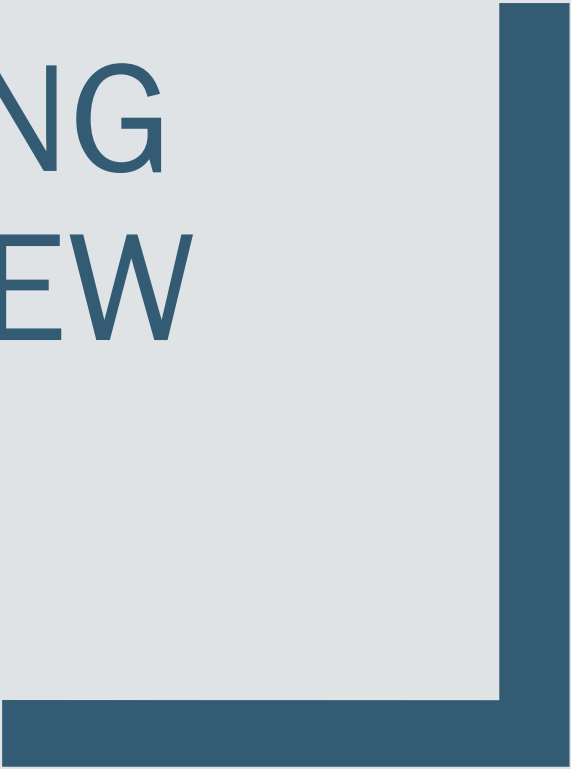




ROOT STAFFING PLAN OVERVIEW

June 8, 2020
ORCA Joint Board



Perspective

- Near-term is in better focus
- Staffing structure will need to adapt
 - *Regional and INIT service-levels may impact functions and size of team*
 - *Needs may change depending on design decisions*
 - *ROOT Team Leaders' direction may influence staff*
 - *Transition timing may shift staff timing*
 - *Coronavirus will have impacts yet to be determined*
 - *INIT support will change after Final System Acceptance, Warranty*
 - *ROOT Organization will mature over time with lessons learned*
- Staffing Plan and Operating Budget approval does not finalize staffing

Legacy / next generation ORCA Contrast

	Legacy ORCA	next gen ORCA
Ownership Model	Vendor-Operated	Agency-Operated
Fare System Vendor	ERG/Vix	INIT
Other System Contracts	Vending Machines	Retail Network, Fare Media, Data Storage and Reporting, Various Software Licenses
Architecture	Proprietary	Open
Validators at Launch	2,750	4,000
Staffing/Consulting Costs*	Lower	Higher
System O&M Costs*	Higher	Lower
Retail Commissions*	Lower	Higher
Fare Media Costs*	Higher	Lower

Footnote: * Cost estimates based on 2024 dollar equivalents

Research

- ORCA
 - *Legacy Lessons Learned*
 - *ORCA Agency Needs*
- Peer Agencies
 - *TriMet/Hop, Portland*
 - *Metrolinx/PRESTO, Toronto*
 - *MTC/Clipper, San Francisco*
 - *LA Metro/TAP, Los Angeles*
- INIT Tool Assessment
- Consultant Workshops

Research – Peer Agency Analysis

Region	Active System				New System		
	System Name	Vendor	Ownership Spectrum	Adoption Rate	Ridership /Yr (M)	Type of Implementation	Open Arch.
Puget Sound	ORCA	Vix	Agency-operated*	68%	134	Replacement w/ new vendor	Yes
Portland	Hop FastPass	INIT	Agency-operated ✨	55%	54	Greenfield development	Yes ✨
San Francisco	Clipper	Cubic	Vendor-operated	55%	✨ 254	Replacement w/ same vendor	No
Los Angeles	TAP	Cubic	Vendor-operated	64%†	✨ 184	Updating existing system	No
Toronto	PRESTO	Accenture	Agency-operated ✨	70%†	700	TBD	TBD

Footnotes: * Model for next generation system †: Rate does not include data from all participating agencies

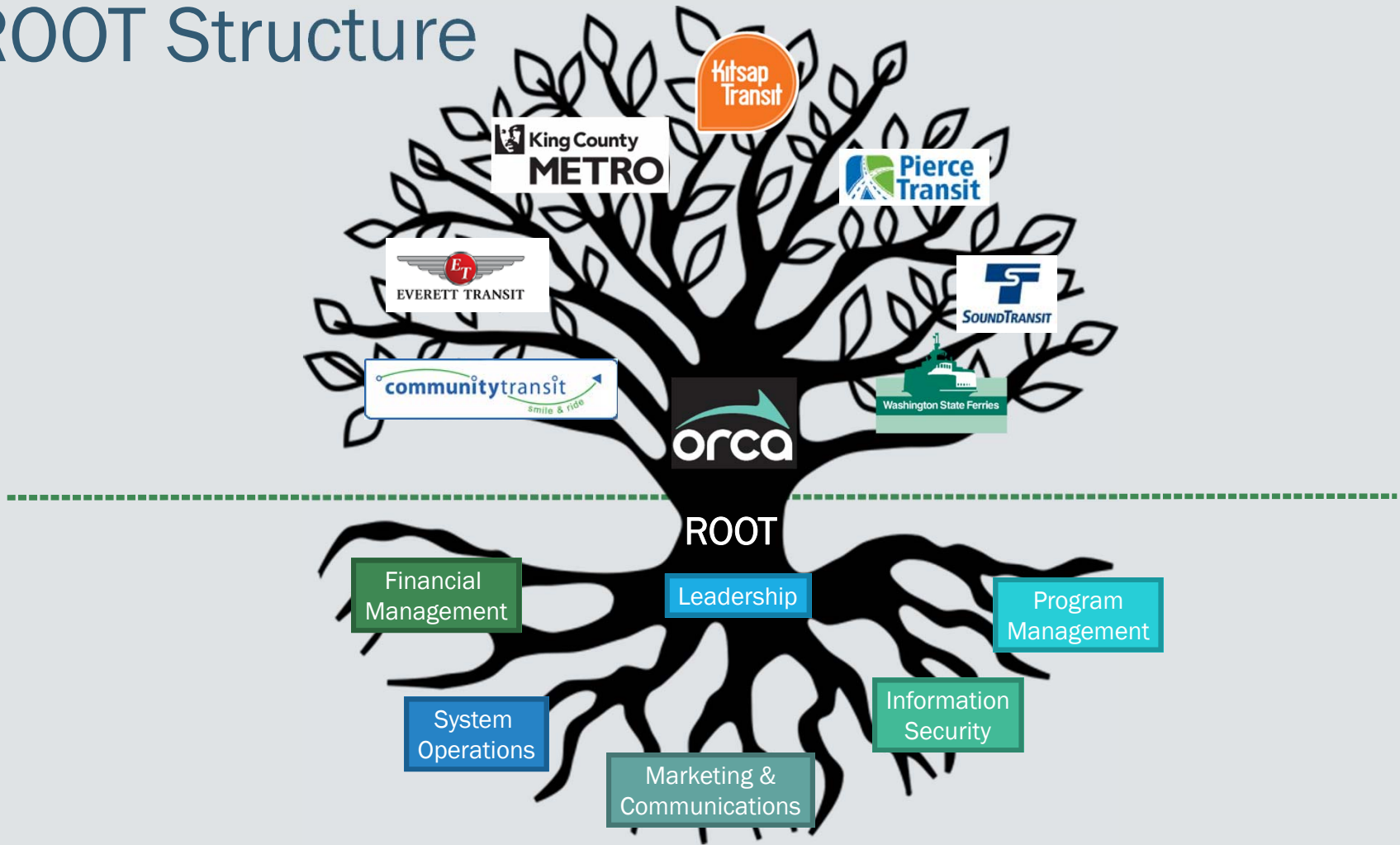
ORCA Structure



ORCA Agency Stakeholder Functions

- ORCA Joint Board
 - *Operations Oversight*
 - *Capital and Operating Budgets*
 - *Approve or Amend:*
 - Business Rules
 - Policies
 - Service Level Agreements
 - *ROOT Dir. Performance Mgmt*
- ORCA Steering Committee
 - *Capital Project Steering*
- ORCA Advisory Committees
 - *Subject Matter Experts*
- ORCA Business Managers
 - *Key Point of Agency Contact*
 - *Liaison to Joint Board*
 - *Org. Change Mgmt. Leader*
 - *Training Coordination*
 - *Issue Reporting to Service Desk*
 - *Configuration Mgmt Coordination*
 - *IT Change Mgmt Requests*
 - *Release Management*
 - *Ensure Network, Equipment, Software, and Security Compliance*
 - *Agency Payment Review*

ROOT Structure



Regional ORCA Operations Team

Leadership Core

■ Key Functions:

- *next gen ORCA Strategy and Planning*
- *Ownership of System Performance*
- *Organizational Change Management*
- *Joint Board Reporting and Facilitation*
- *Service Level Agreement Management*
- *Contract Management and Administration*
- *Vendor and License Management*

■ Staff: 2 FTEs

- *Director, Regional Fare Systems*
- *Business Manager*

Financial Management Branch

Payment Focus

■ Key Functions:

- *Internal Financial Controls*
- *Accounting Configuration Management*
- *Financial Reporting*
- *Daily Settlement Process*
- *Accounts Receivable/Payable*
- *Fraud Monitoring/Management*
- *Budget Planning and Management*

■ Staff: 4 FTEs

- *Deputy Director, Financial Management*
- *Financial Analyst*
- *Accountant*
- *Accounting Clerk*

System Operations Branch

Convenience Focus

■ Key Functions:

- *Service Desk for Incident Mgmt*
- *Problem Management*
- *Change Management*
- *Release Management*
- *Configuration Management*
- *System Monitoring and Availability*
- *Data Management*

■ Staff: 5 FTEs

- *Deputy Director,
System Operations*
- *Business Analyst*
- *Database Administrator*
- *System Administrator*
- *System Administrator*

Marketing and Communications Branch

Customer Focus

■ Key Functions:

- *Marketing Strategy and Plan*
- *Coordination w/ Regional Marketing Committee and Regional PIOs*
- *Managing Campaigns and Promotions*
- *Manage Task Order Contracts for Marketing Support*
- *Communication Strategy and Plan*
- *Content Development and Management*

■ Staff: 2 FTEs

- *Marketing and Communications Manager*
- *Digital Marketing Specialist*

Information Security Branch

Security Focus

■ Key Functions:

- *Develop ORCA InfoSec Plans*
- *Assess Points of Exposure*
- *Manage Compliance to ISMS Controls and Security Policy*
- *Risk Management*
- *Security Incident Response*
- *Payment Systems Engineering*

■ Staff: 1 FTE

- *Information Security Manager*

Program Branch (Funded by Capital)

Flexibility Focus

■ Key Functions:

- *Develop Strategy and Plans for Further Development*
- *Manage Procurements*
- *Oversee Design*
- *Manage Development*
- *Oversee Testing*
- *System Lifecycle Planning*

■ Staff: 4 FTEs

- *Regional Program Manager*
- *Business Process Analyst*
- *Systems Engineer*
- *Systems Engineer*

Additional Services and Support

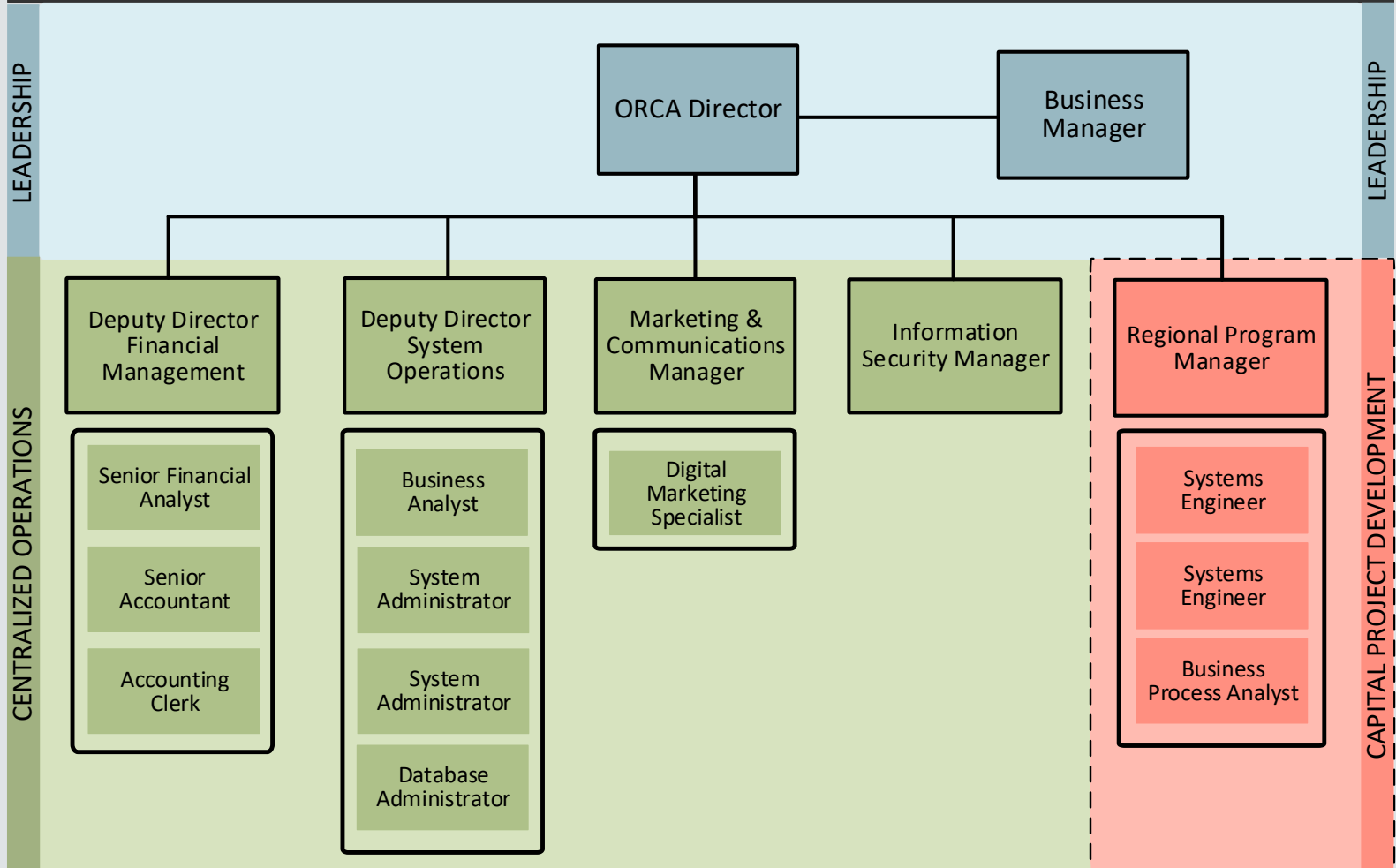
■ Host Agency Overhead Services

- *Information Technology*
- *Procurement and Contracts*
- *Human Resources*
- *Facilities*
- *Legal*
- *Information Security*

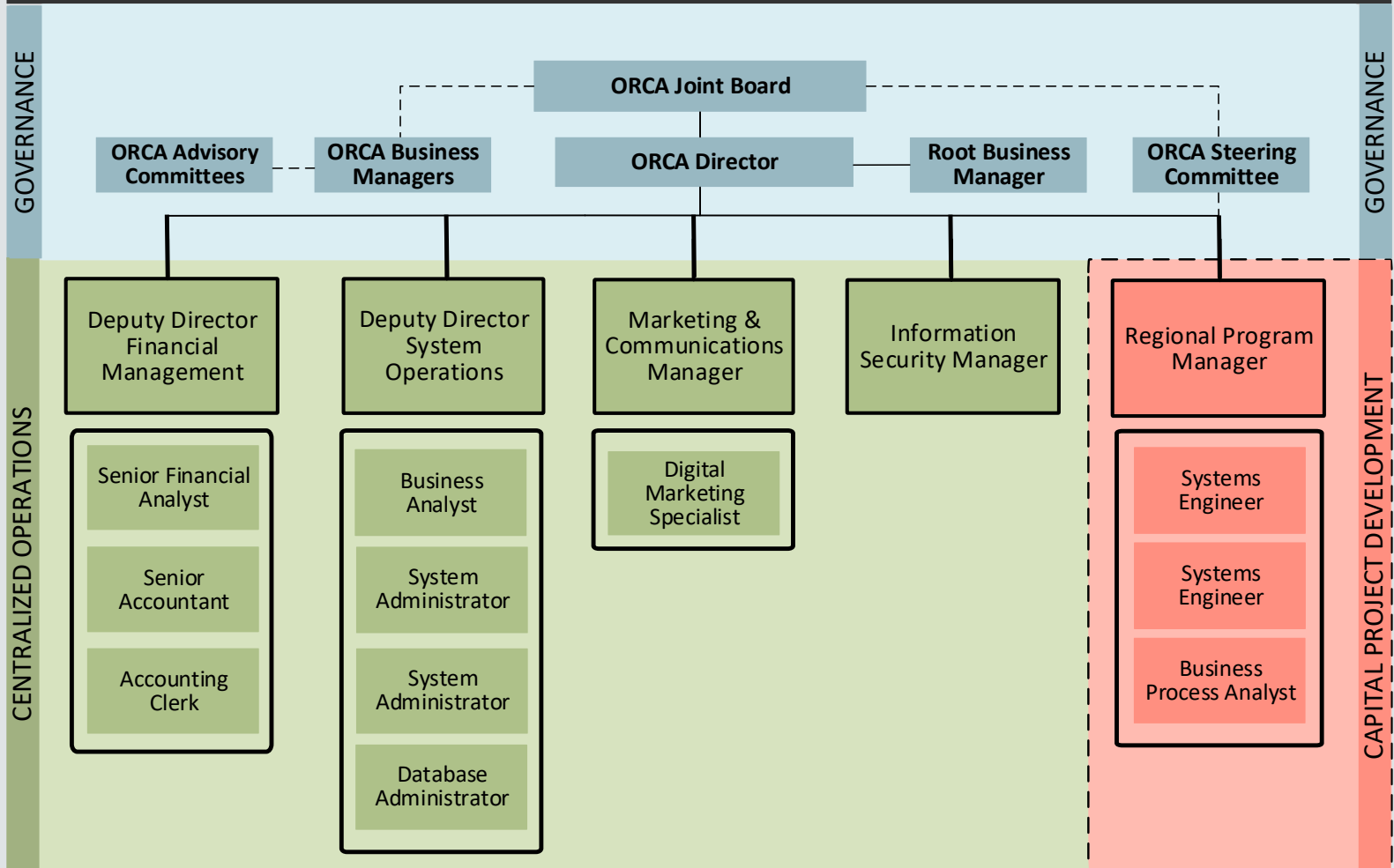
■ Contractor Support

- *Graphic Design*
- *Marketing Support*
- *Operations Consulting*
- *Data Consulting*
- *Phone Support*

Regional ORCA Operations Team (ROOT) Staff



Regional ORCA Operations Team (ROOT) Staff



Operations Contrast

- Legacy ORCA had **12.75 FTEs**; ROOT expected to need **14 FTEs**
- next generation ORCA Program Objectives:
 - *Lower upgrade and improvement cost*
 - *Roll out new functionality and upgrades faster*
 - *Make data easier to access*
 - *Be expandable, open architecture system*
- Specialized ROOT positions require a higher level of expertise
 - *Results in higher average per-person compensation*
- Transition Plan means two systems operating in parallel

Staffing Picture Over Time

