

Transit Governance ILA Responsibility (Section 3.03)	Recommended Lead Agency	Notes
<p>a. Wake County Transit Work Plan, including all of its separate elements defined in Section 2.38:</p>	<p>CAMPO to compile and maintain</p>	<p>CAMPO will be the lead agency responsible for pulling together the separate components of annual Wake County Transit Work Plans and for preparing the full package by the TPAC, the GoTriangle Board of Trustees and the CAMPO Executive Board. Processing of consideration for any amendments to annual work plans shall also be the responsibility of CAMPO in accordance with the most recently adopted Wake Transit Work Plan Amendment policy and process.</p> <p>In accordance with the ILA, Section 5.03 - item c, Wake County shall appoint a staff member to serve in an advisory capacity during work plan development. All involved parties shall follow all ILA definitions for work plan development, as well as any and all TPAC approved templates, document structures and definition.</p>
<p><u>Annual Operating Budget Ordinance</u>. This shall be supplied for the Wake Transit major operating fund which will appropriate funds for the operation and administration of transit projects as well as for any other agencies involved in producing products for TPAC review</p>	<p>GoTriangle (as Tax District Administrator) to compile and maintain</p>	<p>Must spell out level of flexibility for moving funds between elements, budgets and/or projects. The ordinance document is adopted as final action by the GoTriangle Board of Trustees. GoTriangle staff is responsible for producing the annual operating budget ordinance, and the TPAC Budget and Finance (for financial elements) and Planning and Prioritization (for project scope elements) Subcommittees shall review and develop a recommendation on the budget and associated ordinance before consideration by the TPAC.</p>
<p><u>Annual Tax District</u> administration budget for the Wake Transit major operating or capital fund</p>	<p>GoTriangle (as Tax District Administrator) to compile and maintain</p>	<p>Including staffing/admin costs as noted in staffing development plan. This item is included within the Annual Operating Budget Ordinance. See notes for annual operating budget ordinance for applicable review requirements</p>

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<p><u>Multi-Year Capital Improvement Plan (CIP)</u> supplied for the Wake Transit major capital fund that clearly identifies specific projects, project sponsors responsible for undertaking those projects, project funding sources, and project expenditures. (NOTE: The Multi-year CIP shall be updated annually to coincide with the annual capital budget always being the first year of appropriation of funding for capital projects identified in the CIP. The Multi-year CIP shall be coordinated with the Metropolitan Transportation Plan, Transportation Improvement Program, and annual program of projects developed and maintained by the Raleigh Urbanized Area designated recipient of federal formula transit grants so as to be consistent with submittal deadlines for the final horizon year of the Metropolitan Transportation Plan.)</p>	<p>CAMPO to compile and maintain</p>	<p>Policy for project prioritization to be led by CAMPO, via established core technical teams for the Multi-Year Bus Service Implementation Plan and the Fixed Guideway Corridors Major Investment Study. The CIP will lay out a program of capital investments for 10 years, with revenues and expenditures tied to the financial model. The CIP should also reflect any local (non-Wake Transit Tax revenues) funding for capital expenditures over a 10-year period. The first five (5) years of the CIP are considered committed with the remaining five (5) years considered developmental, similar to the Statewide Transportation Improvement Program (STIP). The TPAC Planning and Prioritization Subcommittee shall review and develop a recommendation on the CIP before consideration by the TPAC. Fiscal impacts of projects within the CIP should be incorporated into the financial model, which is in the process of being transitioned from Wake County to the Tax District. The model informs the multi-year financial plan and CIP . Per Wake Transit Financial policies, changes to financial policies must be recommended by the TPAC and approved by the governing boards. The Financial Assumptions in the model are reviewed with the Budget & Finance Subcommittee before going to TPAC.</p>
<p><u>Annual Capital Budget Ordinance</u> supplied for the Wake Transit major capital fund that allocates financial resources to specific project sponsors for specific projects, and represents the first year of appropriation of funding for capital projects identified in the Multi-Year CIP</p>	<p>GoTriangle (as Tax District Administrator) to compile and maintain</p>	<p>Must spell out level of flexibility for moving funds between elements, budgets and/or projects. The ordinance document is adopted as final action by the GoTriangle Board of Trustees. GoTriangle staff is responsible for producing the annual capital budget ordinance and the TPAC Budget and Finance (for financial elements) and Planning and Prioritization (for project scope elements) Subcommittees shall review and develop a recommendation on the budget and associated ordinance before consideration by the TPAC.</p>

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<p><u>Multi-year Operating Program</u> -the annual document describing the development of local bus, express bus, Bus Rapid Transit, and commuter rail services to be funded by the Tax District. It will describe service changes planned for the year and preliminary service proposals and financial projection for the subsequent years. A detailed report on the status of each bus and rail route shall also be included, along with performance objectives for the coming year. The document shall also describe administrative, planning, marketing, or other functions that are not directly accounted for in specific infrastructure project delivery or allocated to service delivery, but which are essential to the implementation of the Transit Plan.</p>	<p>CAMPO to compile and maintain</p>	<p>This will outline services being deployed, and should be reported in conjunction with CIP. Policy for project prioritization to be led by CAMPO, via established core technical teams for the Multi-Year Bus Service Implementation Plan and the Fixed Guideway Corridors Major Investment Study. The multi-year operating program will lay out a program of service and other operating expenses for 10 years, with revenues and expenditures tied to the financial model. The multi-year operating program should also reflect any local (non-Wake Transit Tax revenues) funding for service and other operating expenditures over a 10-year period. The first five (5) years of the multi-year operating program are considered committed, with the remaining five (5) years considered developmental, similar to the Statewide Transportation Improvement Program (STIP). The TPAC Planning and Prioritization subcommittee shall review and develop a recommendation on the multi-year operating program before consideration by the TPAC. Fiscal impacts of projects within the Multi-Year Operating Program should be incorporated into the financial model, which is in the process of being transitioned from Wake County to the Tax District. The model informs the multi-year financial plan and CIP . Per Wake Transit Financial policies, changes to financial policies must be recommended by the TPAC and approved by the governing boards. The Financial Assumptions in the model are reviewed with the Budget & Finance Subcommittee before going to TPAC.</p> <p>A more detailed multi year operating program, supplementing the Work Plan Document, can be developed to inform operating agreements.</p>
<p><u>Update of the Wake Transit Financial Plan and financial model assumptions</u> and corresponding update of the planning horizon of Wake Transit Work Plan future projects not included in the current Multi-year CIP. The parties shall use good faith efforts to align planning horizon year with the horizon year of the current CAMPO MTP. The Financial Model shall contain agreed upon financial assumptions of the TPAC for Wake Transit Work Plan revenues involving federal, state and local sources and multi-year capital and operating costs including liquidity targets and debt ratios relevant to rating agency metrics.</p>	<p>GoTriangle (as Tax District Administrator) to compile and maintain</p>	<p>TPAC will review assumptions contained in model, and will approve changes before they are changed within the model. GoTriangle staff is responsible for producing the annual model assumption updates, and the TPAC Budget and Finance Subcommittee shall review and develop a recommendation on the assumption updates and associated before consideration by the TPAC.</p>

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<p><u>Capital Funding Agreements or Master Agreements</u> - an agreement between an agency and other agencies to provide an Implementation Element or a project plan if the implementation element is to be provided by the Agency. The agreement or project plan shall state the details of the capital improvements to be provided and detail expectations on funding, responsibilities, schedule and performance and shall adhere to minimum standards outlined in Section 7.01 of [the Governance ILA]. Master agreements mean an Operating or Capital Funding agreement that directs a discrete logical grouping of projects, operations or studies.</p>	<p>GoTriangle (as tax district administrator)</p>	<p>The tax district will continue to evolve agreement templates and language. While agreement content will be initiated by GoTriangle, all signatories to each agreement will be involved in scope and terms development. For projects of regional significance or those that involve federal or state funding that is otherwise under CAMPO’s distribution and program management responsibility, CAMPO will be party to agreement as well (per ILA). The TPAC will approve agreement templates and will assign Wake Transit Plan implementation elements or specific projects to specific agencies. GoTriangle will work with specific agencies/project sponsors to develop agreement scope & terms. As part of annual work plans, the GoTriangle & CAMPO Boards are approving the content of the items covered by agreements. Any dispute between GoTriangle (as tax district administrator) and a project sponsor on the scope, language and terms of agreements in advance of execution shall be referred to the TPAC for a final action on agreement scope, terms and language.</p>
<p><u>Operating Agreements or Master Agreements</u>- an agreement between an agency tasked to provide an Implementation Element, the Tax District and other agencies as needed, or an operating plan if the Implementation Element is to be provided by the Agency. The agreement shall state the details of the service to be provided and detail expectations on funding, responsibilities, schedule and performance. The agreement shall adhere to minimum standards outlined in Section 8.02 of [the Transit Governance ILA]. Master agreements mean an Operating or Capital Funding agreement that directs a discrete logical grouping of projects, operations or studies.</p>	<p>GoTriangle (as tax district administrator)</p>	<p>The tax district will continue to evolve agreement templates and language. While agreement content will be initiated by GoTriangle, all signatories to each agreement will be involved in scope and terms development. For projects of regional significance or those that involve federal or state funding that is otherwise under CAMPO’s distribution and program management responsibility, CAMPO will be party to agreement as well (per ILA). The TPAC will approve agreement templates and will assign Wake Transit Plan implementation elements or specific projects to specific agencies. GoTriangle will work with specific agencies/project sponsors to develop agreement scope & terms. As part of annual work plans, the GoTriangle & CAMPO Boards are approving the content of the items covered by agreements. Any dispute between GoTriangle (as tax district administrator) and project sponsor on the scope, language and terms of agreements in advance of execution shall be referred to the TPAC for a final action on agreement scope, terms and language.</p>

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<p>b. Detailed elements of a Multi-Year Service Implementation Plan</p>	<p>GoTriangle and CAMPO to lead development and any updates thereto, via individual transit agencies</p>	<p>CAMPO is responsible for leading the development and ongoing administration of the project prioritization policy, project-level decision-making structures (concurrency check process) and locally coordinated human services transportation plan elements of the Multi-Year Bus Service Implementation Plan.</p> <p>GoTriangle is responsible for leading the development of all other elements of the plan.</p> <p>The development of the plan and any updates thereto is to be coordinated with a core technical team assigned by the TPAC.</p> <p>It is expected that the plan will be updated every four (4) years to account for expanding and ever-changing based on internal and exogenous factors that are endemic to the efficacy of transit services in Wake County and to extend the horizon year of the plan.</p>
<p>c. Staffing model and staffing expectations plan, including requested consideration of any costs associated with additional staff required to administer the Wake County Work Plan;</p>	<p>CAMPO to lead development and any updates thereto</p>	<p>City of Raleigh and Town of Cary have additional staffing needs as well. The development of the staffing plan and any updates thereto is to be coordinated with a core technical team assigned by the TPAC.</p>
<p>d. Program management policy and plan for the community funding areas identified in Wake County Transit Plan</p>	<p>CAMPO to lead development and any updates thereto</p>	<p>The development of a community funding area program management plan and any updates thereto is to be coordinated with a core technical team assigned by the TPAC.</p>
<p>e. Templates containing minimum standards for project and financial reports for the major funds of the separate component unit(s) and others to follow (first version by October 1, 2016);</p>	<p>GoTriangle</p>	<p>GoTriangle staff shall develop these templates and coordinate review with the Budget and Finance (for financial reporting) and Planning and Prioritization (for project progress reporting) Subcommittees before they are put to use. Per the ILA, the GoTriangle Annual Financial Statement is reviewed prior to issuance. Templates should accommodate reporting of federal, state, Wake Transit Tax new funds, and existing local funds.</p>
<p>f. Project prioritization policy that guides the development of the CIP and longer term operating program and annual budgets</p>	<p>CAMPO</p>	<p>Policy will be developed with consultant assistance as part of the Multi-Year Bus Service Implementation Plan, with a target for FY 2019 (and each subsequent year thereafter) use in Multi Year Operating Program and CIP development. CAMPO will be responsible for ongoing administration of the project prioritization policy's application to work plan development, should that be a feature of the policy or the TPAC's direction for use of the policy.</p>

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g. Designation of project sponsors (agencies responsible for each respective capital and operating project), including agencies responsible for each Implementation Element	CAMPO via individual transit agencies	This is a component of the both the Multi-Year Bus Service Implementation Plan and Fixed Guideway Corridors Major Investment Study. The planning process for these should identify lead agencies for projects to move forward.
h. Multiyear vision plan	CAMPO	The Metropolitan Transportation Plan update is done by CAMPO every 4 years, which should be used to guide-updates and an extension of the horizon year for the Wake County Transit Plan. This will include placeholder for things beyond current 10 year plan.
i. An articulated strategy for each Implementation Element or agreement, which shall include scope, geography, purpose and goals, processes for allowing amendments, and processes for addressing Significant Concerns. Very detailed strategies shall be developed for capital/infrastructure projects exceeding \$1,000,000	CAMPO	This is the project-level decision making structures (concurrence check process). This strategy will be developed as a master policy to be deployed by each project sponsor for implementation of each applicable project, with CAMPO functioning as an ongoing centralized administrator of the process in accordance with the direction of the established policy developed as part of the Multi-Year Bus Service Implementation Plan and the Fixed Guideway Corridors Major Investment Study. It will become an element of the Capital or Project Funding Agreements. The tax district funds will provide a certain dollar amount for a service or capital project through an agreement and this will outline standards to be met for those services or capital projects to be funded via tax district administered revenues.
j. An articulated strategy for incorporating or accounting for public outreach, involvement, and communication with the deliverables set forth in a, b, d, f, g, and h	CAMPO and GoTriangle	CAMPO is responsible for developing a Public Engagement Policy (through its defined CTT) to define the strategies and expectations for all aspects of public outreach, involvement and communication related to Wake Transit Implementation. GoTriangle will be responsible for leading the development of a public engagement plan for the Multi-Year Bus Implementation Plan and the Fixed Guideway Corridors Major Investment Study and managing the execution of the plan. GoTriangle will also be responsible for the execution of the public engagement policy for annual work plans.
Others in Bylaws/Purpose of TPAC:		

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<i>Receiving, reviewing and providing feedback on a quarterly and annual financial and project status reports relating to the Wake County Transit Work Plan</i>	CAMPO	Reporting expectations should be included in project agreements. GoTriangle would prepare financial reports & send to CAMPO for inclusion in TPAC agenda. The Planning and Prioritization Subcommittee is doing project status report template. The Budget and Finance Subcommittee will develop financial report templates, to include non-tax (purely local) funds to give full picture of Transit Plan implementation efforts. Specific performance metrics to be reported will be developed by the Multi-Year Bus Service Implementation Plan for bus projects. Additional performance metrics may be developed and recommended for inclusion in agreements by the Planning and Prioritization Subcommittee. GoTriangle will collect financial and project status reports for new and existing money and report out to TPAC.
<i>Identification of one or more parties to the ILA to serve as lead agencies for responsibilities in 3.03</i>	Process Subcommittee	
<i>Identification of and request to partner agency of staff resources to meet administrative needs of TPAC</i>	CAMPO	This includes providing staff resources for coordination of the TPAC's decision making processes and the TPAC's appointed sub-committees, working groups and steering committees. Items, documents, etc. related to Wake Transit Plan implementation policy development under the jurisdiction of the TPAC that are not otherwise covered by lead agency assignments should be produced and maintained by CAMPO.
Others - New		
Oversee and Implement Community Funding Area Program	CAMPO	CAMPO is currently managing the development of the Community Funding Area Program Management Plan. Once the CFA PMP is complete, the program will be able to be implemented. An oversight agency is required to administer the program - including receiving project requests, facilitating a selection process, and prioritizing and programming projects. This work will need to be coordinated with the development of the annual Wake Transit Work Plan, and possibly with the TIP depending on the project or service.

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Oversee and implement Project-Level Concurrence Check Process	CAMPO	The development of this process is listed as item i, above. This process is being developed through a consultant contract as part of the Multi-Year Bus Service Implementation Plan and Fixed Guideway Corridors Major Investment Study. As Wake Transit projects move into project development, this concurrence process will be enacted. Should the process policy identify the need for a centralized role and a single agency to be appointed to serve as the convener of the multiple agencies anticipated to be involved in the process, and to ensure that all projects step through the concurrence process policy in a consistent fashion, CAMPO will serve as the designated agency to administer the process.
Technical Assistance for Community Funding Areas	proposed: TBD - Wait for final CFA PMP	The Community Funding Area Program Management Plan is currently under development. It is anticipated that Community Funding Areas (CFA) will require some level of technical assistance to perform short-range transit planning, route-specific planning, and similar activities in order to successfully implement new transit service in those areas. As the CFA Program Management Plan is still under development, we should hold off on making a recommendation for this item just yet. If, as is currently being discussed, the existing transit providers are contemplated to provide the CFA services, those transit providers would be the likely source for this planning work since the new services would need to be integrated into existing services and operations. If, however, it is determined that the CFA localities will be able to use CFA Program funds to hire consultants for these services, that model will look different. Suggest holding off on recommendation until Program Management Plan provides further direction.
Public Engagement/Involvement	GoTriangle	With the finalization of the Public Engagement Policy, and associated Multi-Year Bus Service Implementation Plan and Fixed Guideway Major Investment Study public engagement plans, GoTriangle shall serve as the lead and primary agency to implement outreach activities around these major initiatives, as well as annual work plans. GoTriangle shall coordinate with project sponsors and Wake Transit Partners for assistance and coordination in any and all outreach activities