

GoTriangle
Planning & Legislative Committee
Wed, February 28, 2018 2:30 pm-3:45 pm

I. Call to Order and Adoption of Agenda

ACTION REQUESTED: Adopt agenda.

(1 minute Will Allen III)

II. Approval of Minutes - January 24, 2018

ACTION REQUESTED: Approve minutes.

(1 minute Michelle Dawson)

III. Project Management Policy Statement

ACTION REQUESTED: Recommend Board adoption of a Project Management Policy Statement.

(5 minutes Richard Major)

PM Policy Statement

IV. Appointments to the Transit Citizen Advisory Committee

ACTION REQUESTED: Recommend that the Board appoint the recommended applicants to the GoTriangle Transit Citizen Advisory Committee.

(15 minutes Shelley Blake)

V. Update on Wake MIS

(10 minutes Darcy Downs)

VI. Overview of Pedestrian and Bicycle Studies Underway (D-O LRT Project)

(10 minutes Anne Conlon)

VII. Adjournment

(Will Allen III)

**GoTriangle Board of Trustees
Planning & Legislative Committee Meeting Minutes
January 24, 2018**

Board Room, The Plaza, 4600 Emperor Blvd., Suite 100
Durham, NC

Committee Members Present:

Will Allen III, Committee Chair
Barry Jacobs
Wendy Jacobs

Vivian Jones
Jennifer Robinson

Committee Members Absent:

Nina Szlosberg-Landis (excused)

Committee Chair Will Allen III called the meeting to order at 2:42 p.m.

I. Adoption of Agenda

Action: On motion by Robinson and second by Jones the agenda was adopted. The motion was carried unanimously.

II. Approval of Minutes

Action: On motion by Robinson second by W. Jacobs the minutes of the September 27, 2017, meeting were approved. The motion was carried unanimously.

III. Wake Transit Bus Plan Project Prioritization Framework Policy

Jennifer Green stated that this prioritization policy was developed as part of the bus planning effort and will guide the implementation of projects identified in the Wake County Transit Plan over the next eight years. She added that it was developed under the guidance of the Core Technical Team with assistance from consultants and has been recommend for approval by the TPAC.

She introduced, Adam Howell, TPAC Administrator for CAMPO. CAMPO is designated the lead agency for this subtask of the bus plan. Howell's presentation is attached and hereby made a part of these minutes.

Action: On motion by Robinson and second by B. Jacobs the Committee voted to recommend Board approval of the Project Prioritization for the Wake Transit Bus Plan. The motion was carried unanimously.

V. Update on Joint Development Program

Geoff Green's presentation is attached and hereby made a part of these minutes.

VII. April Meeting Date

Action: On motion by Robinson and second by W. Jacobs the Committee approved the rescheduling of the April Committee meeting to April 17, following the Board meeting.

IV. Update on Wake MIS

Darcy Downs' presentation is attached and hereby made a part of these minutes. She referenced the BRT Infrastructure, Design and Service Standards Summary Tables from the agenda, which also are attached and hereby made a part of these minutes.

VI. NCSU/GoTriangle Research Project

Jeff Mann reported that NCSU's civil engineering school has led the way in research of the impacts of gentrification along transit lines on transit usage and maintaining affordability. He said that research has not extended to regional systems like GoTriangle, so he has been in discussion with them about that possibility. He stated he would provide additional information at the next meeting.

VIII. Adjournment

Action: Chair Allen adjourned the meeting at 3:24 p.m.

Will Allen III, Committee Chair

Attest:

Michelle C. Dawson, CMC
Clerk to the Board of Trustees

MEMORANDUM

TO: GoTriangle Planning & Legislative Committee
FROM: Capital Development
DATE: February 19, 2018
SUBJECT: **Organization-wide Project Management Policy Statement**

Strategic Objective or Initiative Supported

Adopt an organization-wide project management methodology to ensure clarity about the scope of each project and the role of each principal.

Action Requested

Staff requests that the Committee recommend that the Board approve and adopt a policy statement concerning project management methodology, thereby formalizing a systematic approach to project management that is consistent with practices, standards and procedures established by the Project Management Institute, and identified through related state and federal guidelines, and project management experts.

Background and Purpose

GoTriangle's mission is to improve the region's quality of life by connecting people and places with safe, reliable, and easy-to-use travel choices. The process for accomplishing GoTriangle's mission requires initiation and completion of a portfolio of diverse projects that are undertaken throughout all GoTriangle departments. With the expanded use of project management principles, project teams and project management tools and software, GoTriangle recognizes the importance of transitioning to the use of a more organized and systematic approach to project management throughout the organization.

GoTriangle also recognizes the many cultural, business cost savings and related benefits that can be achieved by becoming a more project-friendly enterprise. This objective will be achieved by developing and implementing an expanded library of promising project management practices, establishing standardized project management procedures and processes, and development of a larger pool of knowledgeable project management practitioners and certified project managers. To demonstrate the focus and intent that are necessary to accomplish these objectives, GoTriangle prioritized adoption of an "Organization-wide project management methodology" in its 2017 – 2021 Strategic Plan.

The Board's Policy Statement is an integral part of accomplishing GoTriangle's strategic objective leading to project management maturity and sophistication for the agency.

Financial Impact

Not applicable

Attachments

- Project Management Policy Statement included, pages 2, 3 and 4

Staff Contact

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GoTriangle Project Management Policy Statement

I. Purpose for development and implementation of GoTriangle's Project Management Policy

GoTriangle, under the direction of the General Manager, is committed to development and implementation of an organization-wide project management methodology which will ensure the following objectives are met:

- Projects are effectively managed within the limitations of Scope, Time, Cost Quality, Human Resources, Procurement and Risk
- Appropriate governance and control is established
- Project Management Plans are developed for all knowledge areas, including Communication and Stakeholder plans, and executed throughout a project's life
- Appropriate authorization and acceptance is established project life cycles
- Earned Value project management techniques and reporting are implemented
- Post implementation project lessons-learned reviews are conducted and actively used to improve the conduct of project delivery
- Program and Portfolio management standards are implemented
- Implement a structured approach for development of cohesive, collaborative project teams
- Eliminate the silo approach to project management by integration of teams and plans

In order to achieve these objectives the elements of this Project Management Policy must be included in the initiation, planning, and execution of all major projects.

Plans for development and implementation of an organization-wide project management methodology are identified as a specific initiative in the 2017 – 2021 Strategic Plan. The policy associated with this strategic initiative has four defined purposes:

1. **Provides a Project Management Platform:** Provide an agency-wide platform for managing the integration, scope, time, cost, quality, human resources, communications, risk, procurement, and stakeholders associated with agency projects. In so doing, the probability is increased that optimal solutions will be selected and that they will be implemented at the "right" time and at the "right" cost. The project management framework model is to be flexible and adaptable to the nature of each operating unit within the agency and to the work being done.

The project management system will be applicable to all non-major capital projects. Projects will be defined and managed in accordance with standards and promising practices furnished through the Project Management Institute (PMI); expert supplemented by federal, state or regional standards; and project management tools, techniques and procedures will be appropriately tailored to GoTriangle's specific and unique functional requirements.

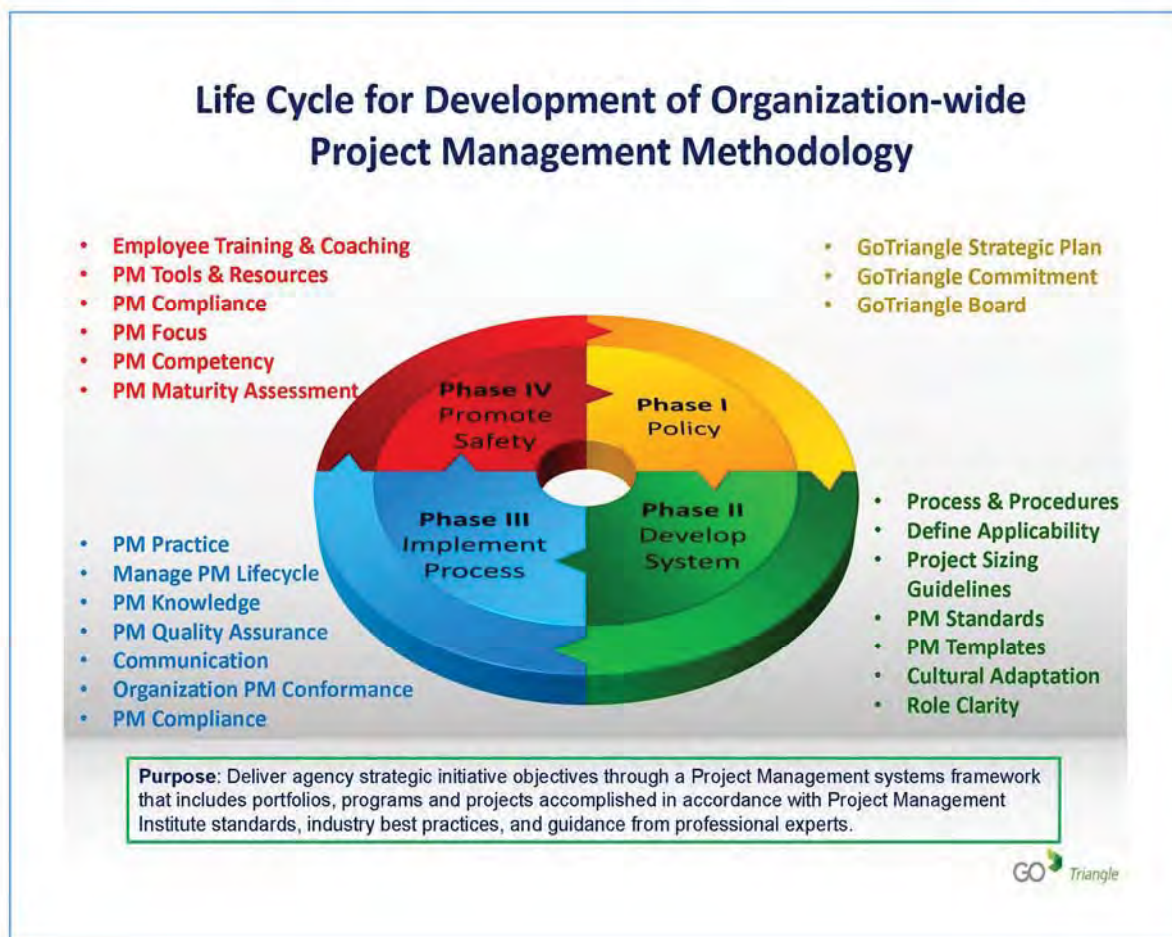


2. **Establishes Accountability:** Establish clear lines of accountability/responsibility for project management decisions and the achievement of project objectives and deliverables. Clear lines of accountability and responsibility are required to facilitate optimal decision making, minimize misunderstandings and delays, and understand the causes of problems as they may arise.
3. **Provides Project Management Knowledge:** Educate and train staff regarding project management principles, concepts, processes, procedures and tools that provide the foundation for development of an agency project management system framework. This process will ensure that project managers and less experienced practitioners possess the necessary professional credentials, experience and/or an appropriate level of project management training required to successfully lead teams and confidently deliver projects according to the level of complexity.
4. **Ensures Organization-wide Project Management Sophistication:** Increase project management sophistication: the state of enterprise practices in which success of projects is predictable; and specific measures of both project management success and project success are continuously monitored and improved. This will be achieved by utilizing the principles, findings and recommendations obtained through a developmental process that includes guidance in the form of standards furnished by the Project Management Institute; input from experienced project management professionals; and professional services, including research and promising practices furnished by Dr. Vittal Anantatmula, an internationally recognized author, professor and Project Management expert whose research and publications provide enlightenment and guidance for integrating knowledge management and project management.

II. Life Cycle Process for Development of Organization-wide Project Management

Methodology

The lifecycle for development and implementation of GoTriangle's project management methodology, as indicated in the diagram below, will be accomplished in four phases. The life cycle process will become the foundation for a project management system and methodology that is agile, flexible and continuously adapting to necessary improvements and promising practices.



III. Next Steps

We will begin with assessment of the status of program and project management practices within the agency. This will facilitate a better understanding of the level of professional acculturation and development required to achieve agency-wide Project Management sophistication. Accordingly, this analysis will involve surveys and interviews conducted with staff, management and executives to:

- Assess technical specialty areas
- Identify organizational-specific processes and procedures
- Evaluate the enterprise project management knowledge of the staff who currently discharge project management duties
- Confirm the necessary project management tutoring, mentoring and training



Analysis of the results from this assessment will facilitate identification of the distinctive tools, techniques, processes, procedures, and training that is required for the agency to achieve project management friendliness and maturity. Evidence of this project management maturity and friendliness will be demonstrated by:

- Development of an expanded library of promising practices
- Establishment of a standards-based formal project management system, processes, procedures, tools and techniques
- Development of a pool of more competent, qualified and confident personnel who are equipped to successfully assume the role of productive project management practitioners, team members and managers
- Use of a methodology to keep career ladders, education requirements, and related knowledge-based functions updated so that the latest competencies are fostered
- Development and use of portfolio and program management promising practices, standards, procedures and processes as furnished by the Project Management Institute, as well as related federal and state requirements.

Reference Documents:

1. *Project Management Body of Knowledge*. Project Management Institute, Fifth Edition
2. *Attributes of Project Friendly Enterprises*. Anantatmula, Vittal; Rad, Parviz. 2016
3. *Project Teams: A Structured Development Approach*. Anantatmula, Vittal. 2016
4. *Project Planning Techniques*. Anantatmula, Vittal; Rad, Parviz. 2005

MEMORANDUM

TO: GoTriangle Planning & Legislative Committee
FROM: Shelley Blake, General Counsel
DATE: February 17, 2018
SUBJECT: Appointments to the Transit Citizen Advisory Committee

Strategic Objective or Initiative Supported

This item supports the strategic initiative, "Establish a Citizens' Advisory Committee."

Action Requested

Recommend that the Board appoint the recommended applicants to the GoTriangle Transit Citizen Advisory Committee.

Background and Purpose

The GoTriangle Board approved the creation of a Transit Citizen Advisory Committee. The purpose of the committee is to advise the GoTriangle Board of Trustees on current and emerging issues associated with planning and providing a high quality transit network that services the needs of our entire community. The next step in establishing this Committee is to appoint applicants to the Committee.

Financial Impact

A staff member will help coordinate meetings and communications. (Unsure of any additional expenses at this time)

Attachments

- None

Staff Contact(s)

- Shelley Blake, 919.485.7561, sblake@gotriangle.org



MEMORANDUM

TO: GoTriangle Planning and Legislative Committee
FROM: Darcy Downs, Capital Development
DATE: February 28th 2018
SUBJECT: Major Investment Study (MIS) Update

Strategic Objective or Initiative Supported

This item supports Strategic Initiative: Implement the Wake Transit Plan with TPAC.

Action Requested

None.

Background and Purpose

The purpose of this item is to update the Committee on the current activities in the Major Investment Study. Nelson/Nygaard with VHB were hired as consultants/subconsultants to assist in the study. The MIS Core Technical Team (CTT) is comprised of Stakeholders from Wake County, Wake Municipalities, NCSU, RTP, Durham City/County and the NCRR among others. The CTT meets biweekly, most recently on February 9th and 23rd.

At the most recent MIS CTT meeting, the CTT approved the BRT Peer Review document. The Peer Review information was presented to this committee on January 24th. Additionally, the CTT approved the BRT Study areas which was also presented to this committee on the aforementioned date. Next steps for the MIS include approval of the BRT Performance and Design Standards, BRT Evaluation Framework, BRT Existing Conditions and BRT Transportation Problem Definition. CRT related activities are being conducted as well and the CTT at its February 9th meeting held a discussion of the draft list of CRT peer agencies and received information on the CRT Market Analysis and high-level assumptions for travel time in the corridor.

Financial Impact

None at this time

Attachments

- None

Staff Contact(s)

- Darcy B. Downs, 919-485-7425, ddowns@gotriangle.org
- Patrick McDonough, 919-485-7455, pmcdonough@gotriangle.org



Connecting all points of the Triangle

MEMORANDUM

TO: GoTriangle Planning & Legislative Committee
FROM: Capital Development, D-O LRT Project Team
DATE: February 16, 2018
SUBJECT: Overview of Pedestrian and Bicycle Studies Underway (D-O LRT Project)

Strategic Objective or Initiative Supported

This item supports Strategic Objective 1.1, "Increase the number of customers served with sustainable transportation services."

Action Requested

Staff is not requesting an action from the Board at this time.

Background and Purpose

At the November DCHC-MPO Policy Board meeting, a member of the Board requested that staff provide an overview of the pedestrian and bicycle studies that are taking place as part of the design of the D-O LRT project. GoTriangle has been studying pedestrian and bicycle facilities at select locations along the D-O LRT project corridor and around stations as part of the Phase 2 and Phase 3 engineering work. The facilities under study have come out of ongoing coordination with third party stakeholders.

The pedestrian and bicycle studies are continuing as part of overall engineering design advancement. Staff will describe a few examples of these ongoing studies and share how these projects can provide residents with multi-modal accessibility to the D-O LRT project.

Financial Impact

None. This item is for information purposes only.

Attachments

None

Staff Contact

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