2017 - 2021
GOTRIANGLE
STRATEGIC PLAN

Purpose of the Strategic Plan

GoTriangle provides public transportation in a region that is experiencing rapid growth and demographic change. We have been entrusted by the public to deliver the highest quality services and infrastructure to match increased community expectations regarding public transportation.

The 2017-2021 Strategic Plan clearly defines the purpose of the organization and establishes realistic objectives for the next five years. It aligns everyone's best efforts and builds consensus about where the organization is going. GoTriangle's vision, mission, and goals are focused on our commitment to the community and our customers.

We will measure our success in reaching the plan's targets and report our progress. As our performance is monitored each year, we will adjust according to external factors and stakeholder needs, and update the Strategic Plan as needed.

The benefits of public transportation go beyond mobility for those who use the service. Investments in public transportation also improve the region's quality of life and economic competiveness, which attract people, private-sector development and businesses, resulting in a vibrant, diverse local economy.

Our Vision

GoTriangle aims to make exceptional public transportation the foundation of the region's community, prosperity, and mobility.

Our Mission

GoTriangle improves our region's quality of life by connecting people and places through safe, reliable and easy-to-use travel choices.

Goals and Objectives

The 2017-2021 Strategic Plan identifies three high-level goals to guide the agency through the next five years. The goals are customer-focused, quantifiable and follow best business practices.

Goals

- Improve mobility in the region
- Assure high-quality customer service through direct operation and partnerships
- Encourage sound growth patterns

Performance Measures and Targets

GoTriangle is a mid-sized transit agency with a big vision and a broad set of objectives. Performance measures are a key component of any strategic plan to track progress toward shared goals, identify opportunities for improvement and streamline performance evaluation across all programs.

These measures also will allow us to tell the public whether we are on track to meet our goals. The articulation of our goals, objectives, and performance measures are on the pages that follow..

GoTriangle's Bus on Shoulder Program allows buses on the shoulder when traffic is slow on Interstate 40.
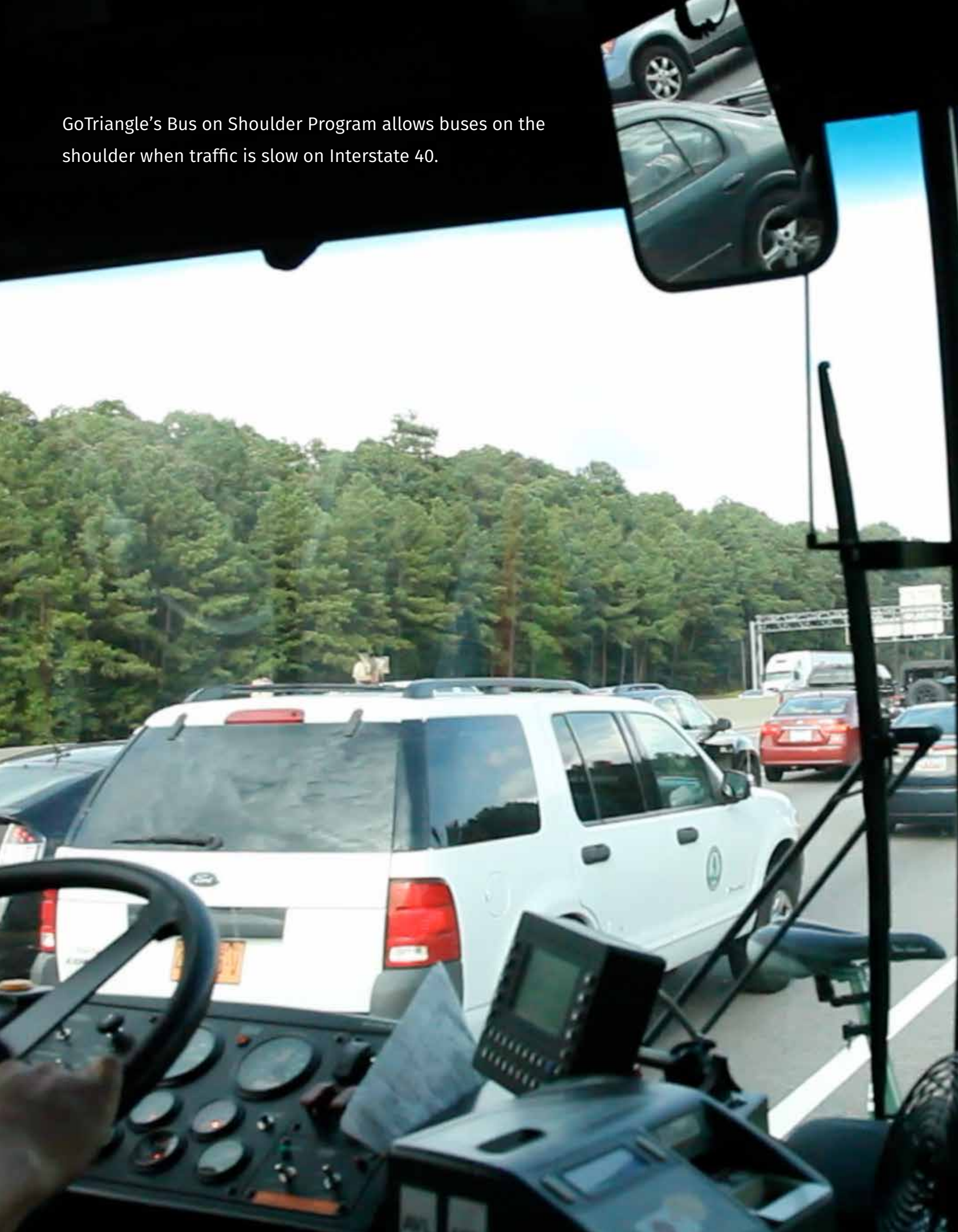
Goal One: Improve Mobility in the Region

GoTriangle is one of the region's transit providers, but it is chartered as the region's transit planner. Through leadership and partnerships, we will cultivate a culture of collaboration and problem-solving, ensuring that our region's transit services seamlessly move people where they want to go.

Objectives and performance measures:

Increase the number of customers served with sustainable transportation services

- Increase average weekly customer boardings for each transit mode

- Increase the percentage of journey-to-work trips using transit, carpool, bike, walk

Maintain cost-effectiveness

- Improve operating cost-recovery

- Decrease operating subsidy per customer boarding for each transit mode

- Measure number of hours that a minimum-wage employee must work to pay for weekly round-trip bus fare

Pursue service improvement and expansion opportunities

- Increase revenue hours of transit service

- Increase percentage of funding committed in next 10 years by county plans

Incorporate innovations to improve mobility and environmental stewardship

- Decrease carbon dioxide equivalent emissions (kg) per passenger mile

- Increase number of "innovation initiatives" with assigned champion and established budget and schedule

- Promote a positive image of transit for the region's residents and visitors

- Increase number of customer impressions of GoTriangle messages

- Increase percentage of residents in three-county service area with a positive opinion of GoTriangle

Goal Two: Assure High Quality Customer Service

GoTriangle will strive to make travel safe, reliable, clean, comfortable and affordable. We are committed to continually improving the customer experience by providing accurate and timely information, and focusing on the needs of the customer at all stages of a trip.

Objectives and performance measures:

Promote a culture of safety

- Decrease number of customer injuries per 100,000 boardings

- Decrease number of preventable vehicle collisions per 100,000 vehicle miles

- Decrease employee work days lost to injury (per 1,000 scheduled work days)

Deliver reliable service

- Increase percentage of trips meeting on-time performance standards (for each service type)

- Decrease vehicle miles per major mechanical failure

- Increase percentage of customers rating service availability as excellent

- Increase percentage of residents rating service availability as excellent

Deliver a customer-friendly experience through our people and systems

- Increase customer satisfaction rating (net promoter score or overall customer satisfaction rating) across all services

- Decrease total complaints received per 100,000 customer boardings across all services

- Increase percentage of customer requests closed out on time (complaints, repairs, cleaning, requests)

Ensure an attractive and accessible transit environment

- Increase percentage of bus stops meeting bus stop condition standards

- Increase percentage of customers rating vehicle cleanliness as excellent

Actively engage communities we serve (employees, residents, visitors, customers)

- Increase number of community engagement activities

- Increase employee engagement score

Goal Three: Encourage Sound Growth Patterns

Transit is a key part of maintaining the region's vitality. Proximity to transit, especially frequent, high-quality service, increases property values, attracts development and provides mobility choices. GoTriangle will continue to support the development of places where people want to invest, live and work.

Objectives and performance measures:

Encourage transit-oriented development

- Increase number of transit-oriented development presentations

- Promote value of investments within one-half mile of transit stations or centers since 2015

Strengthen community and institutional partnerships

- Increase percentage of contract expenditures with Disadvantaged Business Enterprise (DBE) firms

- Increase number of employers offering transit subsidies

Pursue joint development opportunities

- Increase number of joint development projects in process

- Increase number of transit customers associated with joint development projects

Encourage local governments and institutions to put affordable housing, job opportunities and public facilities in locations accessible by transit

- Increase number of meetings with local governments and institutions regarding facility siting

- Help increase the percentage of the three counties' affordable housing within one-half mile of 30-minute headway transit network

- Help increase percentage of the three counties' jobs within one-half mile of 30-minute headway transit network

GoTriangle routes travel nearly three million miles a year.

Strategic Approaches and Key Initiatives

Achieving Our Objectives

GoTriangle staff and board members conducted a strategic assessment to see where the agency stands. The assessment addressed:

• The strengths of the organization that we can build on

• The weaknesses of the organization that should be addressed or corrected

• The opportunities that can be leveraged

• The threats that are the "deal killers" that have to be monitored and mitigated

From the analysis, we distilled five approaches to achieving our objectives. While each approach is necessary for achieving every goal, some other initiatives are aimed at achieving individual objectives. In Table 1, a matrix links each initiative with the objectives it is aimed to achieve.

Though work will begin on these initiatives in 2017 and 2018, most will take years to complete. Each of the five strategic approaches is articulated, with the key initiatives listed by the year they will begin.

1 . Providing the skills, staffing, systems and technology needed to meet our objectives

Initiatives to start in FY2017

- Conduct organizational review and ARCI charting to clarify roles and responsibilities across the organization, especially for strategic initiatives
- Plan for human capital needs including assessing costs of new hires, turnover and wage/salary impacts, and meeting EEO goals (concurrent with organizational study)
- Establish core organizational values
- Develop Vanpool Business Plan (including strategies to improve fleet management, billing, reporting)
- Develop a plan to meet office space needs (office, storage, operations facility, parking, etc.) (continues into FY2018)
- Adopt an organization-wide project management methodology to ensure clarity about the scope of each project and the role of each principal (continues into FY2018)
- Implement Enterprise Resource Planning (ERP) System (continues into FY2018)

Initiatives to start in FY2018

- Align performance appraisal system with the objectives of the strategic plan
- Develop and deploy an annual employee engagement survey
- Formalize organization-wide training programs for employees (e.g., safety, performance, evaluations, ethics, interviewing skills, procurement practices, customer service expectations)
- Create performance-management communication tools, including an automated dashboard, for internal and external audiences
- Formalize the organizational system for initiating and tracking hazard elimination or control in a timely manner
- Develop a five-year ITS Strategy, including fare and customer information systems and data management systems (continues into FY2019)
- Implement Vanpool Business Plan (continues into FY2019)
- Transition to a Safety Management System approach to safety, per MAP-21 federal transportation law (continues into FY2019)
- Develop and implement a succession planning process (continues annually)
- Update plan for human capital needs (continues annually)
- Establish a Continuity of Operations Plan (COOP) to ensure the agency can continue operation of essential functions during a broad range of natural or manmade emergencies (updates every two years)

2 . Actively seeking the financial resources to pay for the county transit plans

Initiatives to start in FY2017

• Create and adopt financial management and oversight policies to include debt management, and capital and operating reserves
(continues into FY2018)

• Establish a nonprofit organization to pursue grants that require a 501(c)(3) status
(continues into FY2019)

• Explore innovative financing opportunities, such as value capture and joint development
(continues into FY2019)

• Link budget requests to strategic plan initiatives and performance outcomes (continues annually)

• Work with the legislature to provide new options for transit development (funding strategies and project delivery methods) (continues annually)

Initiatives to start in FY2018

• Establish new budget accountability and expenditure-forecasting process

• Coordinate applications for USDOT funding sources, such as New Starts, TIGER and Small Starts, with partner agencies to maximize federal grant revenues to the region (continues annually)

• Develop five-year CIP, including needs for contracted services (update annually)

• Conduct fare structure and price analysis (update every other year)

Initiatives to start in FY2019

• Develop and implement strategies to reach APTA Sustainability Commitment – Bronze Level
(continues annually)

3 . Developing positive partnerships with all stakeholders to deliver the services and projects contained in the county transit plans

Initiatives to start in FY2017

• Update Durham and Orange County Transit Plans with Durham and Orange Staff Working Groups
(update every other year)

• Promote first- and last-mile access (e.g., On-Demand Shuttle pilot project in RTP)
(continues into FY2018)

• Develop and maintain a Transit Asset Management Plan (continues into FY2018)

• Coordinate security and emergency management plan(s) with local and regional agencies
(continues annually)

• Implement the Wake Transit Plan with Transit Planning Advisory Committee (continues annually)

Initiatives to start in FY2018

- Reassess paratransit needs and approaches

- Establish new pass sales strategy

- Establish joint service standards/performance standards with transit agencies across region (continues into FY2019)

- Ensure all contracts for transit service requirements meet our service quality and vehicle standards (continues into FY2019)

- Establish a Better Bus Stop initiative to provide clean, safe and attractive waiting environments at transit stops (continues into FY2019)

- Through RDU-RTP Task Force, make service to airport and RTP more attractive, including TDM programming (continues into FY2019)

- Establish a transit education and relationship-building program with partner governing entities (cities, towns, counties, MPOs) (continues into FY2019)

- Convene transit agencies for coordination of operating practices and policies (continues into FY2019)

- Work with partners to maintain and expand measures that give priority to buses, carpools and vanpools on regional highways and arterials (continues annually)

Initiatives to start in FY2019

- Develop regional standards for wayfinding information (including static/electronic signage, voice announcements, printed maps/schedules, and online/mobile information)

4 . Proactively communicating with elected officials, business leaders, civic groups, customers and the interested public

Initiatives to start in FY2017

- Establish a Citizens' Advisory Committee

- Implement a customer-friendly, easy-to-navigate website (continues into FY2018)

- Release weekly stories/videos of riders (continues annually)

Initiatives to start in FY2018

- Solicit customer feedback on a proactive basis (not merely in response to customer complaints or proposed changes), both online and in person (continues into FY2019)

- Train all staff on the transit network, so they can confidently answer common questions about transit service (continues into FY2019)

- Conduct annual customer and community attitudinal surveys (continues annually)

Initiatives to start in FY2020

- Incorporate specialized transportation services for persons with disabilities into customer information systems
- Expand TDM program to incorporate residential travel assistance beyond services provided by GoTransit Information Center

5 . Encouraging the inclusion of transit in land-use planning

Initiatives to start in FY2017

- Develop and adopt joint development policies (continues into FY2018)
- Advocate advertising in bus shelters within street rights-of-way (continues into FY2018)
- Recommend changes to local planning regulations and review processes to ensure that transit facilities and customers are given proper consideration in development plans (continues into FY2018 and revisited regularly)
- Develop GoTriangle Strategic Property Management Plan (continues into FY2018 and updated regularly)
- Raleigh Union Station Bus Terminal Joint Development Project (continues into FY2020)
- Relocate Regional Transit Center to Park Center (continues into FY2020)
- Support adoption of municipal TOD zoning and development ordinances (continues annually)

Initiatives to start in FY2018

- Develop better tools for educating decision makers about transit accessibility of development locations.
- Establish partnerships with cities, towns and counties to formalize notice and comment about transit and land-use decisions (continues into FY2020)

Initiatives to start in FY2019

- Develop parking strategies and pricing
- Encourage priortization of development near core, frequent serivce - not periphery (continues annually)

Initiatives to start in FY2021

- Create an annual program to recognize outstanding transit-oriented development (continues annually)

Implement the plan.

As the primary tool for communicating GoTriangle's priorities, the Strategic Plan will serve as a guide for policy, service and investment decisions for staff, executive management and the Board of Directors over the next five years. The plan will help guide annual budget priorities and everyday decisions by focusing on our goals and objectives.

Drive funding decisions.

For GoTriangle, the capital and operating budgets will be directly informed by the Strategic Plan. Each year, the Board of Trustees will refine the following year's strategies in an Annual Business Plan to ensure resources are available to achieve the plan's goals.

Strategic and business plans should co-exist, reinforcing each other but serving different functions and fulfilling different organizational needs. Strategic plans are designed to guide the organization through multiple business plan cycles. Business plans lay out short-term activities for strategic plan implementation.

Be owned and implemented by staff.

The plan will be actively implemented through all levels of the organization. An internal Strategic Plan Working Group, composed of the agency's directors and other key staff members, will continue to develop and refine strategies as needed, monitor plan implementation and ensure everyday actions are guided by these priorities. This includes delegating key strategies to individuals or departments identified as action owners. Ultimately, all GoTriangle employees own the plan, and the success of the plan and the long-term success of the agency depend on buy-in from staff from top to bottom.

Ensure the plan is a living document.

The plan blends reality with vision by defining a robust implementation process that measures progress and makes adjustments as needed. An annual report at the end of each calendar year will document progress toward implementing short-term actions and longer-term initiatives, and assess whether the strategies should be adjusted to respond to a changing landscape. In the end, the plan should guide GoTriangle's actions and resources to ensure that its three goals remain the focus of the organization's efforts.

The annual steps of our implementation cycle will include:

- Implement initiatives

- Monitor and report performance

- Update long-range financial plan

- Update performance targets and initiatives in five-year strategic plan

- Update five-year capital improvement program

- Develop annual organizational business plan

- Update departmental goals and objectives

- Develop and adopt annual capital and operating budget

- Begin cycle again

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Implement Initiatives												
Monitor and Report Performance												
Update Long-Range Financial Plan												
Update 5-Year Strategic Plan Performance Targets and Inititiatives			BR	*								
Update 5-Year Capital Improvement Program												
Develop Annual Business Plan						BWS	*					
Update Departmental Goals & Objectives												
Annual Capital and Operating Budget									BWS	*		

BR = Board Retreat

BWS = Board Work Session

* = Deliverable