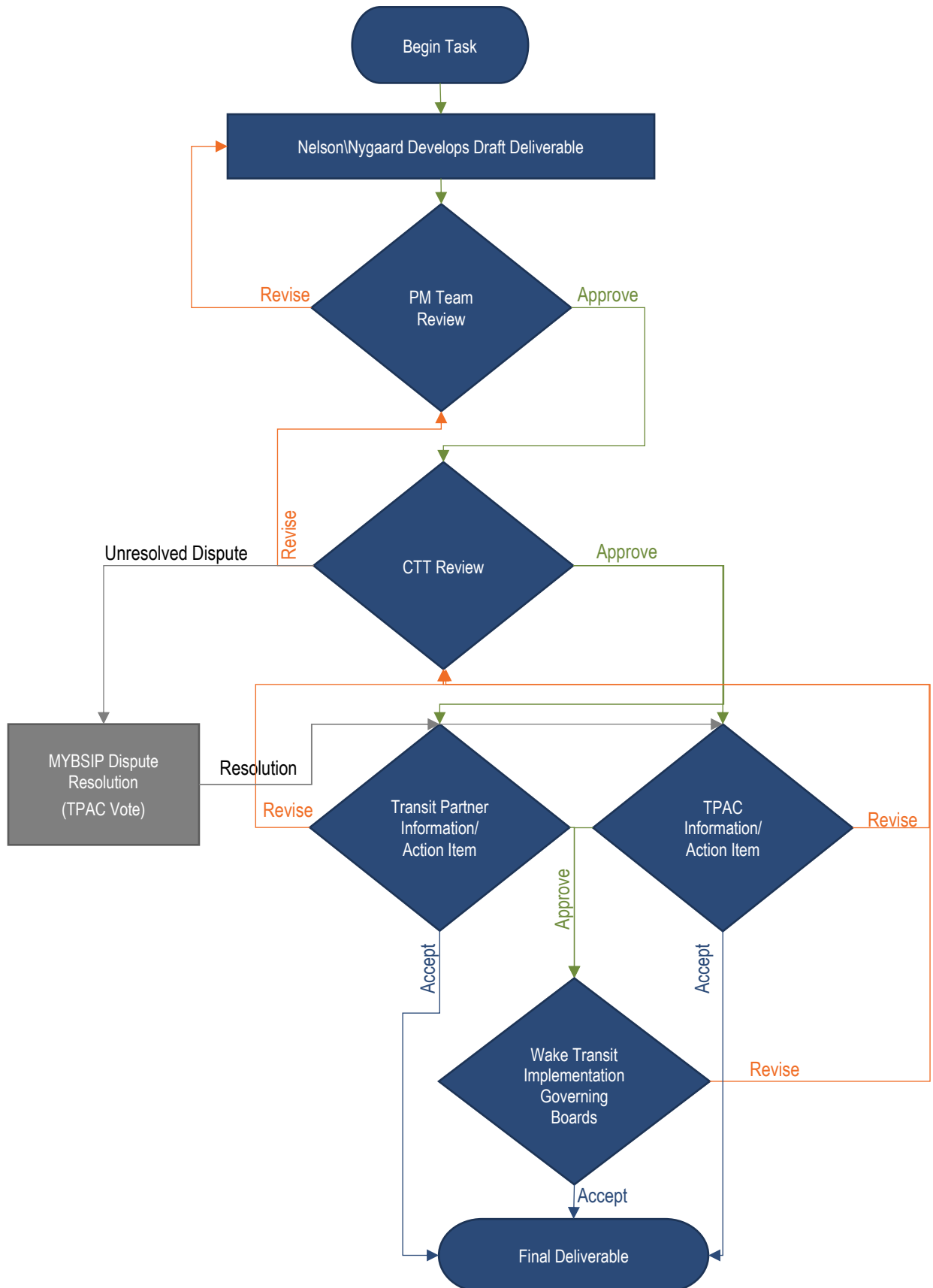




Figure 2 Required Actions Matrix

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



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





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



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

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



## DISPUTE RESOLUTION

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

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

## KEY TERMS

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

**Transit Planning Advisory Committee (TPAC)** – A staff-level advisory committee comprised of agencies and local governments with jurisdiction in Wake County charged with coordinating planning and implementation aspects of the Wake County Transit Plan and serving in a structured advisory role to the CAMPO Executive Board and GoTriangle Board of Trustees<sup>2</sup>.

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

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

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

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

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

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



## INTRODUCTION

The development of the Fixed Guideway Corridors Major Investment Study (MIS) for Wake County (for bus rapid transit and commuter rail) and Durham County (for commuter rail only) requires multiple decisions to be made that are reflected in interim deliverables (as identified in the attached MIS scope) that will be produced throughout the process. These decisions cumulatively inform future decisions that lead to the eventual implementation of the fixed guideway corridors. This policy establishes the process for decision making related to the interim deliverables identified in the MIS scope for both the bus rapid transit (BRT) and commuter rail transit (CRT) tracks of the study.

Utilizing the existing organizational structures in place, including the MIS Project Management Team (PM Team), Core Technical Team (CTT), the MIS Executive Committee, the Wake County Transit Planning Advisory Committee (TPAC), the Durham County Transit Staff Working Group (Durham SWG), the Wake Transit Implementation governing boards (CAMPO Executive Board and GoTriangle Board of Trustees), and the Durham County Transit governing boards (Durham-Chapel Hill-Carrboro MPO and Durham County Board of Commissioners), this interim deliverables decision plan ensures that the appropriate agencies and Transit Partners (transit agencies, municipalities, planning organizations, North Carolina State University, and Research Triangle Park) are involved and are attentive to interim deliverables that reflect decisions made throughout the process of MIS development that may impact their distinct interests. All planning efforts and work completed as part of the MIS are done under the guidance of the TPAC or the Durham SWG (for commuter rail) and their appointed CTT. As such, final decisions regarding Transit Partner review and approval and the need for Wake Transit implementation or Durham Transit governing board approval are overseen by the TPAC and the Durham SWG.

## FEEDBACK LOOPS

The decision process is designed to create opportunities for feedback loops to ensure a collaborative and successful planning process during the development of the MIS. The feedback loops reflected in this policy are depicted for the BRT and CRT tracks in **Figures 1A and 1B**, respectively. At the beginning of development for each interim deliverable, the consultant will work with the PM Team to refine the goals, objectives and anticipated outcomes of each interim deliverable. With feedback from the PM Team, a draft deliverable will be developed for review by the CTT. In this review, the CTT will have the opportunity to provide additional feedback to refine the deliverable. As CTT members represent their respective agencies, CTT members are encouraged to bring interim deliverables to their internal staff and/or governing boards as necessary to ensure agency leadership is informed throughout the process. With the addition of feedback from the CTT, a detailed document will be provided to the PM Team for final review. After final review, the document will simultaneously be provided to the TPAC (for interim deliverables associated with the BRT and CRT tracks), the Durham SWG (for interim deliverables associated with the CRT track), and relevant Transit Partners as an information item as noted in **Figures 2 (for BRT) and 3 (for CRT)** below. **Figures 2 and 3** are matrices of required actions for interim deliverables that relate to each point or review of feedback in the feedback loops depicted in **Figures 1A and 1B** and explained in this paragraph.



There is one interim deliverable identified in each of **Figures 2** and **3** that will require Transit Partner action of approval or endorsement. This is the designation of project sponsors for implementation of each project defined by the MIS for the BRT corridors and the CRT corridor. In the case of these approvals, the Transit Partner(s) that have been identified as the responsible agencies for carrying out the defined projects will need to obtain approval from their governing boards accepting the responsibility of being the project sponsor. It is envisioned that this step will be completed before the item is forwarded for recommendation by the TPAC and the Durham SWG to the CAMPO Executive Board or Durham-Chapel Hill-Carrboro Board (if applicable as noted in **Figure 3**) for their decision.

When appropriate, it is recommended that the interim deliverables be presented as information items prior to presenting the deliverable for approval. This process creates a feedback loop between the project management team, the consulting team, the CTT, Transit Partners, and the TPAC/Durham SWG to ensure deliverables are comprehensively evaluated. It also ensures that deliverables informing the next steps of the process are on target and in line with the overall objectives of the Wake County Transit Plan and the Durham County Transit Plan.

Within each of the BRT and CRT tracks of the MIS, there are six total tasks made up of numerous interim deliverables. The matrices provided in Error! Reference source not found. **and 3** outline the key steps in the oversight process for the interim deliverables associated with each track and define the involved Transit Partners for any required actions. Each noted interim deliverable will be provided to the TPAC and Durham SWG (for CRT) as a briefing to ensure they stay abreast of ongoing work. Additionally, most key deliverables will be taken to the TPAC and Durham SWG (for CRT) as terminal action items or for recommendation to governing boards.



Figure 1A Feedback Loops – Bus Rapid Transit

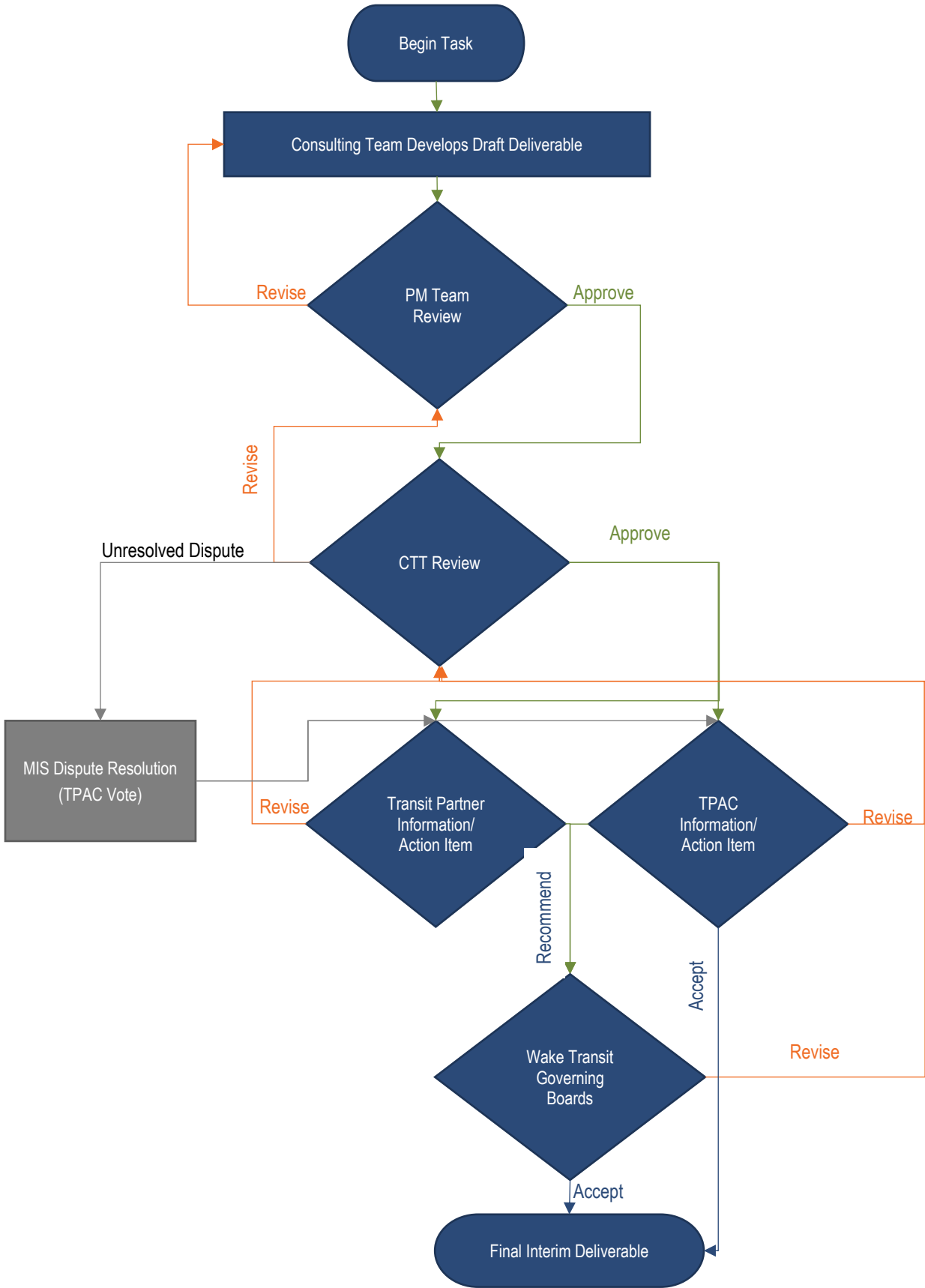
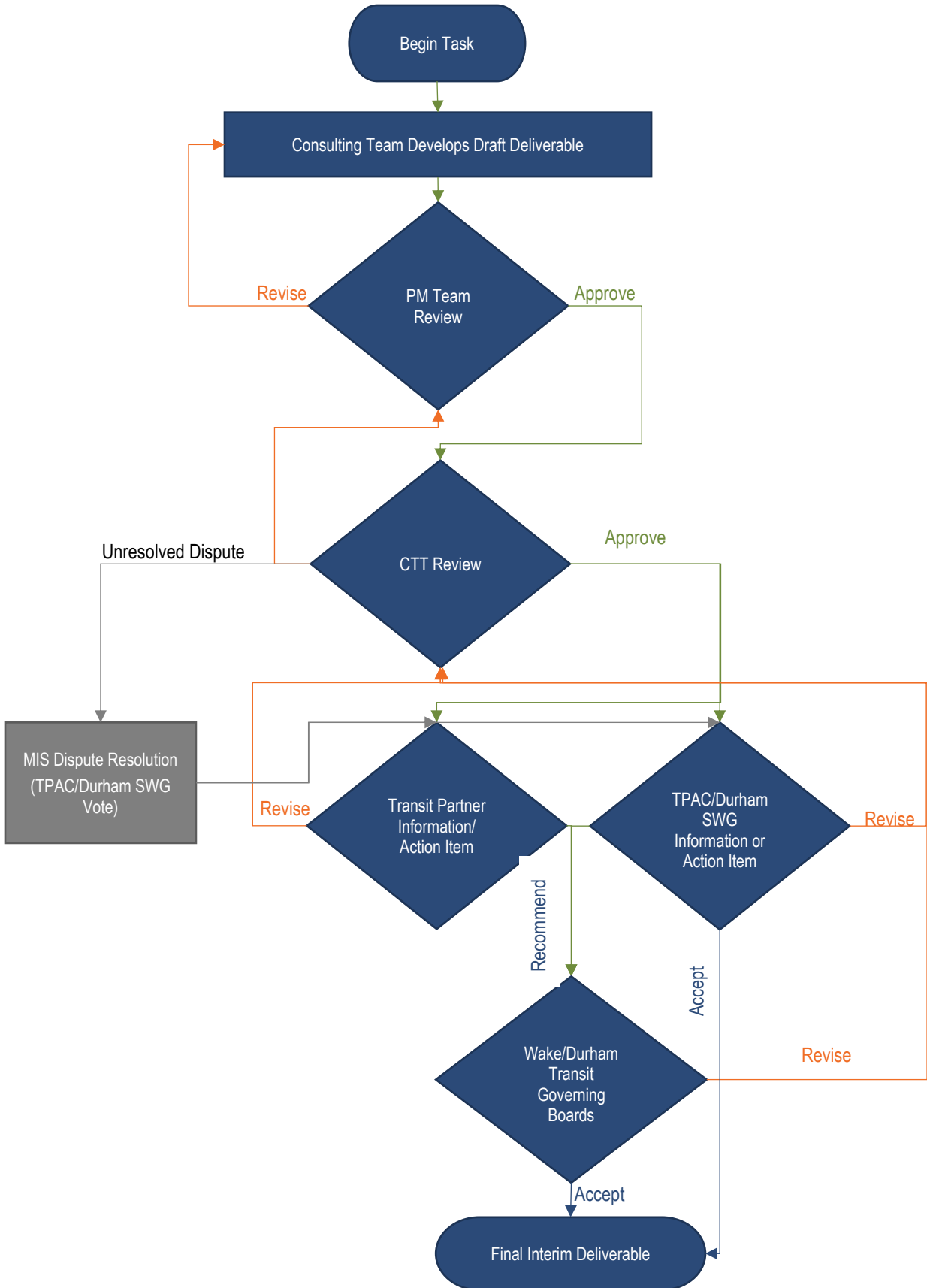




Figure 1B Feedback Loops - Commuter Rail





**Figure 2: MIS Interim Deliverables Required Actions Matrix – BRT Corridors**

Task	Deliverable	Information Shared With TPAC	Transit Partner Information Item	Transit Partner Action Item	TPAC Action Item	Wake Transit Governing Boards Action Item
Task 1	Concurrence Policy and Checklist Document	Required	Discretionary*	No	Recommendation to Wake Transit Implementation Governing Boards	Required
Task 2	Existing Conditions and Constraints Report	Required	Discretionary*	No	Required	No
Task 3.1**	Definition of Corridor Transportation Problems – Problem Statements	Required	Discretionary*	No	Required	No
Task 3.2	BRT Benchmark System Peer Review Memo	Required	Discretionary*	No	No	No
Task 3.3**	System Performance Standards Memo	Required	Discretionary*	No	Recommendation to Wake Transit Implementation Governing Boards	Required





Task	Deliverable	Information Shared With TPAC	Transit Partner Information Item	Transit Partner Action Item	TPAC Action Item	Wake Transit Governing Boards Action Item
Task 3.4**	Evaluation Framework and Prioritization Policy Memo	Required	Discretionary*	No	Recommendation to Wake Transit Implementation Governing Boards	Required
Task 4	Initial BRT Alternatives Report & Ridership & Operating and Maintenance Costs Memo	Required	Discretionary*	No	Required	No
Task 5**	Modified BRT Alternatives & Risk Assessment Report	Required	Discretionary*	No	Recommendation to Wake Transit Implementation Governing Boards	Required
Task 6	Designation of Project Sponsors	Required	Discretionary*	Need action from project sponsor governing board(s)	Recommendation to CAMPO Executive Board only	Required - CAMPO Executive Board only***

\*This assumes the interim deliverable would go to transit partner governing bodies as information. Items may be taken to any governing board as information at the discretion of the subject agency's staff. The only interim deliverable subject to transit partner action of approval or endorsement is Task 6: Designation of Project Sponsors for the applicable partner to agree/accept responsibility of that role.

\*\*Tasks 3.1, 3.3, 3.4, and 5 are identified in the MIS scope as minimally required study-level concurrence points. The study-level concurrence check process will be detailed in the deliverable for Task 1.

\*\*\*This decision will be made in accordance with the adopted Wake Governance Interlocal Agreement



**Figure 3: MIS Interim Deliverables Required Actions Matrix – Commuter Rail**

Task	Deliverable	Information Shared With TPAC/ Durham SWG	Transit Partner Information Item	Transit Partner Action Item	TPAC/Durham SWG Action Item	Wake Transit/Durham County Transit** Governing Boards Action Item
Task 7	Concurrence Policy and Checklist Document	Required	Discretionary*	No	Recommendation to Wake Transit/Durham County Transit Implementation Governing Boards	Required
Task 8	Existing Conditions and Constraints Report; Travel Demand Forecast and Delineation of Travel Markets Report; Etc.	Required	Discretionary*	No	Required	No
Task 9.1***	Definition of Corridor Transportation Problems – Problem Statement	Required	Discretionary*	No	Required	No



Task	Deliverable	Information Shared With TPAC/ Durham SWG	Transit Partner Information Item	Transit Partner Action Item	TPAC/Durham SWG Action Item	Wake Transit/Durham County Transit** Governing Boards Action Item
Task 9.2	CRT Benchmark System Peer Review Memo	Required	Discretionary*	No		No
Task 9.3***	System Performance Standards Memo	Required	Discretionary*	No	Recommendation to Wake Transit/Durham County Transit Implementation Governing Boards	Required
Task 9.4***	Evaluation Framework and Prioritization Policy Memo	Required	Discretionary*	No	Recommendation to Wake Transit/Durham County Transit Implementation Governing Boards	Required
Task 10	Initial CRT Alternatives Report	Required	Discretionary*	No	Required	No
Task 11***	Modified CRT Alternatives and Risk Assessment Report	Required	Discretionary*	No	Recommendation to Wake Transit/Durham County Transit Implementation	Required



Task	Deliverable	Information Shared With TPAC/ Durham SWG	Transit Partner Information Item	Transit Partner Action Item	TPAC/Durham SWG Action Item	Wake Transit/Durham County Transit** Governing Boards Action Item
					Governing Boards	
Task 12	Designation of Project Sponsors	Required	Discretionary*	Need action from project sponsor governing board(s)	Recommendation to MPO boards only	Required - CAMPO Executive Board and DCHC MPO Board only

\*This assumes the interim deliverable would go to transit partner governing bodies as information. Items may be taken to any governing board as information at the discretion of the subject agency’s staff. The only interim deliverable subject to transit partner action of approval or endorsement is Task 12: Designation of Project Sponsors for the applicable partner to agree/accept responsibility of that role.

\*\*The Durham County Transit governing boards consist of the Durham County Board of Commissioners and the Durham-Chapel Hill-Carrboro MPO.

\*\*\*Tasks 9.1, 9.3, 9.4, and 11 are identified in the MIS scope as minimally required study-level concurrence points. Items may be taken to any governing board as information at the discretion of the subject agency’s staff. The only interim deliverable subject to transit partner action of approval or endorsement is Task 12: Designation of Project Sponsors for the applicable partner to agree/accept responsibility of that role.



## DISPUTE RESOLUTION

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

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