



GoTriangle  
Board of Trustees  
October 27, 2021  
12:00 pm-2:30 pm Eastern Time

*Based on NC Safer At Home executive orders in response to COVID-19, the GoTriangle Board of Trustees will meet remotely on Wednesday, October 27, 2021, at 12:00 pm.*

*Click here to: Join Webex Meeting*  
*Or dial: +1 415-655-0003*  
*Access code: 171 485 3127*

#### **I. Call to Order and Adoption of Agenda**

*(1 minute Sig Hutchinson)*

**ACTION REQUESTED:** Adopt agenda with any changes requested.

#### **II. Recognition**

##### **A. Immediate Past Chair Michael Parker**

*(5 minutes Sig Hutchinson)*

##### **B. Employee Service Award**

*(5 minutes Charles Lattuca)*

#### **III. Public Comment**

*(Sig Hutchinson)*

*The public comment period is held to give citizens an opportunity to speak on any item. The session is no more than thirty minutes long and speakers are limited to no more than three minutes each. Speakers are required to sign up in advance with the Clerk to the Board at [mdawson@gotriangle.org](mailto:mdawson@gotriangle.org).*

#### **IV. Consent Agenda**

*(1 minute Sig Hutchinson)*

*Items listed on the consent agenda are considered as a single motion. At the request of any Board member, or member of the public, items may be removed from the consent agenda and acted on by a separate motion. Items pulled from the consent agenda will be placed at the beginning of the general business agenda for discussion and action. Any Board member wishing to remove an item from the consent agenda should advise staff in advance.*

**ACTION REQUESTED:** Approve consent agenda.

##### **A. Minutes - September 22, 2021 | regular session**

##### **B. Minutes - September 22, 2021 | closed session**

##### **C. Minutes - September 29, 2021 | special session**

ACTION REQUESTED: Adopt draft minutes.

**D. 2022 Meeting Calendar**

ACTION REQUESTED: Adopt 2022 meeting calendar.

**E. Transit Operations Parts Miscellaneous Purchase Authorization**

O&F RECOMMENDATION: Authorize the President/CEO to execute contracts with vendors for purchasing miscellaneous parts used for the maintenance and repair of agency vehicles.

**F. Wake Transit Art Funding Eligibility Policy**

O&F RECOMMENDATION: Approve the Wake Transit Art Funding Eligibility Policy.

Art Funding Eligibility Policy

**G. Authorization to Execute Contract for Paratransit Upfit and Renovation of Plaza Building**

O&F RECOMMENDATION: Authorize the President/CEO to award and execute a contract with Bar Construction for the renovation, construction and site work at portions of the first floor and exterior parking areas adjacent to Slater Road in the amount of \$1,157,000, with an additional 10% contingency of \$115,700.

**H. Operations Contract for GoDurham Microtransit and Job Access Pilot**

O&F RECOMMENDATION: authorize the President/CEO to enter into a contract with National Express Transit (NEXT) for the operation of the GoDurham Microtransit and Job Access Pilot for FY22 and FY23, with a not to exceed amount of \$348,732.

Microtransit Planning Study

Scope of Work

Single Sole Source Justification Form

**I. Disposition of Real Property at Seaboard Station**

O&F RECOMMENDATION: Authorize staff to negotiate a contract for the sale of approximately 1.09 acres generally located at 850 Semart Drive in Raleigh

Attachment A

**V. Presentations**

**A. Durham and Orange County Transit Plan Updates**

*(Meg Scully)*

Memo from Durham

Durham Plan Presentation  
(25 minutes )

*Ellen Beckmann, Durham County*  
*Aaron Cain, DCHC MPO*

Orange Plan Presentation  
(5 minutes )

*Carolyn Dwyer, Consultant to Orange County*  
*Craig Benedict, Orange County*

## **VI. General Business Agenda**

*Items listed on the general business agenda are for discussion and possible action. Such designation means that the Board intends to discuss the general subject area of that agenda item before making any motion concerning that item.*

### **A. Items Removed from the Consent Agenda**

*(1 minute Sig Hutchinson)*

ACTION REQUESTED: Discuss and take action on any items removed from the consent agenda.

### **B. Operations & Finance Committee Report**

*(2 minutes Vivian Jones)*

### **C. Planning & Legislative Committee Report**

*(5 minutes Will Allen III)*

### **D. Hiring of General Counsel and Approval of Employment Agreement**

*(10 minutes Sig Hutchinson)*

ACTION REQUESTED: Approve hiring recommendation from GC Search Committee and proposed employment agreement.

### **E. Retirement Plan Services**

*(5 minutes Christy Winstead)*

ACTION REQUESTED: Award a contract to Voya Financial for employee retirement plan recordkeeping services beginning February 1, 2022, with a provider cost of \$.19% (\$33,630 per year based upon current plan assets) and authorize the President/CEO to execute the contract consistent with those terms.

### **F. 2022 Health & Ancillary Benefits Package**

*(5 minutes Christy Winstead)*

ACTION REQUESTED: Renew existing BlueCross & BlueShield Medical policy for 2022 with no premium increase.

Medical Premium Exhibit

### **G. Wake Transit Work Plan Project Period of Performance Extensions**

*(10 minutes Steven Schlossberg)*

ACTION REQUESTED: Authorize the President/CEO to execute agreements to extend the periods of performance and to re-allocate remaining funds from the FY2018 and FY2019 Wake Transit Work Plan project funding allocations, as presented.

Attachment A

#### **H. Proposed FFY 2022-24 Disadvantaged Business Enterprise (DBE) Program Goal**

*(10 minutes Sylvester Goodwin)*

ACTION REQUESTED: Adopt Resolution 2021 0001 approving the proposed DBE goal of 13.57% for FFY 2022-2024.

DBE Goal Methodology

Resolution 2021 0001

#### **I. Follow-up on EEO Report**

*(10 minutes Sylvester Goodwin)*

Workforce Analysis

Job Titles

Job categories

GoTriangle Recruitment Resources

#### **J. Update on Proposal to Continue Existing RDU Airport Service**

*(2 minutes Katharine Eggleston)*

### **VII. Other Business**

#### **A. President & CEO's Report**

*(5 minutes Charles Lattuca)*

Contracts

New Hires & Promotions

##### **1. Operations Update**

*(5 minutes Patrick Stephens)*

##### **2. Capital Projects Status Report**

Presentation - CRT Update

*(10 minutes Katharine Eggleston)*

#### **B. Office of General Counsel Report**

*(5 minutes Thomas Henry)*

#### **C. Chair's Report**

*(5 minutes Sig Hutchinson)*

#### **D. Board Member Reports**

##### **1. CAMPO Executive Board Representative**

*(5 minutes Will Allen III)*

2. **Regional Transportation Alliance (RTA) Rep.**

*(5 minutes Will Allen III)*

3. **DCHC MPO Board Representative**

*(5 minutes Michael Parker)*

4. **Rail~Volution Conference Report**

*(5 minutes Will Allen III, Sig Hutchinson)*

**VIII. Closed Session - RUS Bus**

*(20 minutes )*

NCGS §143 318.11.(a)(3) To consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged.

ACTION REQUESTED: Enter into closed session pursuant to the General Statutes listed to consult with attorney.

Term Sheet | Joint Development Agreement [JDA]

Term Sheet | RUS Bus Development Services Agreement [JDSA]

Term Sheet | Ground Lease Agreement

Summary from HR&A | Ground Lease Terms

DRAFT Joint Development Agreement [JDA] with Lease

DRAFT Joint Development Services Agreement [JDSA]

**A. RUS Bus Development Agreements**

*(20 minutes Katharine Eggleston, Tom Henry)*

ACTION REQUESTED: Authorize the President/CEO to finalize negotiations and enter into a Joint Development Services Agreement with RB Infrastructure LLC, a special purpose entity owned and controlled by Hoffman & Associates, for an amount not to exceed \$30,648,121.82 to fund development of the RUS Bus Transit Facilities and to finalize negotiations and enter into a Joint Development Agreement with RB Vertical LLC, a special purpose entity owned and controlled by Hoffman & Associates, to allow for development of the Private Overbuild co-located with the RUS Bus Transit Facilities.

**IX. Adjournment**

*(Sig Hutchinson)*



## BOARD OF TRUSTEES MEETING MINUTES

4600 Emperor Boulevard  
Suite 100  
Durham, NC 27703

Wednesday, September 22, 2021

12:00 p.m.

Virtual | Webex

**Board members present** | Will Allen III, Michael Fox [arr. 12:11 p.m., left 1:15 p.m.], Brenda Howerton, Sig Hutchinson, Valerie Jordan, Vivian Jones, Michael Parker, Renée Price, Charlie Reece, Jennifer Robinson, Stelfanie Williams

**Excused absences** | Corey Branch

Chair Michael Parker officially called the meeting to order at 12:02 p.m. A quorum was present.

### I. Adoption of Agenda

**Action:** On motion by Allen and second by Reece the agenda was adopted. Upon vote by roll call, the motion was carried unanimously.

### II. Recognition

#### A. Employee Service Awards

President/CEO Lattuca recognized Harriet Lyons and Roger Fowler for 10 years of service to GoTriangle.

### III. Public Comment

Chair Parker recognized Vanessa Mason Evans for public comment.

- Vanessa Mason Evans, chair of the Bragtown Community Association, spoke in support of the continuation GoDurham route 9 service to the Bragtown community.

Reece stated that he had not heard route 9 was being eliminated but he would follow up with Ms. Evans by email after speaking with Durham's transportation director.

### IV. Consent Agenda

**Action:** On motion by Howerton and second by Hutchinson the consent agenda was approved. Upon vote by roll call, the motion was carried unanimously.

The following consent agenda items were approved:

- August 25, 2021 – Regular Session Minutes
- August 25, 2021 – Closed Session Minutes
- Unsealing of the following closed session minutes:
  - October 30, 2018 | Personnel Committee
  - July 24, 2019 | Board of Trustees
  - April 22, 2020 | Board of Trustees
  - May 26, 2021 | Board of Trustees
- Authorized contract with Corbett Clearing & Demolition, LLC for the demolition and site clearing of all structures located at these addresses on Farrington Road, Durham: 4815, 4825, 5009, 5015, and 5017.

- Authorized staff to enter into easement, right of entry agreements, and other agreements, acting on the advice of counsel, necessary for NCDOT to complete two grade separation projects located on GoTriangle-owned railroad right-of-way in Wake County.

## V. General Business Agenda

### A. Items Removed from Consent Agenda

None.

### B. Nominating Committee Report

Chair Parker shared the Nominating Committee's recommended slate of officers to serve for the next year beginning October 1. He thanked them for being willing to serve.

Chair	Sig Hutchinson   Wake County
Vice Chair	Brenda Howerton   Durham County
Secretary	Vivian Jones   Wake County
Treasurer	Renée Price   Orange County

**Action:** On motion by Allen and second by Williams the Board elected the proposed officers as recommended by the Nominating Committee. Upon vote by roll call, the motion was carried unanimously.

Parker clarified that although officer terms begin October 1, by-laws indicate new committee membership and committee chairs are effective January 1.

### C. Operations & Finance Committee Report

Committee chair Jones stated all items were approved on the consent agenda.

### D. Planning & Legislative Committee Report

Will Allen reported that the committee received presentations from John Hodges-Copple of TJCOC on two reports related to the GTCR corridor analysis. Last month the committee reviewed the Affordable Housing analysis and today, the Travel Market analysis. He stated that both presentations had been sent to the full Board and encouraged members to review them.

#### ***Affordable housing takeaways***

- 6,000+ units of LBAR housing are within a one mile radius of the rail corridor, especially in Wake and Durham counties.
- 22,000 units of multi-family NOAH are along the rail corridor, including a large percentage in Johnston County.
- There is potential to double LBAR housing units within station study areas.
- Existing affordable housing would earn "medium-high" score for federal funding; additional planned affordable housing could raise this score.
- Opportunities exist for more affordable housing using public and anchor institution land along the corridor.
- First-mile/last-mile connections are important to serve affordable housing.



**Travel market takeaways**

- Rail corridor is 4% of the area of Durham, Johnston, Orange and Wake counties, but has 30% of the jobs [280,000].
- 23% of the region's jobs with earnings below \$40,000 are located within the rail corridor.
- Wake-Durham regional connection is the largest in North Carolina, over 96,000 workers live in one county and work in the other.
- Eight of the top ten job hubs in the region are along the rail corridor.
- 56,000 workers live and work in block groups along the corridor.
- Almost 70,000 people live in neighborhoods completely or partly in the corridor and achieve thresholds for the amount and concentration of BIPOC, lower income, zero-car households and legally-binding, affordability-restricted housing units.
- Safe and seamless "first-mile/last-mile" connections are essential to serve these neighborhoods.

Allen noted the top traits that influence transit propensity are vehicle availability, income and race/ethnicity. He said zero car households are 15.8 times more like to use transit as the general population. He added that the final report on land use will be presented in the next few months.

**VI. Other Business****A. President and CEO's Report**

A list of contracts approved by the president and CEO is attached and hereby made a part of these minutes.

President/CEO Lattuca offered the following updates:

- Michelle Peele hired as the Wake Transit Program Coordinator.
- Special Board meeting on the 29<sup>th</sup> will be a deep dive into the commuter rail feasibility study.
- Recently met with the Durham City Manager, Wanda Page.
- Provided an update on commuter rail to the Durham state delegation, Johnston County Commissioners, Association of Consulting Engineers and RTP Owners & Tenants; and have plans to meet with the Johnston County state delegation, Durham County Commissioners and Wake County Commissioners.
- Met with Brian Litchfield, Chapel Hill Transit director, to discuss driver recruitment and other issues. There are plans to host another joint operator recruitment fair.
- The Planning & Legislative Committee will be discussing potential legislative initiatives – the potential for expanding our geographic region and increasing revenues.
- Recently asked by NCDOT for help on getting workers to a potential site in Chatham County.
- Ridership is growing, now at 66% of pre-Covid levels.

**1. Operations Update**

The monthly report is attached and hereby made a part of these minutes.



Patrick Stephens said to combat the operator shortage, paratransit operators are volunteering to drive on their time off and maintenance employees are being used as well. Other efforts being implemented are an increase in starting pay, aggressive recruitment efforts, and staff is working to identify routes that could be outsourced on a short term basis. He added that GoDurham is discussing a new operator training program with Durham Tech and Laurie Barrett also is involved.

Stephens also reported that in the past six months there have been three separate incidents of the theft of catalytic converters from paratransit vans. A third party security service was recently brought in during hours of non-operation. High definition cameras also have been installed.

Hutchinson asked about operator safety related to mask requirement on transit. Stephens responded there recently was one incident of assault on an operator.

Parker asked the status of vaccinations among employees, particularly operators. Stephens replied at the last poll, 74% of operations staff were vaccination [34 individuals unvaccinated]. Parker asked about incentives for vaccinations. Lattuca stated that GoTriangle has not implemented a mandatory vaccination program, but is providing education on the benefits of vaccination. He stated that a federal guideline might impact GoTriangle. Fox stated that NCDOT as a cabinet agency implemented a vaccine requirement effective September 1. Parker encouraged a more aggressive approach to getting people vaccinated. Hutchinson stated that he agrees, but recommended an incentive program. Allen agreed.

## **2. Capital Projects Status Report**

The capital projects status report and presentation on major project updates is attached and hereby made a part of these minutes.

## **B. Office of the General Counsel Report**

Interim General Counsel Tom Henry stated that he is involved in preparations for the work session next week on commuter rail. He also reported that GoTriangle's legal team and NCDOT had met with the new General Counsel for NCRR.

## **C. Chair's Report**

Chair Parker reported that the General Counsel search is moving quickly to completion.

## **D. Board Member Reports**

### **1. CAMPO Executive Board Representative**

Will Allen III reported there was a presentation by the City of Raleigh on the four BRT corridors in Wake County. He stated his concern for the lack of sensitivity to the criticality of easy connections to RUS Bus. The other main item was the adoption of the 2050 MTP with about 32% allocated to transit, but requiring a lot of state and local funding.

## 2. Regional Transportation Alliance (RTA) Representative

Will Allen III had no report, but told of a planned trip to South Florida in January.

## 3. DCHC MPO Board Representative

Michael Parker reported that none of the scenarios developed by the staff for the 2050 MTP went far enough in achieving the MPO goals for VMT reductions or mode shifts so staff was directed to create another option that would go further toward achieving the goals the MPO has articulated.

Parker added that there is a joint MPO meeting on September 29.

## VII. Closed Session | General Counsel Search Update

Chair Parker stated that a motion to adjourn the closed session would be a motion to adjourn the meeting.

**Action:** On motion by Price and second by Howerton the Board entered into Closed Session at 1:14 p.m. pursuant to NCGS §143 318.11(a)(6) to consider the qualifications, competence, performance, character, fitness or conditions of appointment of an individual public officer or employee; or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee and NCGS §143 318.11.(a)(5) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (ii) the amount of compensation and other material terms of an employment contract or proposed employment contract. Upon vote by roll call, the motion was carried unanimously.

## VIII. Adjournment

**Action:** On motion by Price the closed session and the meeting were adjourned at 1:31 p.m.

\_\_\_\_\_  
Michael Parker, Chair

Attest:

\_\_\_\_\_  
Michelle C. Dawson, CMC  
Clerk to the Board

**This page intentionally left blank.**



2022

## 2022 Meeting Calendar

January 2022						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February 2022						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March 2022						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April 2022						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May 2022						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June 2022						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July 2022						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August 2022						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September 2022						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October 2022						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November 2022						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2022						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

DRAFT

## 2022 Meeting Calendar

Date	Event
Jan 01	New Year's Day
Jan 03	New Year's observed
Jan 06	O&F Committee, 8:30 a.m.   virtual
Jan 17	ML King holiday
Jan 26	P&L @10:30 a.m.   Board @12 p.m.
Feb 03	O&F Committee, 8:30 a.m.   virtual
Feb 16	Board of Trustees, 12:00 p.m.   Wk Session/Spec Mtg
Feb 23	P&L @10:30 a.m.   Board @12 p.m.
Mar 03	O&F Committee, 8:30 a.m.   virtual
Mar 13	Daylight Saving (begin)
Mar 23	P&L @10:30 a.m.   Board @12 p.m.
Apr 07	O&F Committee, 8:30 a.m.   virtual
Apr 15	Good Friday holiday
Apr 17	Easter
Apr 27	Board of Trustees, time TBD   FY23 Budget wk session
Apr 27	NO P&L meeting   Board @12 p.m.
May 05	O&F Committee, 8:30 a.m.   virtual
May 25	P&L @10:30 a.m.   Board @12 p.m.
May 30	Memorial Day holiday
Jun 02	O&F Committee, 8:30 a.m.   virtual
Jun 15	Board of Trustees, 12:00 p.m.   Special Mtg
Jun 22	P&L @10:30 a.m.   Board @12 p.m.
Jul 04	Independence Day holiday
Jul 07	O&F Committee, 8:30 a.m.   virtual
Jul 27	P&L @10:30 a.m.   Board @12 p.m.
Aug 04	O&F Committee, 8:30 a.m.   virtual
Aug 24	P&L @10:30 a.m.   Board @12 p.m.
Aug 31	Board of Trustees, <b>ALL DAY</b>   Off-site retreat
Sep 01	O&F Committee, 8:30 a.m.   virtual
Sep 05	Labor Day holiday
Sep 28	P&L @10:30 a.m.   Board @12 p.m.
Oct 05	Yom Kippur
Oct 06	O&F Committee, 8:30 a.m.   virtual
Oct 26	P&L @10:30 a.m.   Board @12 p.m.
Nov 03	O&F Committee, 8:30 a.m.   virtual
Nov 16	P&L @10:30 a.m.   Board @12 p.m.
Nov 06	Daylight Saving (end)
Nov 24	Thanksgiving holiday
Nov 25	Thanksgiving holiday
Dec 01	O&F Committee, 8:30 a.m.   virtual
Dec 21	P&L @10:30 a.m.   Board @12 p.m.
Dec 24	Christmas Eve
Dec 25	Christmas Day



Connecting all points of the Triangle

## MEMORANDUM

**TO:** GoTriangle Board of Trustees Operations & Finance Committee  
**FROM:** Transit Operations  
**DATE:** September 21, 2021  
**SUBJECT:** Transit Operations Parts Miscellaneous Purchase Authorization

### Strategic Objective or Initiative Supported

### Action Requested

Staff requests the Operations & Finance Committee recommend that the Board of Trustees authorize the President/CEO to execute contracts with vendors for purchasing miscellaneous parts used for the maintenance and repair of agency vehicles.

Vendors	Not to Exceed - Maximum Dollar Amount
Carolina Freightliner	\$117,018
ABC-Muncie	\$173,832
Kirk's Automotive	\$136,659
Gillig Corporation	\$259,823

### Background and Purpose

GoTriangle recently completed a competitive Invitation for Bid (IFB) 20-091 for Bus and Vehicle Parts Supply (miscellaneous parts); that are used for the maintenance and repair of our agency's buses and vehicles. Following the guidelines of N.C. General Statute 143-129, notices of intent to award were issued to the above vendors that offered the lowest, responsive, responsible bids. Contracts would ensure that GoTriangle receives the most competitive pricing for miscellaneous parts and shall aid with the replenishing of inventory in a timely manner.

### Financial Impact

Initial duration of contracts will be for a one (1) year term with options to extend for two (2) one (1) year terms. These funds are included in the FY22 annual budget.

### Staff Contacts

- Brian McLean, Manager of Fleet Maintenance, 919-485-7472, [bmclean@gotriangle.org](mailto:bmclean@gotriangle.org)
- David Moore, Procurement Manager, 919-485-7559, [dmoore@gotriangle.org](mailto:dmoore@gotriangle.org)

*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees Operations & Finance Committee  
**FROM:** Finance and Administration  
**DATE:** September 23, 2021  
**SUBJECT:** Wake Transit Art Funding Eligibility Policy

### Strategic Objective or Initiative Supported

#### Action Requested

Staff requests that the Operations & Finance Committee recommend Board approval of the Wake Transit Art Funding Eligibility Policy.

#### Background and Purpose

In 2020, the Wake County Transit Planning Advisory Committee (TPAC) initiated steps toward the formal development of policies and procedures for integrating art that would be supported by Wake Transit tax revenues into transit projects. The Art and Culture Workgroup was created with the goal of informing the development of an Art Funding Eligibility Policy that outlines the application procedures and eligibility criteria for Wake Transit funded capital projects.

The Wake Transit Art Funding Eligibility Policy identified two (2) project types for which art is an eligible expense: Fixed Guideway Projects (bus rapid transit, commuter rail, etc.) and Transit Centers, as designated by the Wake Transit Work Plan. These two (2) project types have been selected because they are highly visible, public-facing facilities that will expose riders and the general community to all of the benefits that accompany the inclusion of art in transit systems.

The purpose of this policy is to identify projects that are eligible to receive Wake Transit funding for art, set funding parameters, guide Wake Transit project sponsors through the process of requesting art funding and reporting expenditures, and to provide program staff with the information necessary for implementing the policy. The policy will be reviewed and updated on the same update schedule as the Wake County Transit Plan Update, approximately every four (4) years.



## Financial Impact

## Attachments

- Wake Transit Eligibility Art Policy

## Staff Contact

- Steven Schlossberg, [sschlosberg@gotriangle.org](mailto:sschlosberg@gotriangle.org), 919-485-7590





## ATTACHMENT D

# WAKE TRANSIT ART FUNDING ELIGIBILITY POLICY DRAFT – AUGUST 2021



## Executive Summary

Wake County is home to an economically, socially, and demographically diverse population, and the needs of those who live and work here are equally varied. As the county continues to grow into one of the most dynamic and desirable urban areas, the need for diverse, reliable transportation options has also grown.

The Wake County Transit Plan outlines a 10-year strategy to meet this increasing need by building upon and enhancing Wake County's transit network. The goals of the plan, known as the "Four Big Moves," are to connect Wake County to the region, connect all communities within the county, provide frequent and reliable urban mobility, and provide greater access to transit services. Achieving these Big Moves requires significant investment in expanding services, enhancing the customer experience, and building transit-supportive infrastructure.

Public art is defined as an original work of art that is designed and created by artists and that is accessible to the public. But more importantly, public art can transform civic spaces, foster shared community interactions, and celebrate unique stories and collective history. Furthermore, high quality art and design can improve the customer experience and increase ridership while creating a sense of identity and adding vibrancy to transit systems.

Understanding the benefits of including local culture, history and art into community projects, the Wake County Transit Planning Advisory Committee (TPAC) initiated steps toward the formal development of a policy for integrating art into projects supported by Wake Transit tax revenues. An Art + Culture Workgroup was commissioned by the TPAC, and participants informed the development of the Wake Transit Art Funding Eligibility Policy.

The purpose of the policy is to identify projects that are eligible to receive Wake Transit funding for art, set funding parameters, guide Wake Transit project sponsors through the process of requesting art funding and reporting expenditures, and to provide program staff with the information necessary to implement the policy. The policy will be reviewed in conjunction with the Wake County Transit Plan update process, approximately every four (4) years.

The Wake Transit Art Funding Eligibility Policy identified two (2) project types for which art is an eligible expense: Fixed Guideway Projects (bus rapid transit, commuter rail, etc.), and Transit Centers. The maximum amount eligible for art is a set percentage of a project's total construction cost. The maximum amount of Wake Transit funding that can be used for art is limited to \$5 million per eligible project, regardless of the total construction cost. However, if a project's calculated maximum amount eligible for art is in excess of \$5 million, the project sponsor may request that the TPAC consider, on a case-by-case basis, an exception to the funding cap.

### Adoption Schedule:

The TPAC is scheduled to review and consider recommending adoption of the Wake Transit Art Funding Eligibility Policy to the two (2) Wake Transit governing boards on August 11, 2021. It is then anticipated that the Capital Area Metropolitan Planning Organization (CAMPO) Executive Board and GoTriangle Board of Trustees will consider it for adoption at their respective September 2021 meetings.

# Table of contents

## Contents

Executive Summary .....	2
Table of contents .....	3
Section 1 – Introduction .....	4
1.1 History .....	4
1.2 Purpose .....	4
1.3 Goals .....	4
Section 2 – Eligible Projects .....	5
Section 3 – Funding .....	5
3.1 Art Funding Limitations .....	5
3.2 Other Funding Notes .....	6
3.3 Artist Retention Fee .....	6
Section 4 – Policy Administration .....	7
4.1 Request for Art Funding .....	7
4.2 Amendment Policy .....	7
4.3 Retroactivity .....	7
4.4 Presentation of Art Components .....	7
4.5 Compliance .....	8
Section 5 – Reporting and Reimbursements .....	8
5.1 Quarterly Reporting .....	8
5.2 Reimbursement Requests .....	8
Section 6 – Definitions .....	8

## Section 1 – Introduction

Public art is defined as an original work of art that is designed and created by artists and that is accessible to the public. Moreover, public art can play a much more important role. It can transform civic spaces, foster shared community interactions, and celebrate our unique stories and collective history.

For more than 30 years, a trend has emerged of incorporating public art into transit systems. Cities and agencies are recognizing that high quality art and design can improve the customer experience and increase ridership while creating a sense of identity and adding vibrancy to transit systems.

### 1.1 History

In 2020, the Wake County Transit Planning Advisory Committee (TPAC) initiated steps toward the formal development of policies and procedures for integrating art that would be supported by Wake Transit tax revenues into transit projects. Confirming that art and culture elements in capital improvement projects have well-documented benefits, TPAC members supported the creation of an Art + Culture Workgroup and tasked it with informing the development of an Art Funding Eligibility Policy that outlines the application procedures and eligibility criteria for Wake Transit-funded capital projects.

On **August 11, 2021**, the TPAC recommended adoption of the draft Wake Transit Art Funding Eligibility Policy to the two (2) Wake Transit governing boards. The Capital Area MPO Executive Board adopted the policy on **XXX**. The GoTriangle Board of Trustees adopted the policy on **XXX**, officially incorporating it into the Wake Transit Program.

### 1.2 Purpose

The purpose of this policy is to identify projects that are eligible to receive Wake Transit funding for art, set limits on Wake Transit funding that can be used for artistic elements, guide Wake Transit project sponsors through the process of requesting art funding for their eligible capital projects and to provide program staff with the information necessary for implementing the policy.

This policy will be reviewed and updated on the same update schedule as the Wake County Transit Plan, approximately every four (4) years.

### 1.3 Goals

Enhancing public spaces and facilities with high quality artwork has been proven to increase ridership and passenger interest and comfort. This policy will help achieve Wake County Transit Plan goals to improve the rider experience, attract new users, increase overall system ridership, and enhance Wake County's transit network.

General goals for including art in transit projects include:

**Partner Collaboration** – Promote relationships among community members, artists, engineers, architects and other design professions in the effort to integrate art into transit facilities.

**Community Engagement** – Engage with local communities in creating and integrating art that is representative of the unique experiences, history and cultural identity of the areas served.

**Enhanced Experience** – Use arts programming to further the goals of the Wake Transit program, enhance the perception of public transit and contribute to a positive experience for transit riders.

**Sense of Place** – Utilize art to enhance design, animate public spaces, affirm the distinct identity of the surrounding community and bring diverse people together.

## Section 2 – Eligible Projects

Wake County Transit Plan capital projects for which art is an eligible expense of Wake Transit tax revenues include:

1. Fixed Guideway Projects (BRT, CRT), and
2. Transit Centers, as designated by the Wake Transit Work Plan.

These two (2) project types have been selected because they are highly visible, public-facing facilities that will expose riders and the general community to all of the benefits that accompany the inclusion of art in transit systems. Given the very limited financial constraint of the Wake County Transit Plan at the time of this policy's development and the Wake Transit implementation program's need to meet public expectations and ensure financial solvency for the delivery of key projects, it is important to concentrate investment in artistic elements on planned facilities with the highest likely volume of passenger use, as well as those with the most prominence and permanence throughout the transit network.

A project is eligible to use Wake Transit tax revenues for art elements even if the subject project is partially funded by other funding sources. Further information on the applicability of funding limitations to projects that are partially supported by other sources of revenue is provided in Section 3.

Project sponsors are not required to incorporate art into their eligible projects. However, if they plan to use Wake Transit tax revenues for art to be installed as a component of a completed project and/or temporarily as a required mitigation measure during construction, they must specifically request funding for art through the submission of a project funding request as part of a Wake Transit Work Plan development cycle or as a Wake Transit Work Plan amendment request in conjunction with the corresponding request for the subject project. Projects funded in previous Work Plans are subject to the provisions outlined in Section 4.3 of this policy. Further, artistic elements that are eligible for funding with Wake Transit tax revenues must be physically and/or functionally integrated into the subject capital project. Art should be implemented in accordance with American Public Transportation Association (APTA) Best Practices for Integrating Art into Capital Projects.

## Section 3 – Funding

### 3.1 Art Funding Limitations

For eligible projects, art will become a permissible expense with Wake Transit tax revenues. Art funds are to be dedicated to the design, selection, fabrication, and installation of works of public art. The maximum amount of Wake Transit tax revenue eligible to be used for the selection, fabrication, and installation of art on an eligible project shall be determined by the following schedule:

Final Total Construction Cost of Subject Project	Maximum Amount Eligible for Art
Under \$50 million	1%
\$50 million to \$100 million	\$500,000 + 0.50% of the amount over \$50 million
Greater than \$100 million	\$750,000 + 0.25% of the amount over \$100 million

The final total construction cost used for the purposes of this policy shall mean the cost of construction specifically supported by the sum of Wake Transit tax revenues plus any of the following revenue sources that are used to support the subject project:

- Federal or state formula or discretionary funds that are allocated to the subject project's construction costs for use in Wake County.
- Except in the case of projects funded through the Community Funding Area Program, any other local funds from the project sponsor's general operating or capital funds that are allocated to the subject project's construction costs for use in Wake County.

For any eligible project funded through the Community Funding Area Program, the final total construction cost used to determine the maximum amount of Wake Transit tax revenue that can be used for art shall be limited to the amount specifically contributed as the necessary match from the Community Funding Area Program (CFAP) funding recipient toward the construction budget for the subject project. For example, if a CFAP funding recipient commits a match of local and/or other permissible sources of revenue under the program that totals 70 percent of the construction cost of an eligible project, the amount of Wake Transit tax revenue eligible to use toward art for the subject project will be based on 70 percent of the project's total construction cost.

The final total construction cost used for the purposes of this policy shall not include the cost of construction specifically supported by the following revenue sources:

- Transit-dedicated tax revenues collected from counties other than Wake County; and
- Federal or state formula or discretionary funds that are allocated to the subject project's construction costs for use in counties other than Wake County.

For any eligible project in which partial funding comes from Wake Transit tax revenues and partial funding comes from transit-dedicated tax revenues collected from counties other than Wake County, and the subject project, or any portion thereof, is located in a county other than Wake County, the final total construction cost used to determine the maximum amount of Wake Transit tax revenue that can be used for art shall be equal to:

- The cost of construction specifically supported by the sum of the Wake Transit tax revenues; plus
- The portion of any federal or state formula or discretionary funds that are acquired for use on the subject project in which the Wake Transit tax revenues can be attributed as the necessary match to leverage that amount of federal or state formula or discretionary funds.

### 3.2 Other Funding Notes

The maximum amount of Wake Transit tax revenue funding that is eligible for art shall be \$5 million per eligible project, regardless of the total construction cost. However, if an eligible project's calculated maximum amount eligible for art is in excess of \$5 million (calculated according to Section 3.1), the project's maximum amount of eligible art funding will be evaluated on a case-by-case basis through a Wake Transit Work Plan development cycle or Work Plan amendment request (see Section 4.2). Additionally, the Wake Transit Art Funding Eligibility Policy does not preclude project sponsors (of eligible or non-eligible projects as identified in Section 2) or other potential project funding participants from using their own separate funding sources (e.g., non-Wake Transit tax revenues) to incorporate art into projects that are not eligible under this policy or to add funding to projects that are eligible.

### 3.3 Artist Retention Fee

All projects eligible for art funding will be entitled to a lump sum of \$30,000 during their preliminary design phase. The purpose of this one (1)-time sum is to enable project sponsors to bring an artist on board as a member of the design team. The early inclusion of an artist is important in developing the opportunities, locations, and materials for future artwork.



The role of the selected artist will be determined by the project sponsor. The retention fee does not count against art funding limitations set in Section 3.1.

## Section 4 – Policy Administration

### 4.1 Request for Art Funding

Project sponsors will request art funding via submission of Wake Transit Work Plan project funding request forms or Work Plan amendment request forms. Project sponsors will be required to answer specific eligibility questions to be considered for receiving art funding for their project. The Wake Transit Work Plan project funding request and Work Plan amendment request forms and any other associated materials will be updated upon adoption of this policy by the Wake Transit governing boards: the CAMPO Executive Board and the GoTriangle Board of Trustees. Questions added to the form will include:

- Are you requesting to use Wake Transit funds for art?
- Are you requesting the \$30,000 artist retention fee for the preliminary design phase?
- Are you requesting construction funds at this time?
  - If yes, what is the total construction cost estimate for the project?
  - What are the funding sources and respective shares for the construction phase of the project?

### 4.2 Amendment Policy

The adopted [Wake Transit Work Plan Amendment Policy](#) is followed to process all amendment requests, including those that include art funding. For example, if the estimated construction cost for an eligible project increases, the project sponsor may submit an amendment request detailing the financial change and may include with its request a recalculation of the maximum amount of funding that can be allocated to art for the subject project.

### 4.3 Retroactivity

Projects that received funding in Work Plans adopted prior to the adoption of this policy shall be subject to the art funding limitations and guidelines set within this policy. An eligible project that is less advanced than the 60% design threshold may request to receive the \$30,000 one-time artist retention fee and spend up to the appropriate percentage of its total construction cost on art implementation. An eligible project that is more advanced than the 60% design threshold may request to spend up to the appropriate percentage of its total construction cost on art implementation but is not eligible to receive an artist retention fee.

### 4.4 Presentation of Art Components

All projects eligible for art funding are considered priority investments of the Wake Transit program. Project sponsors of these projects typically provide progress updates to the TPAC as they reach certain milestones throughout the implementation of the project. Project sponsors should include updates on the status of art implementation as part of regular progress updates to the TPAC on the overall project. TPAC members may be interested in elements such as:

- Name and background of the artist(s) retained for the project
- Role the artist(s) has/have played in the design process
- Art funding or maintenance partnerships that have been established
- Summary of community engagement activities conducted for art selection
- Description of the art (include renderings, graphic representations, photos, if available)
- Life expectancy/useful life of the artwork(s)
- Maintenance plan
- Location(s) of art installation(s)



## 4.5 Compliance

Each project sponsor is responsible for ensuring that its projects, including the art components incorporated into them, are developed and implemented in compliance with established public engagement and non-discrimination policies, set maintenance standards, and other applicable Wake Transit program-level rules and regulations. This includes compliance with the Wake Transit Community Engagement Policy, Work Plan Amendment Policy and Process, reporting and reimbursement request procedures, and executed master and project-level agreements.

## Section 5 – Reporting and Reimbursements

Art expenditures and art planning progress updates will be tracked and reported utilizing the established Wake Transit quarterly progress reporting and reimbursement request procedures.

### 5.1 Quarterly Reporting

A notation of art eligibility will be added to the scope of projects that have requested to use Wake Transit tax revenues to fund art. Activities occurring for the art components of the project should be included in the written “Project Status Updates” section of the quarterly progress report form for the subject project.

Examples of reported art-related milestones may include: hiring an artist to support the project, art-related engagement activities, completion of the final art design, location selection, or a decision to not move forward with incorporating art in the final project construction plan.

### 5.2 Reimbursement Requests

Project sponsors that request to use Wake Transit tax revenues to fund art will be required to internally monitor their art funding allocations. At the end of each quarter, project sponsors will report any art expenditures to the Wake County Transit tax district administration agency noting the total budget for artistic elements compared to inception spending against that budget to date. The information will be reported to the Wake County Transit tax district administration agency to verify that project sponsors are not exceeding the allowable art-related budget. The financial status of all projects eligible for art per this policy will be included in a one-page appendix in the fourth (4<sup>th</sup>) quarter Wake Transit project progress report prepared by the tax district administration agency after the end of each fiscal year. Project sponsors will use a specific template supplied by the Wake County Transit tax district administration agency. All supporting documentation will be maintained by the project sponsor and will be available upon request to the Wake County Transit tax district administration agency.

## Section 6 – Definitions

- **Artwork or Work of Art:** A tangible creation by an artist.
- **Artist Design Services:** Professional services by artists to develop designs for artworks or other architectural, landscape, or urban design elements, either individually or as a member of design team.
- **Arts Professional:** A trained professional with expertise in the arts and artistic processes.
- **Percent for Art:** A method of financing public art programs by requiring that a percentage of capital project construction budgets be appropriated for artworks.

- **Project Team (or Design Team):** Professionals, including artists, architects, engineers, city/organization staff and landscape architects engaged in the collaborative design of CIP projects. Capital Improvement Program: program for advance planning of capital project development and delivery.
- **Project Sponsor:** Initiates project and takes responsibility for its implementation; designated by TPAC and the CAMPO Executive Board.
- **Public Art:** Works of art in any media, created by an artist and planned and executed with the specific intention of being publicly accessible and in the physical public domain.
- **Transit Center:** As designated by the Wake Transit Work Plan, facilities located outside a public right-of-way that serve the purpose of staging people and vehicles to make transfers among transit routes where greater than two (2) transit routes converge



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees Operations & Finance Committee  
**FROM:** Planning and Capital Development  
**DATE:** October 14, 2021  
**SUBJECT:** **Authorization to Execute Contract for Paratransit Upfit and Renovation of Plaza Building**

### Strategic Objective or Initiative Supported

2.2 Deliver reliable service

### Action Requested

Staff requests that the Committee recommend Board authorization for the President/CEO to award and execute a contract with Bar Construction for the renovation, construction and site work at portions of the first floor and exterior parking areas adjacent to Slater Road in the amount of \$1,157,000. Staff also requests authorization to include 10% project contingency to cover the cost of changes related to additional work that may be required due to unforeseen conditions, in the total amount of \$115,700. Upon approval, the project budget will be in the total amount of \$1,272,700.

### Background and Purpose

The needs for paratransit staff and vehicles has grown beyond the capacity of the Nelson Road Bus Operations and Maintenance Facility (BOMF). Dedicated paratransit areas do not provide sufficient room for dispatch personnel and there are no dedicated spaces for paratransit operators within the BOMF. Renovations and upfit to the Plaza building will allow Paratransit operations staff and vehicles to permanently relocate.

GoTriangle engaged with on-call consultant CPL to design a renovation and upfit for the Plaza building, and has obtained bids for the construction work.

The proposed renovation includes up to approximately 8,550 square feet of interior vacant space on the first floor, and includes: new spaces for bus radio and dispatch; quiet rooms for the paratransit operators; supervisor spaces; breakroom; showers; reservations staff; restriping of the parking lot to accommodate up to 25 paratransit vehicles; fencing; lighting upgrades; and security cameras. Additional scope included in the project will also address necessary expansion and renovation to the Finance & Administration suite.



The Invitation for Bids (IFB), released on September 3, 2021, included notifications to over 30 certified DBE contractors. The IFB closed on September 24, 2021. Staff recommends award to Bar Construction, determined to be the lowest responsive and responsible bidder.

The DBE goal for this contract was set at 15%. GoTriangle's pre-bid minority business outreach included notifications to over 95 area DBE certified companies representing work classifications including general architecture, general contracting, mechanical, electrical and plumbing, parking lot and exterior paving specialists. None of the bids received included a DBE participation approach that would meet the goal. The bid received from Bar Construction includes 6.3% DBE participation, and documentation of good faith efforts to obtain participation. Bar Construction's outreach including transmittal of pre-bid requests for interest to a large group of DBE and minority businesses.

### Financial Impact

This contract is within budget. The total FY22 GoTriangle Capital Improvement Program budget for this project is 1,431,807: \$568,124 from Wake Transit funds, \$195,000 from federal grants, and \$668,683 from GoTriangle. Of the total project budget, 1,272,700 is allocated for construction.

Staff is continuing to evaluate the cost of furnishings and information technology needs for the project, which may require additional funding in the future beyond the currently authorized project budget.

### Attachments

None

### Staff Contacts

- Bryan Hammond, (919) 485-8742, [bhammond@gotriangle.org](mailto:bhammond@gotriangle.org)
- Richard Major, (919) 485-7483, [rmajor@gotriangle.org](mailto:rmajor@gotriangle.org)
- Katharine Eggleston, (919) 485-7564, [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org)



## MEMORANDUM

**TO:** GoTriangle Operations and Finance Committee  
**FROM:** Planning and Capital Development  
**DATE:** October 12, 2021  
**SUBJECT:** Operations Contract for GoDurham Microtransit and Job Access Pilot

### Strategic Objective or Initiative Supported

- Pursue service improvements and expansion opportunities
- Incorporate innovations to improve mobility and environmental stewardship
- Maintain cost-effectiveness

### Action Requested

Staff requests that the Board authorize the execution of a contract with National Express Transit (NEXT) for the operation of the GoDurham Microtransit and Job Access Pilot for FY22 and FY23, with a not to exceed amount of \$348,732 and authorize the President/CEO to execute the contract consistent with those terms.

### GoDurham Contracted Services

The City of Durham has contracted with GoTriangle to oversee the management, support and operations of the GoDurham fixed route bus service and the GoDurham Access demand-response paratransit service. GoTriangle responsibility also includes transit planning, transit marketing and contracting and management of the third-party transit service operators.

### Background and Purpose

Completed in summer 2020, the GoDurham Microtransit Planning Study identified three zones in the City of Durham and Durham County - East Durham, North Durham and Sparger Road - that showed potential for on-demand shuttle service commonly referred to as microtransit service. These areas contain populations that are most likely to rely on transit, but are not suitable to provide cost effective fixed route service since they are in low density residential areas. After review of the study, GoTriangle and City of Durham staff determined that microtransit service in the East Durham and North Durham zones was of the highest priority.

As part of the scenario development for the Durham Transit Plan, microtransit service was recommended in each of the three options presented. The GoTriangle Board of Trustees approved funding for the GoDurham Microtransit and Job Access Pilot in the FY22 work plan. The

implementation of the GoDurham Microtransit and Job Access pilot is one of many steps to increase transit access to neighborhoods, jobs centers and rural parts of the Durham County that have infrequent fixed-route service. The pilot will increase service to Treyburn Corporate Park and the Bragtown neighborhood in North Durham, as well as destinations in East Durham such as Durham County Library – East Regional Branch, Southern High School and Neal Middle School.

GoTriangle staff identified National Express Transit (NEXT) as best suited to operate the service, largely due to their current operation of GoDurham ACCESS. Below are several reasons exemplifying the benefits of selecting NEXT as the operator of the service:

- There are cost savings by using the existing GoDurham ACCESS fleet and workforce.
- NEXT has outstanding safety record and customer service.
- NEXT has familiarity with the area.
- This partnership allows a quicker rollout of the pilot.

Since GoTriangle holds the contract with NEXT for GoDurham ACCESS, GoTriangle will hold the contract with NEXT for operations of the microtransit service.

In addition to seeking an operator, GoTriangle will procure software to be used by NEXT to dispatch microtransit trips. The software procurement is not included in the operations procurement cost. The pilot project includes funding for 16 months of operations in the East Durham zone and 11 months of operations in the North Durham zone.

### Financial Impact

The FY22 Durham County Transit work plan includes \$413,713.59 for the GoDurham Microtransit and Job Access Pilot for operations, software and marketing costs in FY22 and into FY23. The total cost for operations and software of the service is projected to cost \$413,632. The operations contract will include a not to exceed amount of \$348,732 for FY22 and FY23. For FY22 alone, the cost of operations will not exceed \$64,580.

COST SUMMARY: (Feb 1 start date for East Durham Zone)			
	FY22	FY23	TOTAL
East Durham Zone	\$ 103,980.00	\$ 165,076.00	\$ 269,056.00
Software – start up	\$ 36,900.00		
Software – annual maintenance		\$ 23,000.00	
<b>Operations</b>	\$ 64,580.00	\$ 142,076.00	
Marketing	\$ 2,500.00		
Other items?			

North Durham Zone		\$ 144,576.00	\$ 144,576.00
Software – start up	see above		
Software – annual maintenance		see above	
<b>Operations</b>		\$ 142,076.00	
Marketing		\$ 2,500.00	
<b>TOTAL</b>	<b>\$ 103,980.00</b>	<b>\$ 309,652.00</b>	<b>\$ 413,632.00</b>

<b>Operations</b>	<b>FY22</b>	<b>FY23</b>	<b>Total</b>
East Durham	\$ 64,580.00	\$ 142,076.00	\$ 206,656.00
North Durham		\$ 142,076.00	\$ 142,076.00
<b>Total</b>	<b>\$ 64,580.00</b>	<b>\$ 284,152.00</b>	<b>\$ 348,732.00</b>

GoTriangle Service Planning staff will work with the Durham Transit Plan Staff Working Group to seek additional funding to extend operations if extension is recommended following the pilot.

#### Attachments

- GoDurham Microtransit Planning Study
- Scope of Work
- Sole Source Justification

#### Staff Contacts

- David Jerrido, Transit Service Planner, [djerrido@gotriangle.org](mailto:djerrido@gotriangle.org), 919-485-7549
- Jennifer Green, Transit Svc. Planning Supervisor, [jgreen@gotriangle.org](mailto:jgreen@gotriangle.org), 919-485-7529
- Brian Fahey, Transit Administrator, [bfahey@gotriangle.org](mailto:bfahey@gotriangle.org), 919-485-7501





GoDurham

# Microtransit Planning Study

June 2020



**GoDurham Microtransit Study | Market Review**  
GoDurham

## TABLE OF CONTENTS

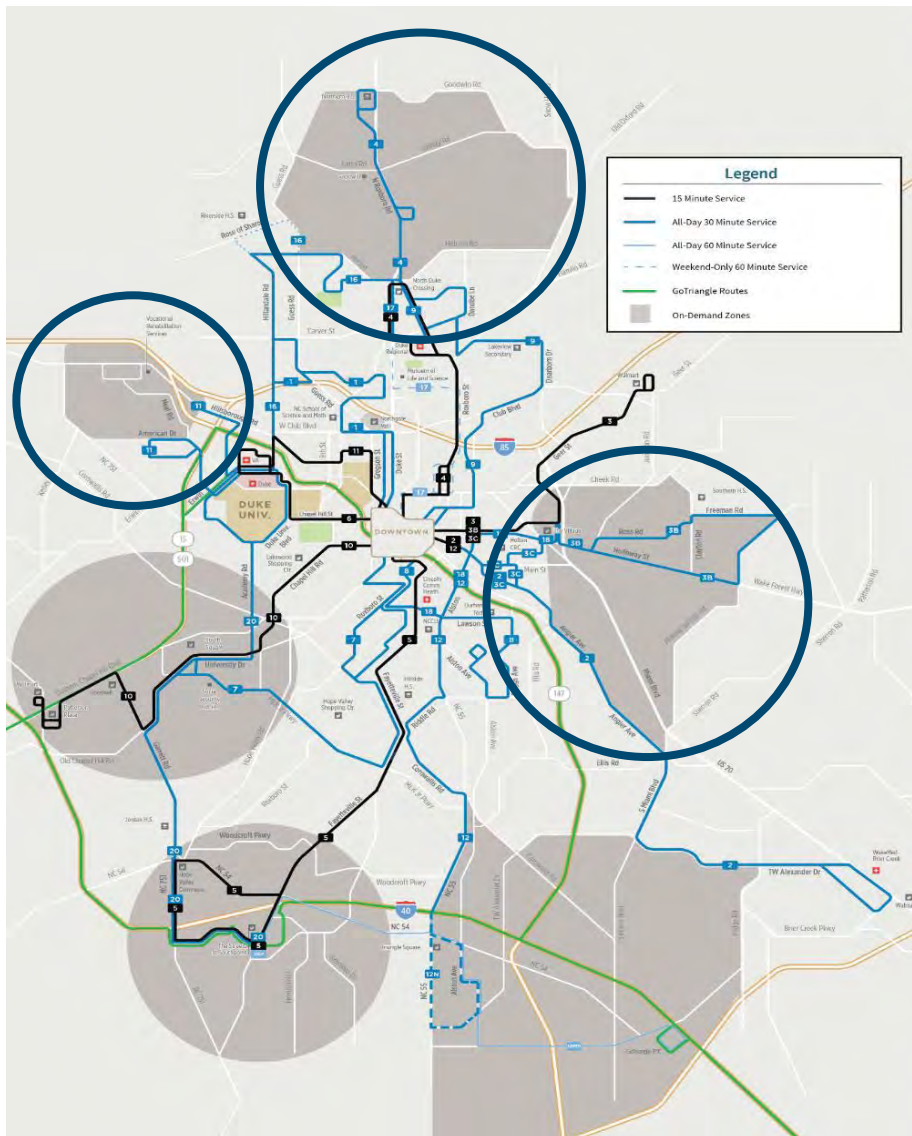
<b>1</b>	<b>Overview.....</b>	<b>3</b>
	Key Findings.....	4
<b>2</b>	<b>Goals and Objectives .....</b>	<b>5</b>
<b>3</b>	<b>Market Review.....</b>	<b>7</b>
	Zone Findings.....	7
	Findings from Previous Studies and Surveys .....	7
	Market Review Methodology.....	12
	Zone 1: East Durham .....	14
	Zone 2: Sparger Road.....	20
	Zone 3: North Durham (north of Horton Road) .....	25
<b>4</b>	<b>Service Design .....</b>	<b>30</b>
	Overview .....	30
	Service Design Scenarios.....	33
<b>5</b>	<b>Evaluation .....</b>	<b>38</b>
	Methodology .....	38
	Evaluation Results.....	44
<b>6</b>	<b>Implementation.....</b>	<b>47</b>
	Public Engagement .....	48
	Marketing .....	48
	Covid-19 .....	49

# 1 Overview

In June 2019, the Durham City Council adopted the GoDurham Short Range Transit Plan (S RTP). The S RTP identified six potential on-demand zones on the periphery of the city where fixed-route ridership and residential density are low, but mobility needs of the community remain high. The purpose of this Microtransit Planning Study is to investigate service scenarios and provide recommendations for three of these zones, listed below and shown in Figure 1:

- Zone 1: East Durham – east of the Village Shopping Center
- Zone 2: Sparger Road – west of Cole Mill Road serving Neal Road, Sparger Road, and Operations Drive
- Zone 3: North Durham – north of Horton Road

Figure 1 Three Study Zones Overlaid on S RTP Recommendations



## GoDurham Microtransit Study | Market Review

### GoDurham

The GoDurham Microtransit Planning Study starts with a definition of the goals and objectives of providing on-demand service in Durham. The study follows with a market review to understand the socioeconomic characteristics, key activity centers and existing transit service within each zone. Market review findings helped inform the development of service design scenarios. Criteria developed from the goals and objectives were used to evaluate each scenario, including key performance indicators of ridership and cost. Lastly, the study concludes with a recommended direction for on-demand service in Durham, including prioritization of zones and a high-level implementation strategy.

## KEY FINDINGS

The GoDurham Microtransit Planning Study resulted in the following key takeaways:

- The study recommends a course of an action for implementing on-demand service in Durham, aligned with goals to make service more convenient, more equitable, and improve connections, while ensuring that the model created will be sustainable over the long term.
- The three study areas are generally characterized by low-density residential areas, plus some employment and activity centers. They have a high proportion of residents with socioeconomic characteristics that are linked to a higher transit propensity. Each zone currently has a lower frequency fixed route service running through part of the zone, plus a major hub with frequent fixed route connections.
- On-demand service can be designed in many ways, including different service delivery models and zone designs. Preliminary zone boundaries are drawn for each zone to encompass major population, employment, and activity centers. Based on GoDurham operational requirements and the goals of this study, two scenarios were created for further evaluation:
  - A ride-hail partnership model in which the agency provides subsidized rides with ride-hailing companies like Lyft, Uber, or local taxis, with a hybrid hub- and zone-based design which provides trips within a specific geographic zone and to specific identified connection points outside the zone, focused on providing first mile/last mile connections.
  - A microtransit turnkey model in which a dedicated transit service provider, like Via, is contracted to provide software, vehicles, and service operations within a specific geographic area, focused on providing community connections anywhere within the zone.
- The two scenarios and zone boundaries were evaluated based on metrics aligned with the study goals and objectives. Based on the evaluation, budget, and expected implementation timeline, the study recommends that GoDurham implement a ride-hail partnership in the East Durham zone as the highest priority. This service could expand upon the East Durham Connect pilot to a wider geography and extend the use of this service to those under 18. This service is estimated to serve 36 riders per day in the first year, increasing up to 120 riders per day in successive years. For the first year, the annual operating cost will be approximately \$119,000.
- If budget allows, Sparger Rd. 2 could also be included as part of an initial phase. This service is estimated to serve 8 riders daily at a cost of \$18,000 annually. This zone does

- not have the highest ridership potential, but it is the smallest zone with the lowest cost and highest number of transit riders who lost service since the SRTP (63 riders/daily).
- In order to ready this service for implementation, GoDurham must conduct extensive public engagement to adjust these preliminary recommendations to better fit the communities that will use this service. Implementation will also require robust marketing to ensure that potential customers know about and understand how to use the service.

## 2 Goals and Objectives

GoDurham staff, GoTriangle staff, and the project team developed a series of goals and objectives for microtransit service in Durham. Since this project explores the potential introduction of new service types and delivery models, goals were developed for the microtransit service itself (customer experience) and the internal knowledge growth during the service implementation process (agency experience). The team developed four goals, each with several objectives. These serve as the evaluation framework to determine which service scenario and geographic area would best meet the goals and objectives of this effort.

### **Goal 1: Make Service More Convenient**

- Preserve and enhance mobility for current customers
- Expand coverage to areas not served by fixed route
- Improve the customer experience, including more access, decrease wait and trip times, and ease of use
- Integrate experience with other modes, including fixed route

### **Goal 2: Connect People to Life's Activities**

- Improve access to jobs
- Connect people to healthcare and other social services
- Design service that will benefit the largest number of people
- Improve connections to fixed route network

### **Goal 3: Design an Equitable Service that Improves Access to Opportunity**

- Create shared economic prosperity for disadvantaged populations
- Address safety concerns around microtransit
- Build partnerships within each zone to encourage use and improve service

**GoDurham Microtransit Study | Market Review**  
GoDurham

- Ensure fares are accessible and affordable
- Design service to meet the needs of those with the fewest mobility options

**Goal 4: Create a Model That Will Be Sustainable**

- Understand the financial and technical feasibility of on-demand mobility options
- Develop services that achieve a high level of public support
- Learn and test new strategies for leveraging technology to improve the customer experience
- Generate additional data to understand transit demand and travel flows
- Gain experience collaborating and contracting with private-sector mobility companies

### 3 Market Review

The GoDurham Microtransit Study market review builds off findings from the GoDurham SRTP, as well as previous surveys conducted by GoDurham, to understand the unique transportation needs in these three zones (Figure 1). The market review analyzes the market demand of each zone based on demographics, employment centers, and other activity centers, as well as the performance of existing and past transit services in these areas.

#### ZONE FINDINGS

The key findings for each of the three zones from the market review are as follows:

- Zone 1: The East Durham Microtransit Zone is generally characterized by low-density residential developments, plus a couple clusters of employment areas. Higher transit propensity, determined through a series of socioeconomic characteristics, is concentrated in the half of the zone closer to downtown. The Village Shopping Center represents a potential key transfer point from microtransit to frequent fixed-route transit service.
- Zone 2: The Sparger Road Microtransit Zone generally encompasses low-density industry and commercial areas, with some low-density homes and apartments complexes. Transit propensity is relatively low, but low-wage employment sites along Hillsborough Road, social services agencies like the Vocational Rehabilitation Services facility, and low-income housing developments are potentially major markets for microtransit.
- Zone 3: The North Durham Microtransit Zone contains low density residential areas plus major commercial and retail centers. North Duke Shopping Center and Willowdale Shopping Center are potential key transfer points for microtransit to fixed-route transit. Transit propensity is relatively high throughout the study area. However, population and employment density are not strong enough to warrant fixed-route transit service.

#### FINDINGS FROM PREVIOUS STUDIES AND SURVEYS

##### GoDurham Short Range Transit Plan

The GoDurham SRTP was adopted by the Durham City Council in June 2019. The Plan recommended changes to the GoDurham network to provide more frequent and reliable service. The Plan also identified six zones to be served by on-demand services rather than fixed-route buses. This study focuses on three of these zones (Figure 1) and builds on the SRTP's market analysis and survey results.

##### Market Analysis

The SRTP analyzed the population density and demographic characteristics of Durham County. As shown in Figure 2, the population of Durham is concentrated towards downtown, with a low number of people per acre in the three microtransit study areas. However, as shown in Figure 3, areas with high proportions of populations who have a propensity for transit are spread out throughout the city and county, including in the microtransit study areas.



**POPULATION**  
People per acre

- Less than 3
- 3 to less than 4
- 4 to less than 7
- 7 to less than 10
- 10 or more

University

0 1 2 Miles

Data Sources: Durham Open Data; U.S. Census 2010; ACS 2011-2015; 2014 LEHD

**TRANSIT PROPENSITY**  
Transit propensity index\*

High propensity

Low propensity

GoDurham Routes

University

\*The Transit Propensity Index combines densities of seniors (65+), renters, people with low incomes, people with disabilities, and zero-vehicle households.

CHAPEL HILL

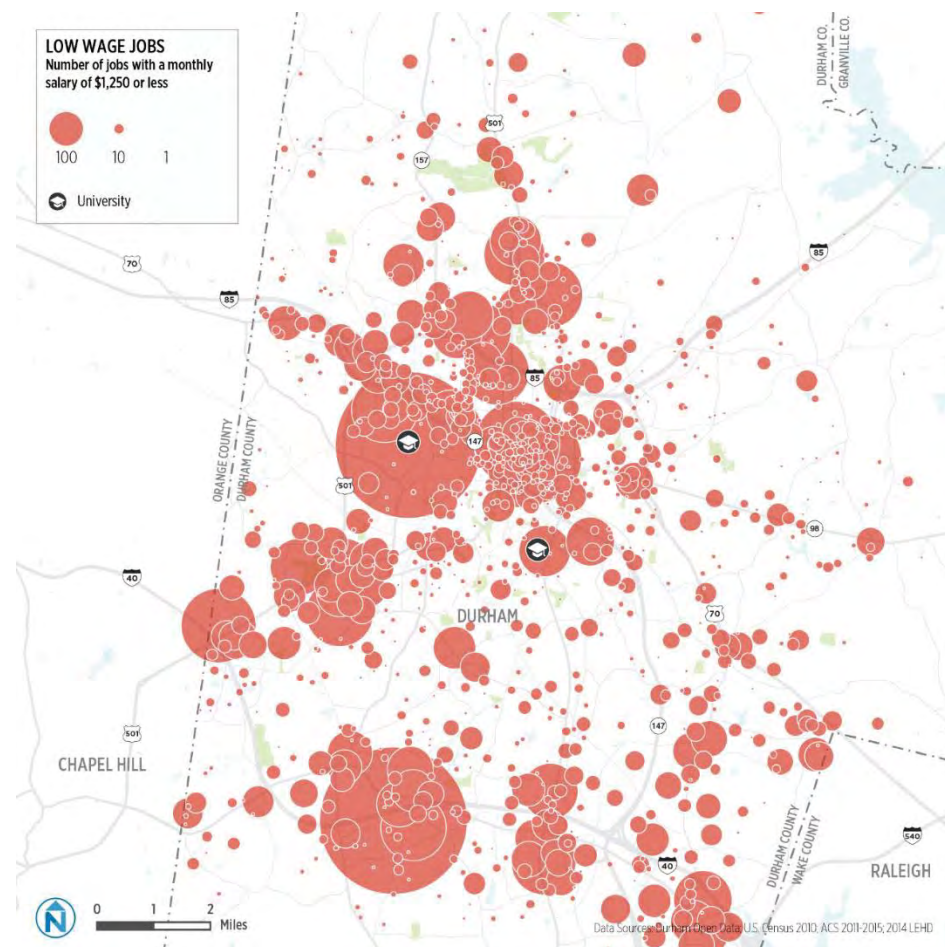
DURHAM

RALEIGH

0 1 2 Miles

Data Sources: Durham Open Data; U.S. Census 2010; ACS 2011-2015; 2014 LEHD

Figure 5 Durham SRTP – Low-Wage Employment Density



## GoDurham Microtransit Study | Market Review

GoDurham

The demographic data used in the SRTP included US Census, American Community Survey (ACS), and Longitudinal Employer-Household Dynamics (LEHD) data from 2010 to 2015. According to ACS population estimates, between 2010 and 2018 the population of Durham has increased by nearly 20%, and the socioeconomic characteristics of the city have also shifted. Additionally, the Transit Propensity Index (Figure 3) from the SRTP took into account several demographic factors—low-income populations, people with disabilities, seniors, people who live in rental units, and zero-vehicle households—but did not include race, which is a factor that greatly correlates with transit need. This market review updates the demographic analysis, using more recent population data and incorporating race into the Transit Propensity Index.

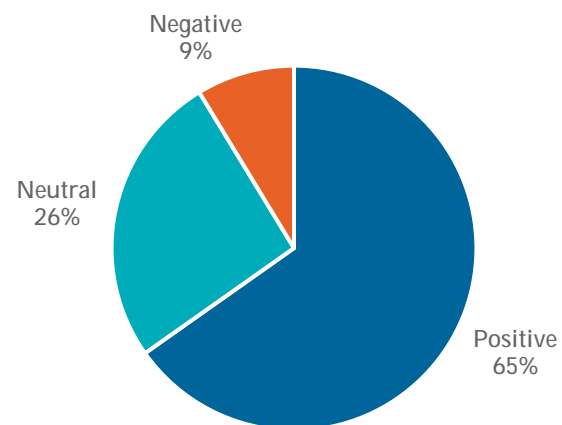
The SRTP market analysis also analyzed the employment density of the City and County of Durham. Figure 4 shows the employment centers are concentrated downtown, at Duke University, and near Research Triangle Park. However, Figure 5 shows low-income employment centers distributed throughout the county, including in the three microtransit study areas.

### On-Demand Zone Feedback

The GoDurham Short Range Transit Plan collected community feedback on a range of transit improvements and recommendations. When asked about the proposed on-demand zones, 65% of 23 survey respondents reacted favorably, compared to 26% who reacted negatively. Comments included the following feedback:

- Concern that higher costs would create a financial burden, especially for riders getting passes through Duke.
- Concern about greater pollution with a potential reduction in service by replacing fixed-route with on-demand service.
- Support for late-night on-demand service, especially during the weekends.
- Support for greater subsidies for low-income individuals.
- Concern about funds being directed away from bus service and liability issues behind transportation network companies (TNCs).

Figure 6 SRTP On-Demand Zone Public Feedback



### Service Changes Since SRTP

Since the adoption of the SRTP in June 2019, GoDurham has implemented many recommended service changes. The January 2020 service changes included the following routes that affect our study area:

- Routes 2, 2A, 2B, and 15 were combined into a new Route 2 and service was simplified. Route 2 now runs along Angier Avenue without a loop and service is more frequent.
- Route 3C in East Durham was restructured to serve The Village Shopping Center and Alston Avenue, rather than Holloway Street and Lynn Road. The East Durham Connect pilot program was put in place along the area that Route 3C no longer serves.
- Route 6 and Route 6B were combined and shortened to serve Duke and VA Medical Centers and no longer serve Sparger Road, Operations Drive, or Hillsborough Road west of Duke University.



**GoDurham Microtransit Study | Market Review**  
GoDurham

- Routes 9, 9A, and 9B maintained its routing with some schedule adjustments in North Durham.
- Route 11B was restructured and no longer serves Sparger Road or Hillsborough Road west of Cole Mill Road.
- Route 23 was eliminated, and service was increased on Route 3B at night and on weekends.

## Onboard Survey of GoDurham Customers 2019

GoDurham conducts an annual onboard survey of the agency's customers. The 2019 survey was conducted on buses in mid-October 2019, with 920 responses and a margin of error of +/- 3.2% at the 95% level of confidence. The project team reviewed the results of this survey to glean the following information relevant to planning on-demand service, with a focus on existing riders:

- *Trip Purpose:* A majority (62%) of current riders use transit primarily to get to work. A sizeable population (14%) primarily use transit to get to schools and colleges.
- *Fare Medium:* About half of GoDurham customers pay with cash, including 29% who pay in cash for a one-way ride on the bus and another 21% who purchase a day pass, likely through cash on the bus as well. As shown in Figure 7, the fare medium used differs by income level. Over 60% of customers who make less than \$50,000 per year use cash or a day pass. 42% of those who make more than \$50,000 use a GoPass or University ID, compared to less than 25% for lower income customers.

Figure 7 Income of Customer and Type of Fare Medium

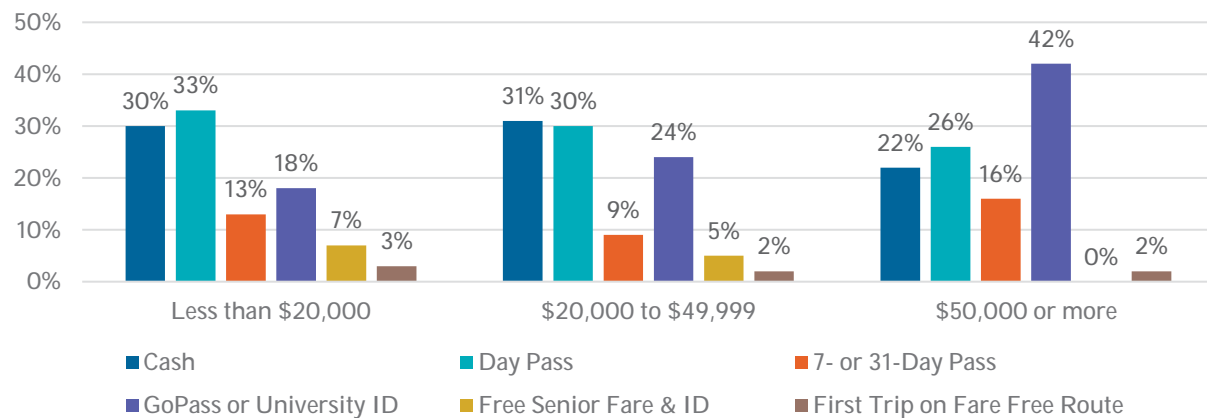
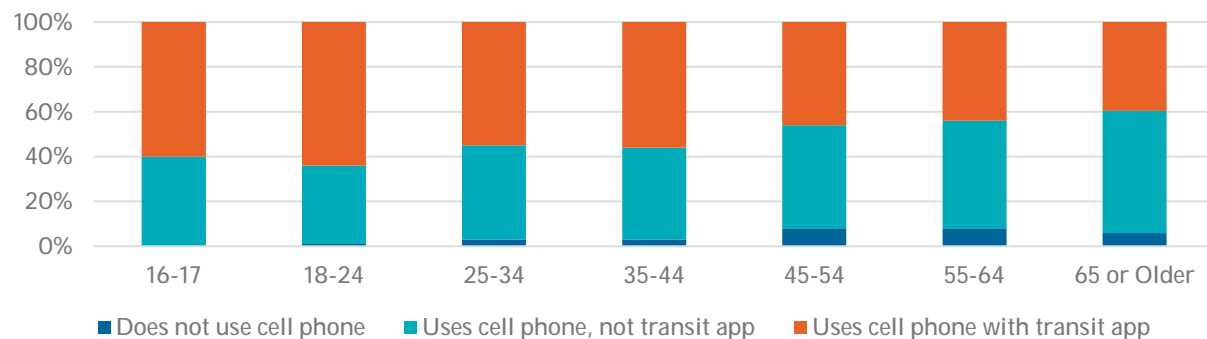


Figure 8 Age of Customer and Use of Cell Phone and Transit App



## GoDurham Microtransit Study | Market Review

### GoDurham

- *Uber/Lyft Usage:* In the thirty days before the survey was conducted, about 51% of customers did not use Lyft and Uber. About 10% used Lyft or Uber once, 19% used them twice or three times, and about 20% used Lyft and Uber four or more times.
- *Mobile/Transit App Usage:* An overwhelming majority (96%) of customers use cell phones. 55% of customers use a cell phone and have a transit app downloaded already. As shown in Figure 8, cell phone and transit app usage vary a bit with age. 64% of customers who are between 18 and 24 use a cell phone with a transit app, compared to 40% of customers who are 65 or older.

## Community Survey of Adults in Wake, Durham, and Orange Counties 2019

In August and September of 2019, the transit providers in the Triangle Region conducted a community survey of the general adult population in Wake, Durham, and Orange Counties. The results of the survey are based on a random sample of 1,202 adults in the three counties, including both transit riders and non-riders, 400 of whom are from Durham County. The project team reviewed the results of this survey to glean the following information relevant to planning on-demand service, with a focus on the general population, or the total pool of potential riders rather than just existing transit riders:

- *Trip Purpose:* In Durham County, 63% of local trips are work-related, regardless of transportation mode. The second greatest proportion of trips are for errands and shopping at 25%, with school-related trips at 6% of the survey population.
- *Uber/Lyft Usage:* In Durham County, 62% of the sampled population did not use Lyft or Uber in the thirty days before the survey was taken. About 21% of people used Lyft or Uber one to three times, and 18% used them four or more times.

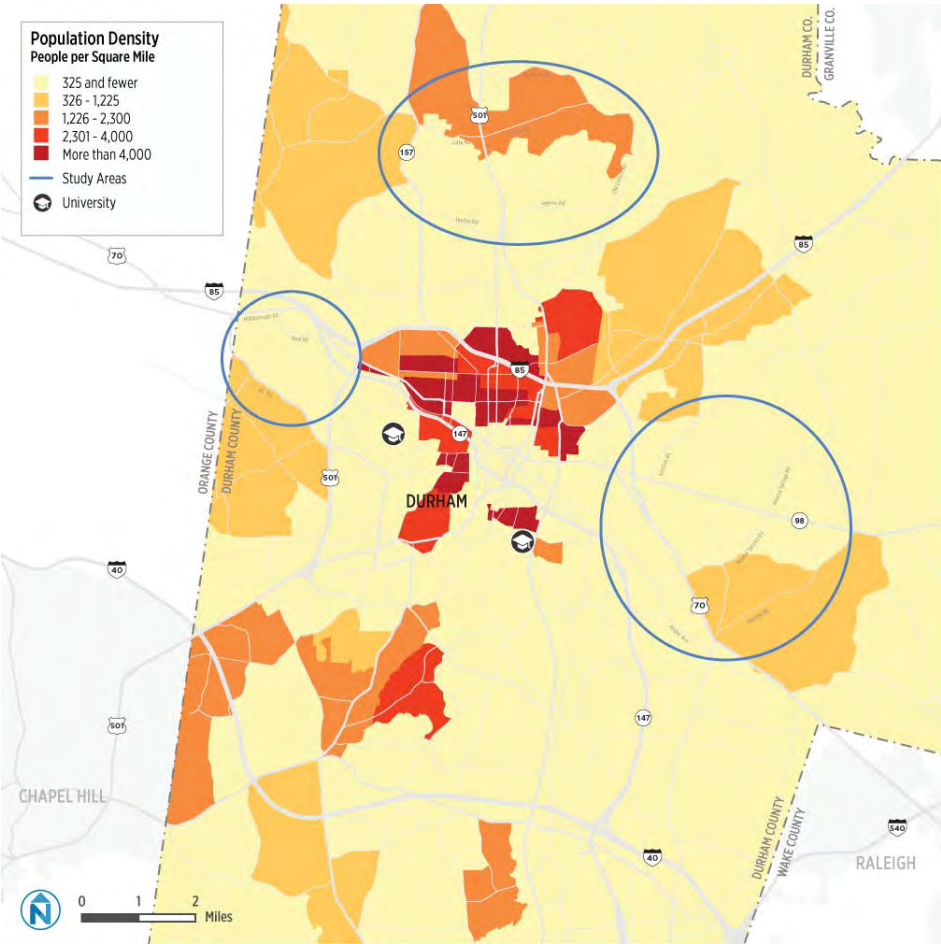
## MARKET REVIEW METHODOLOGY

In order to understand the market for microtransit in Durham, this market review evaluates the following characteristics for each study area.

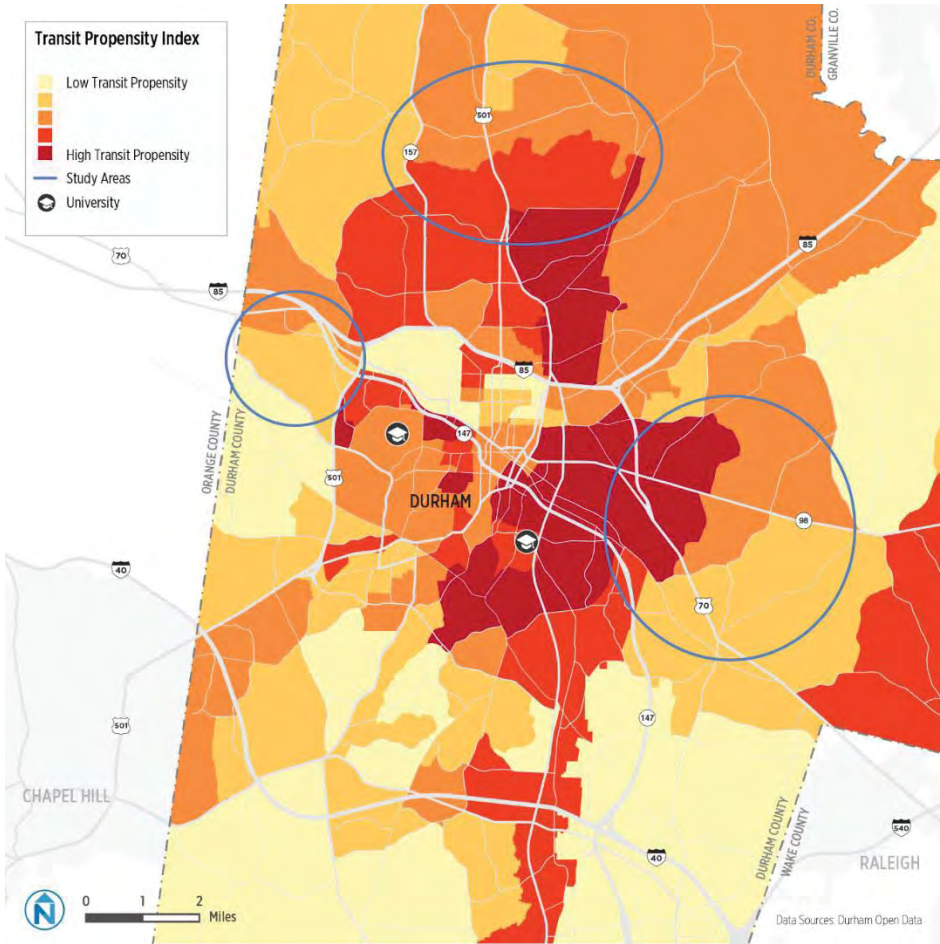
- *Key activity and employment centers:* The market review identifies key activity centers in and around each zone as places that many customers may want to travel from or to, such as shopping areas, apartment complexes, schools, and supermarkets. Since people who work low-wage jobs are more likely to use transit than those with higher income, the market review also looked locations of low-wage jobs identified in the SRTP.
- *Residential market for transit:* The market review analyzes the population density within each zone (Figure 9), as well as demographic characteristics associated with a higher propensity for transit. Using US Census ACS 2018 5-year estimates data at the block group level, this market review assesses the proportion of residents in each zone who are seniors (age 65+), have low incomes (<100% of poverty level), are non-white, have disabilities, and live in households with no vehicles. These indicators are combined into a composite Transit Propensity Index (TPI), which highlights the areas with the greatest transit need (Figure 10).
- *Existing transit and ridership:* To determine potential connections to fixed-route transit within the microtransit zones, this market review discusses GoDurham bus routes that cross through the study areas. The SRTP also analyzed transit ridership by stop on the GoDurham network before January 2020 service changes. This ridership analysis is included in the market review since it helps to identify key transfer points and areas where customers already use transit.

**GoDurham Microtransit Study | Market Review**  
GoDurham

**Figure 9** Durham Population Density



**Figure 10** Durham Transit Propensity Index





## ZONE 1: EAST DURHAM

The East Durham Microtransit Zone is generally characterized by low-density residential developments and a few commercial and retail corridors, plus high transit propensity on the western half of the zone. The study area is east of Downtown Durham and its major corridors include Holloway Street, US Route 70, and Angier Avenue. The area is currently served by GoDurham Route 3B. GoDurham Route 2 also intersects the southern part of the study area.

### Activity and Employment Centers

The Village Shopping Center represents a key transfer point with fixed-route service to Durham Station every 15 minutes. As shown in Figure 11, key activity centers include:

- The Village Shopping Center and retail development surrounding the intersection of Holloway St and N Miami Blvd
- Southern High School
- Springwood Park Apartments (previously served by Route 3C)
- Food Lion
- Rochelle Manor Apartments
- Durham Ridge Assisted Living

East Durham also contains clusters of low-wage jobs (Figure 12). These jobs are located:

- At the Village Shopping Center and its surrounding retail development
- Along Holloway Street
- At the intersection of Sherron Road and US Route 70

### Residential Market for Microtransit

The East Durham Microtransit Zone, as shown in Figure 13, has relatively low population density. The zone has higher population density in the residential subdivisions adjacent to Sherron Rd and S Mineral Springs Rd in the southern portion of the study area.

Figure 11 East Durham Study Area and Activity Centers

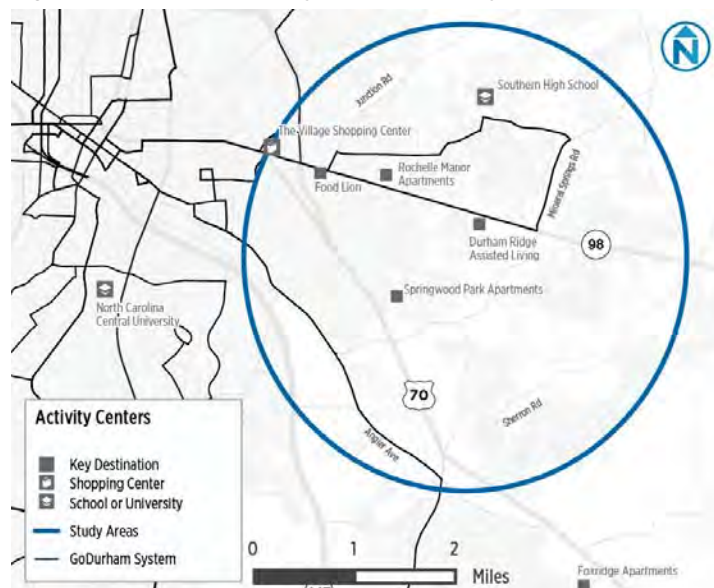
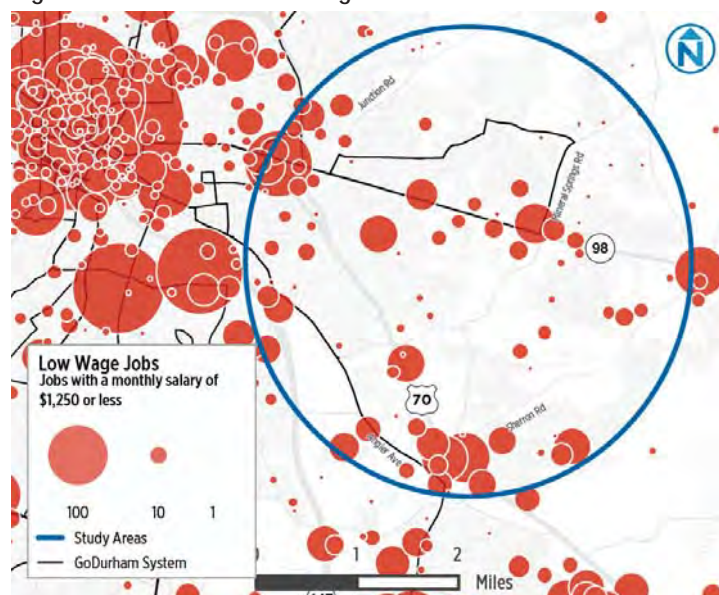


Figure 12 East Durham Low Wage Jobs



## GoDurham Microtransit Study | Market Review

### GoDurham

Figure 13 East Durham Population Density

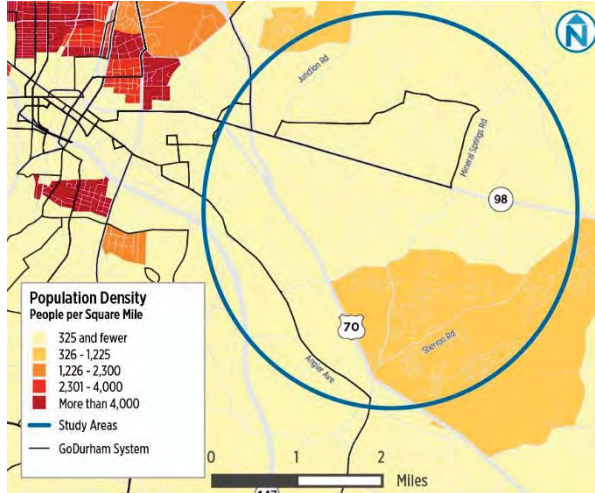
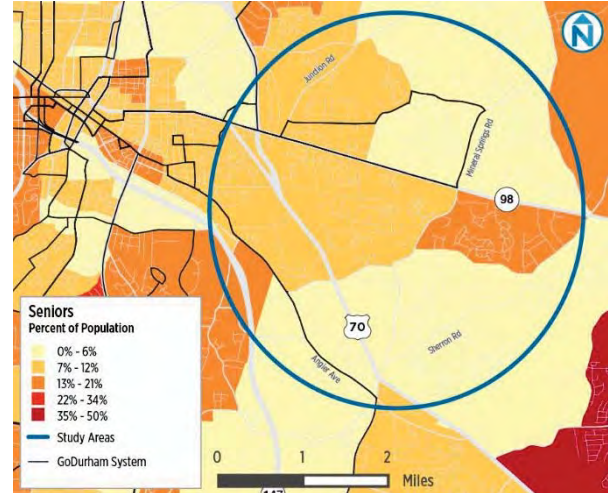


Figure 14 East Durham Senior Population



The project team analyzed socioeconomic characteristics that correlate to greater transit need:

- The study area has moderately low concentrations of seniors, ages 65 and older (Figure 14). The highest concentration of seniors (13% - 21%) is in the Grove Park neighborhood, located south of NC 98, between S Mineral Springs Rd and Sherron Rd. Additionally the Durham Ridge Assisted Living home is located on NC 98 approximately ½ mile west of Mineral Springs Rd.
- The western portion of the East Durham Microtransit Zone has the highest concentration of people living below 100% of the Federal Poverty Level (Figure 15), including the Wellons Village, East Durham, and Wedgewood neighborhoods. These neighborhoods include several large apartment complexes and subsidized housing projects, like Hardee Terrace Apartments, Cambridge Village Apartments, and Rochelle Manor Apartments.

Figure 15 East Durham Low-Income Residents

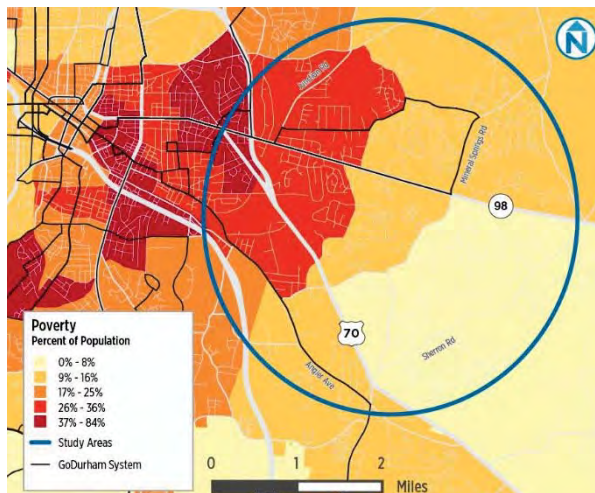
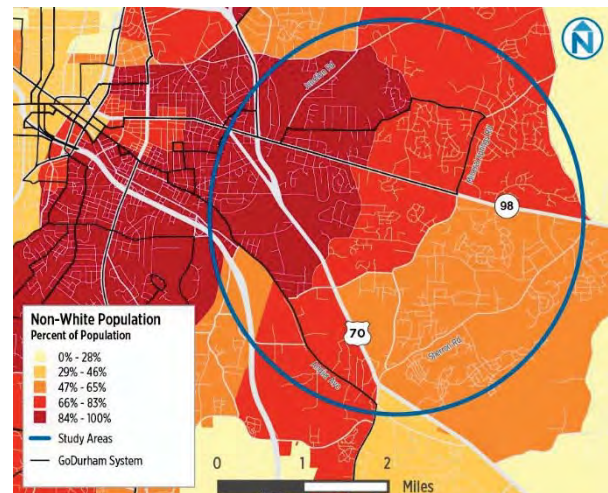


Figure 16 East Durham Non-White Population



- The East Durham Microtransit Zone has high concentrations of non-white populations, as shown in Figure 16. Areas with the highest concentrations are generally in the western portion of the study area, including East Durham, Wellons Village, Merrick Moore, Wedgewood, and Y.E. Smith neighborhoods.



## GoDurham Microtransit Study | Market Review

### GoDurham

- The East Durham Microtransit Zone has relatively high concentrations of people with disabilities in the western portion of the study area, as shown in Figure 17. These concentrations are highest west of Lynn Rd and are lowest east of Mineral Springs Rd and south of NC 98.

Figure 17 East Durham People with Disabilities

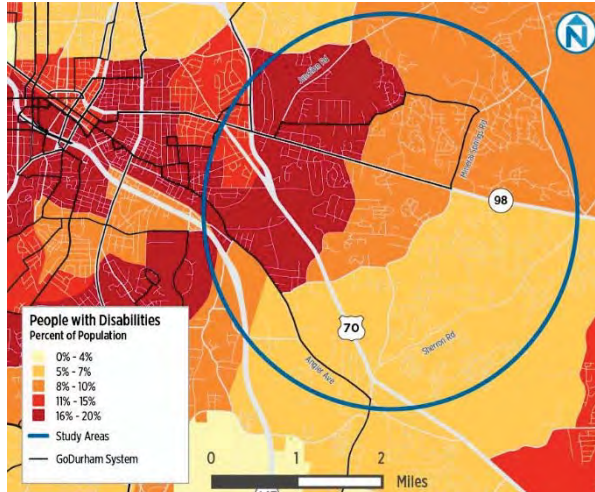
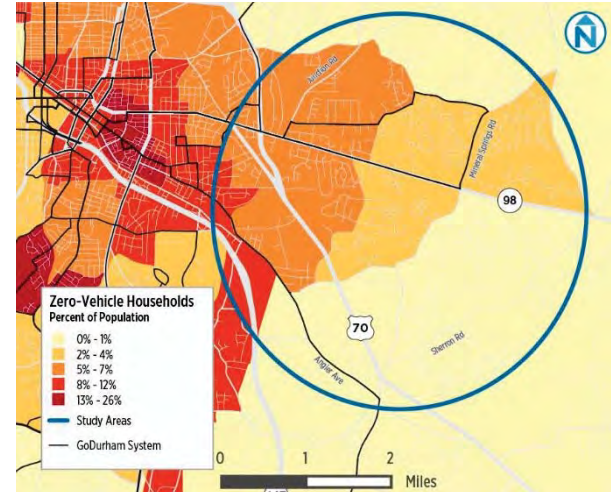


Figure 18 East Durham Zero-Vehicle Households



- Durham generally has high automobile ownership rates and this is true for the East Durham Microtransit Zone as well. Zero-Vehicle Households are most concentrated in the western portion of the study area (Figure 18)

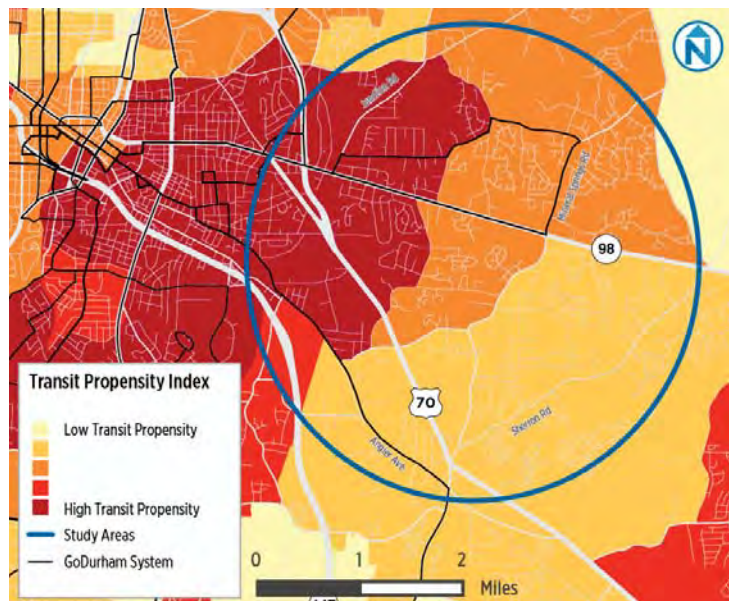
The overall Transit Propensity Index, which combines the five above demographic factors, varies across the East Durham Microtransit Zone, with the highest propensity in the western portion of the study area and the lowest propensity in the southeastern portion, as shown in Figure 19.

## Existing Transit Services

The East Durham Microtransit Zone is currently served by the following GoDurham routes (Figure 20):

- Route 3B: along Holloway Street, Ross Road, and Freeman Road. Route 3B runs every hour from around 5AM to midnight on Mondays to Saturdays and from 7AM to 9PM on Sundays.
- Route 2: along Angier Ave. Route 2 runs every 30 minutes daytime and every hour nighttime Mondays to Saturdays from 6AM to midnight and runs every hour Sundays from 6:30AM to 9PM.
- Routes 3/3B/3C all serve the Village Shopping Center, which gets service every 15 minutes during the day Monday to Saturday and every 30 minutes on nights and Sundays.

Figure 19 East Durham Transit Propensity Index



## GoDurham Microtransit Study | Market Review

### GoDurham

Figure 20 East Durham Transit Routes

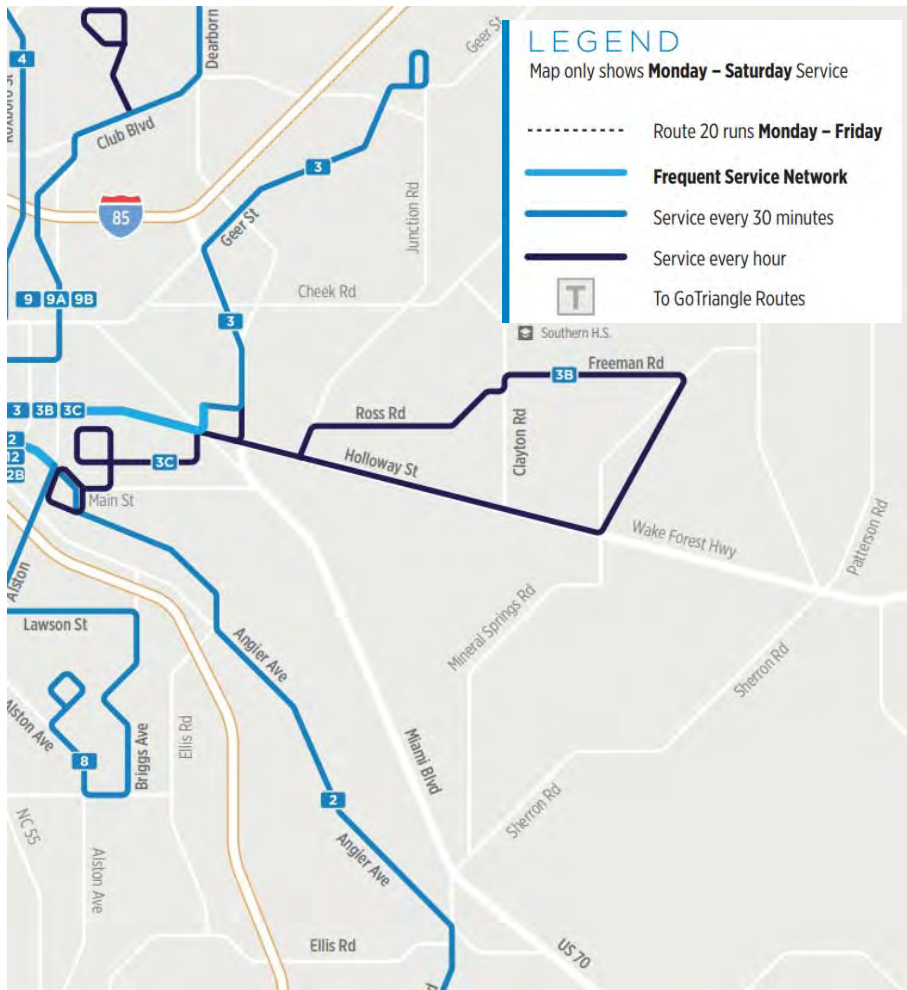
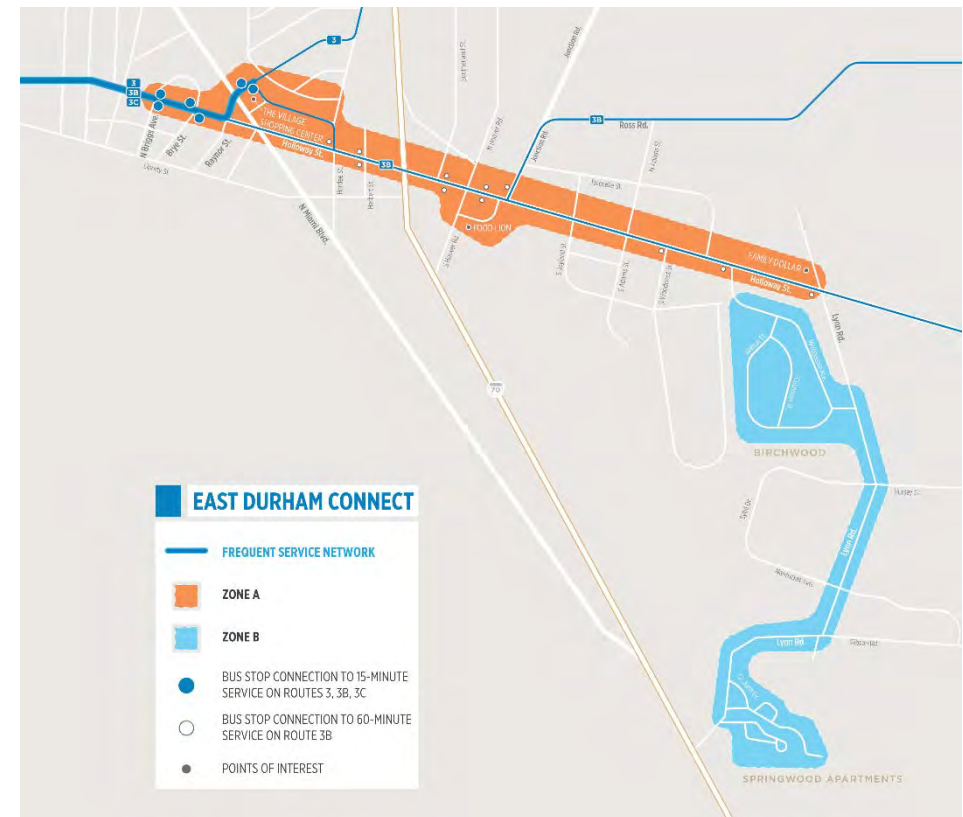


Figure 21 East Durham Connect Pilot Zones



## GoDurham Microtransit Study | Market Review

### GoDurham

In addition to fixed-route services, GoDurham is currently piloting an on-demand zone in this area, called the East Durham Connect. The pilot program is in partnership with Lyft. Customers use Lyft for free rides between the two zones shown in Figure 21: A) along Holloway Street encompassing the Village Shopping Center and B) between NC 98 and US 70 on Wedgedale Avenue and Ivywood Lane. Zone A has employment and activity centers, plus connections to the bus frequent service network. Zone B is residential and along the same corridor that Route 3C used to serve before it was rerouted.

Lyft trips must go from Zone A to Zone B or vice versa, and customers access the free ride subsidy on the Lyft app using a discount code. The service is available on Mondays to Saturdays from 6AM to 7PM, and customers are limited to 50 rides a month. Additionally, youth 17 years of age or younger cannot ride the service alone due to Lyft requirements and instead must book a ride with GoDurham ACCESS. The pilot was launched in February 2020 and goes until the end of June 2020 but may be extended.

Ridership on East Durham Connect has been lower than estimated, likely partially due to the Covid-19 pandemic. In February and March, the service had a little over 6 riders per day, compared to an estimated expected ridership of 35 people on each weekday and 20 people on each Saturday. The cost per trip has been about \$8, at an average trip length of 1.8 miles.

## Ridership on Prior Transit Services

During the development of the SRTP, stop level ridership was assessed for every route in the GoDurham system using Automatic Passenger Count (APC) data from September 2016. Though some of these routes have changed, key findings related to ridership in the study area relevant to this study include:

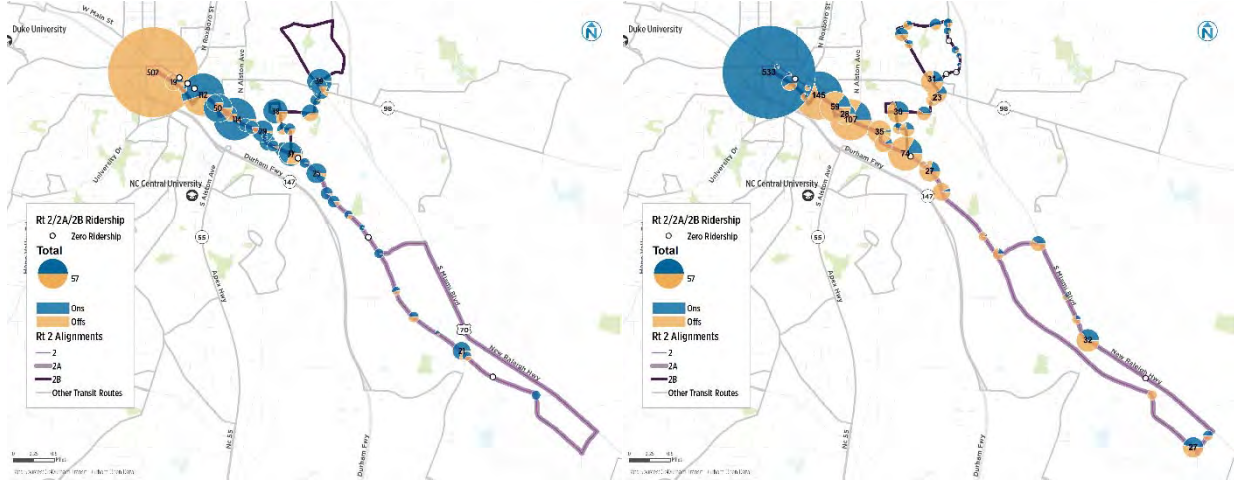
- **Route 2/2A:** Route 2 had relatively high ridership, but only in the segment between Durham Station and Angier Avenue at Guthrie Avenue (Figure 22). Within the East Durham Microtransit study area, Route 2/2A had much lower ridership, likely due to lower density and the loop design of the route (which has since been redesigned). The intersection of Angier Avenue and Miami Boulevard has relatively higher ridership, as well as the southeastern point of the route on Page Road near Foxridge Apartments, which is no longer served by fixed-route transit.
- **Route 3/3B/3C:** Route 3 (Figure 23) was the highest ridership and most productive route in the GoDurham System, but that ridership was concentrated outside of the microtransit study area between Durham Station and the Village Shopping Center, emphasizing the potential for the Village Shopping Center to be a large transfer point between the microtransit zone and the GoDurham system. The 3B loop variant along Holloway Street, Freeman Road, and Ross Road has relatively low ridership, though riders are distributed through the loop. Route 3C had very low ridership and has since been rerouted and replaced by the East Durham Connect pilot.
- **Route 23:** As shown in Figure 24, Route 23 was a low ridership route and operated along a similar set of corridors as Route 3/3B. The route ran on Monday-Saturday nights and Sundays and was relatively productive along the Holloway Street, Freeman Road, and Ross Road loop, bringing people to the Village Shopping Center. Route 23 has since been discontinued, and Route 3/3B now operates more frequently and later into the night.



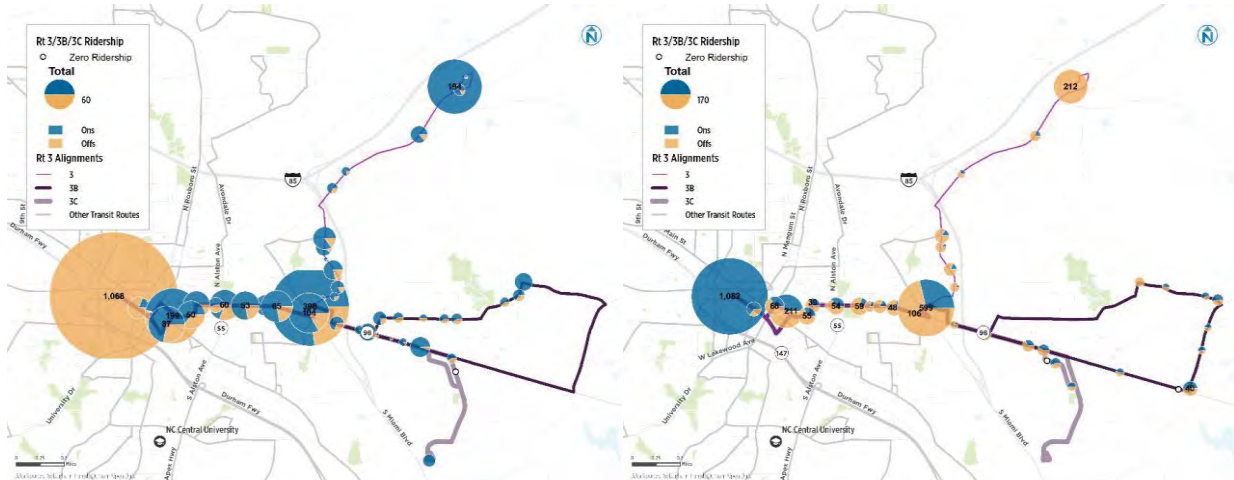
## GoDurham Microtransit Study | Market Review

### GoDurham

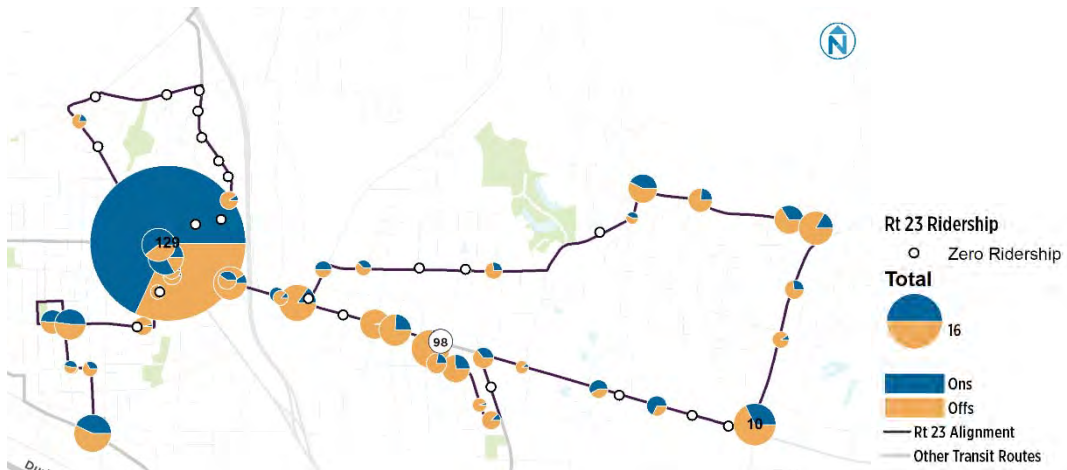
**Figure 22** Ridership by Stop on Old Route 2/2A/2B, Inbound (Left) and Outbound (Right)



**Figure 23** Ridership by Stop on Old Route 3/3B/3C, Inbound (Left) and Outbound (Right)



**Figure 24** Ridership by Stop on Old Route 23 (Loop)



## ZONE 2: SPARGER ROAD

The Sparger Road Microtransit Zone is located on the west side of Durham, to the northwest of Duke University. The zone encompasses west of Cole Mill Road, serving Neal Road, Sparger Road, Operations Drive, and Hillsborough Road. The study area is generally characterized by low-density industry and commercial entities, plus some low-density residential places. The area is partially served by GoDurham Routes 11 and 11B.

### Activity and Employment Centers

The Sparger Road zone has limited access to transit, and no access to frequent routes, but does have various activity and employment centers. As shown in Figure 25, key activity centers include:

- The Vocational Rehabilitation Services building on Hillsborough Rd
- Food Lion and retail employment
- Low-income housing developments along American Dr and Constitution Dr that continue to be served by Route 11B
- Industrial and light manufacturing job sites along the western part of Hillsborough Rd
- Fast food and service jobs along eastern part of Hillsborough Rd

The Sparger Road study area also has clusters of low-wage jobs (Figure 26), located:

- Along the Hillsborough Rd corridor west of NC Hwy 147, previously served by Route 11
- Along the Hillsborough Rd corridor east of NC Hwy 147, currently served by Route 11

### Residential Market for Microtransit

The Sparger Road Microtransit Zone is a low population density area, as shown in Figure 27. The northern portion of the study area is primarily light industrial, and the southern portion is low-density residential subdivisions with a few apartment complexes located on American Dr and Constitution Dr near US 15-501.

Figure 25 Sparger Road Study Area and Activity Centers

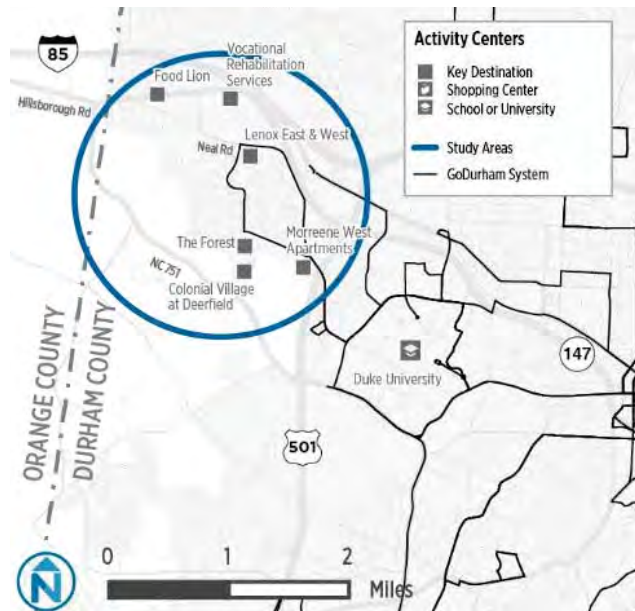
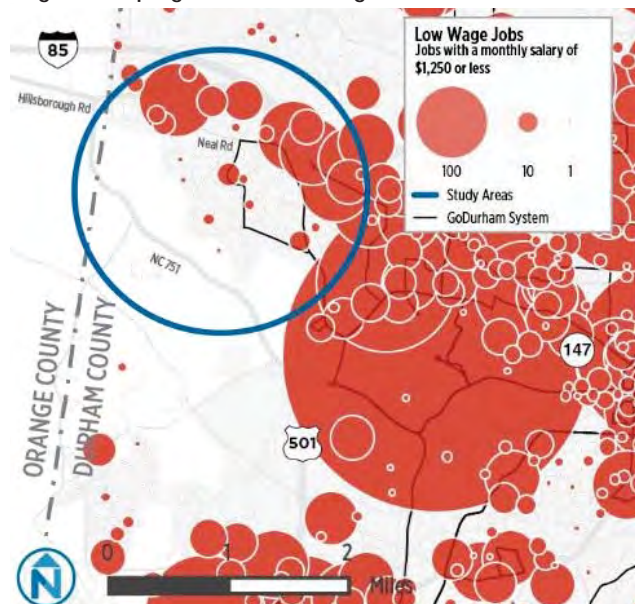


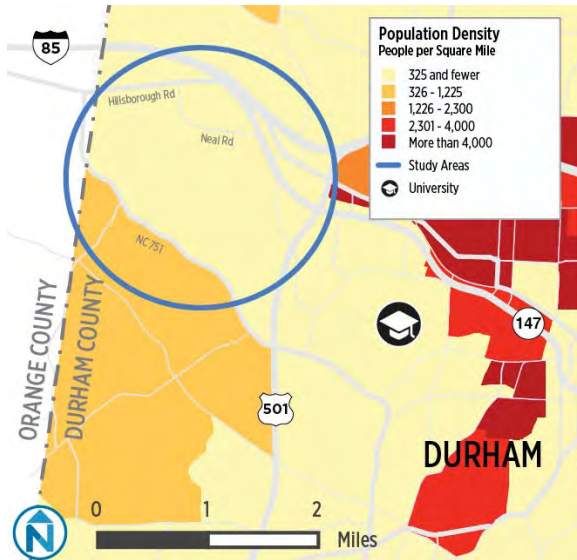
Figure 26 Sparger Road Low Wage Jobs



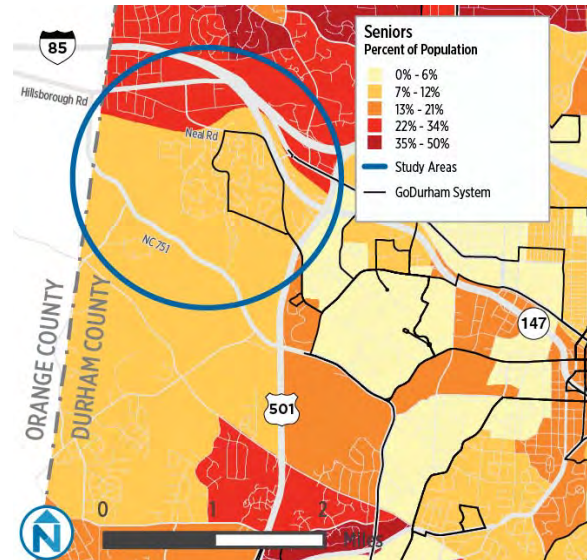


**GoDurham Microtransit Study | Market Review**  
GoDurham

**Figure 27 Sparger Road Population Density**



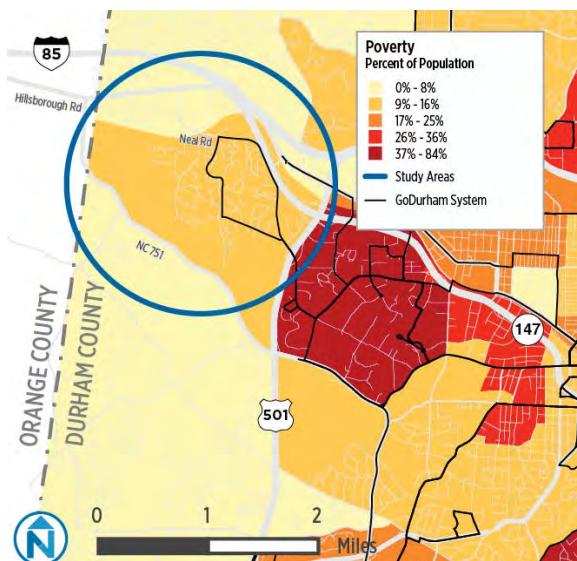
**Figure 28 Sparger Road Senior Population**



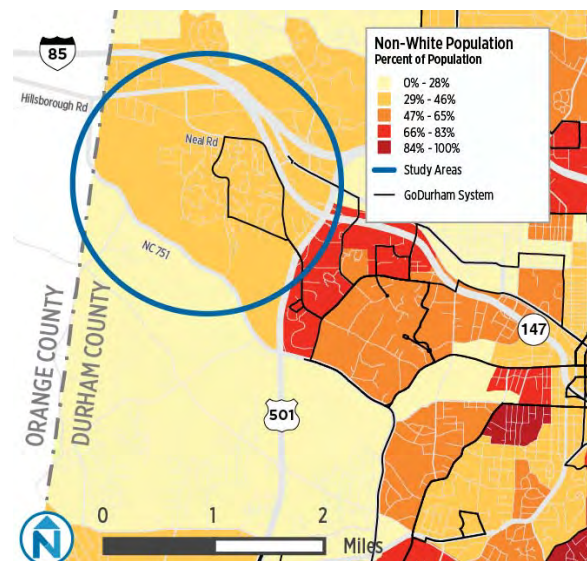
The project team analyzed socioeconomic characteristics that correlated to greater transit need:

- The study area has relatively low concentrations of seniors (Figure 28). The area adjacent to Hillsborough St in the northern portion of the study area shows the highest concentration of seniors. However, this corridor is primarily an employment zone with a relatively few residential areas.
- The study area also has relatively low concentrations of low-income populations, as shown in Figure 29. The study area is adjacent to Duke University and the surrounding student housing areas with high concentrations of low-income households.

**Figure 29 Sparger Road Low-Income Population**



**Figure 30 Sparger Road Non-White Population**



- The Sparger Road Microtransit Zone has relatively low concentrations of non-white populations (Figure 30). The study area is adjacent to higher concentrations of non-white populations in the neighborhoods surrounding Duke University.

## GoDurham Microtransit Study | Market Review

### GoDurham

- The zone has relatively low concentrations of people with disabilities, as shown in Figure 31. The Hillsborough Rd corridor and adjacent neighborhoods north of I-85 have higher concentrations of people with disabilities than the rest of the study area.

Figure 31 Sparger Road People with Disabilities

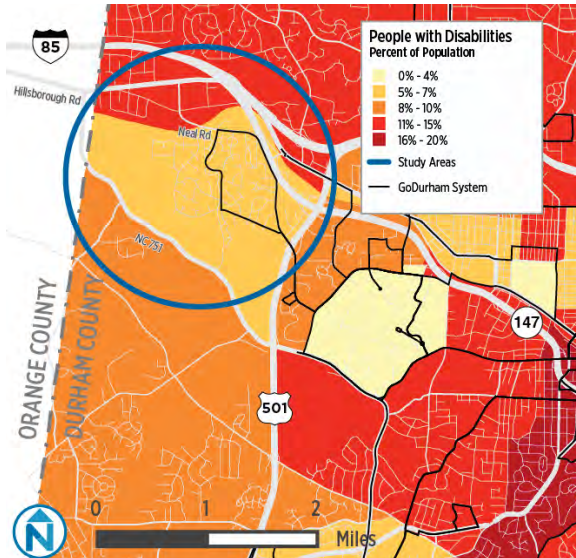
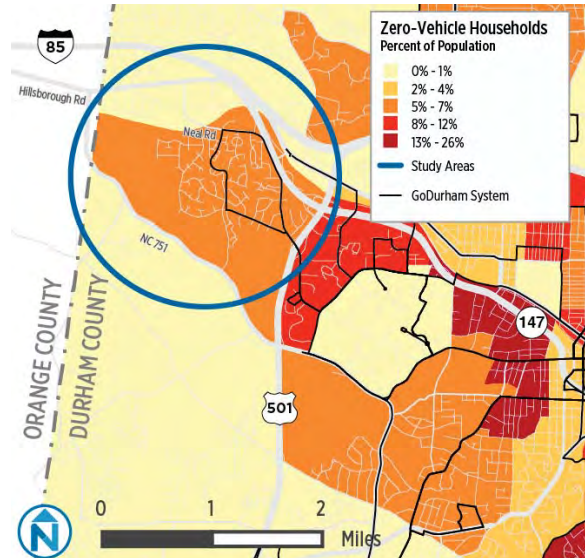


Figure 32 Sparger Road Zero-Vehicle Households



- Lastly, the zone has relatively low concentrations of zero-vehicle households (Figure 32), particularly compared to the high concentrations found in the adjacent neighborhoods surrounding Duke University.

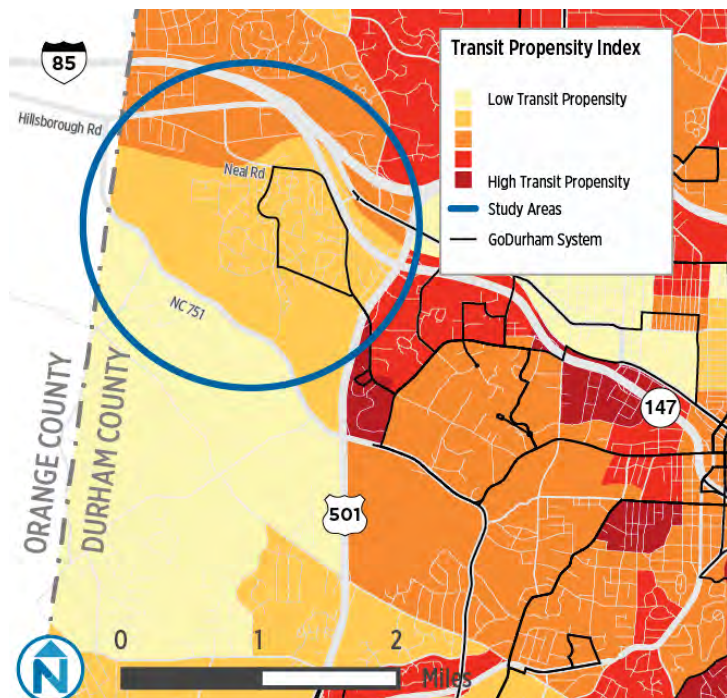
The Sparger Road Microtransit Zone has relatively low transit propensity, as shown in Figure 33. Transit propensity is relatively low in this area due to the low-density residential development. However, the manufacturing and industrial employment hub along the Hillsborough Rd corridor and the Vocational Rehabilitation Services facility represent potential markets for microtransit service to provide access to employment and improve community mobility.

## Existing Transit

The Sparger Road Microtransit Zone is currently served by the following GoDurham Routes (Figure 34):

- Route 11: along Hillsborough Road east of NC Hwy 147. Route 11 runs every 30 minutes Mondays to Saturdays from 5:30 AM to 7:00 PM and every 60 minutes from 7:00 PM to 12:30 AM. The service runs every hour on Sundays from 6:30 AM to 9:30 PM.

Figure 33 Sparger Road Transit Propensity Index





**GoDurham Microtransit Study | Market Review**  
GoDurham

- Route 11B: in a loop along Neal Rd, American Dr, and Constitution Dr. Route 11B runs every 30 minutes from 5:45 AM to 7:00 PM and every 60 minutes from 7:00 PM to 12:00 AM on Mondays to Saturdays and every hour from 7:00 AM to 9:00 PM on Sundays

Routes 11 and 11B combine just outside of the study area at Erwin Road surrounding Duke University. Combined, these two routes serve Duke every 15 minutes. Route 6 also serves the Duke and VA hospitals every 30 minutes.

Figure 34 Sparger Road Zone Transit Routes



## Ridership on Prior Transit Services

During the development of the SRTP, stop level ridership was assessed for every route in the GoDurham system using Automatic Passenger Count (APC) data from September 2016. Though some of these routes have changed, key findings related to ridership in the study area relevant to this study include:

- Route 6/6B: Route 6/6B was GoDurham's second most productive route at 49 passengers per hour, though boardings mostly occurred on the 6 and 6B combined portion of the route. The 6B leg on Morreene and Neal to Hillsborough Rd had very low ridership, while the 6 leg on American



## GoDurham Microtransit Study | Market Review

### GoDurham

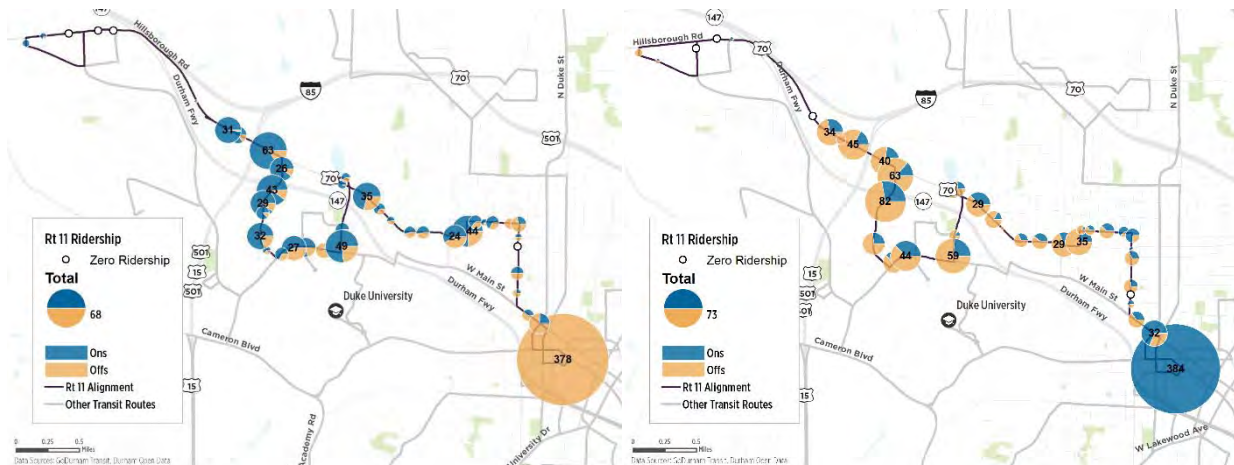
and constitution had moderate ridership. Route 6 and 6B has since been combined and the route has been truncated to just serve the Duke and VA Hospitals.

- Route 11: This route had relatively low ridership, and most boardings occurred on LaSalle and to the east of it near the Duke campus. The section of the route west of Durham Freeway on Hillsborough Rd had virtually no ridership. Route 11 has since been truncated and split into two variants: Route 11 which serves LaSalle and Hillsborough east of Durham Freeway, and Route 11B which runs along a loop in the study area.

Figure 35 Ridership By Stop on Old Route 6/6B, Inbound (Left) and Outbound (Right)



Figure 36 Ridership By Stop on Old Route 11, Inbound (Left) and Outbound (Right)



## ZONE 3: NORTH DURHAM (NORTH OF HORTON ROAD)

The North Durham Microtransit Zone is generally a low-density residential area, bisected by N Roxboro Street and contains Infinity Rd, Latta Rd, and Hebron Rd. The area is served by Routes 4, 9, 9A, and 9B.

### Activity and Employment Centers

The North Durham Microtransit Zone is mostly residential but also has some commercial and retail centers. As shown in Figure 37, key activity centers include:

- North Duke Shopping Center
- Riverside Shopping Center
- Oxford Commons Shopping Center
- Carver Rehabilitation & Living Center
- Apartment complexes, including Meriwether Place, Preiss Steele, JFK Towers, Magnolia Pointe, and Briar Green, among others
- Northern High School and Riverdale High School
- Willowdale Shopping Center
- Durham County Library
- Durham Correctional Center

Figure 37 North Durham Study Area and Activity Centers

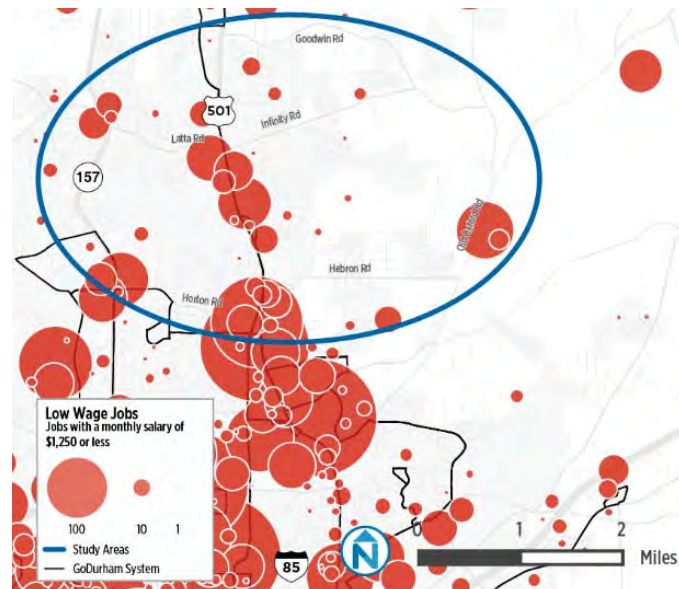


North Duke Shopping Center represents a key transfer point for potential microtransit services to reach Route 9/9A/9B. The commercial area, which includes Food Lion and other stores, at the intersection of Guess Road and Horton Road is also a potential transfer point to Route 9A. The study area has a number of low-income apartment buildings and senior facilities that may represent a market for door-to-door microtransit service.

The North Durham study area has clusters of low-wage jobs (Figure 38), located:

- Along N Roxboro Street just south of Latta Road
- At the intersection of Guess Road and Horton Road around Willowdale Shopping Center
- At the southern part of the study area, around the North Duke Crossing Shopping Center

Figure 38 North Durham Low Wage Jobs





## Residential Market for Microtransit

The North Durham Microtransit Zone has relatively low population density, as shown in Figure 39. The highest density area is the northern portion of the study area along the Infinity Rd corridor. This area includes several residential subdivisions and apartment complexes, including JFK Towers and Seven Oaks Townhomes.

Figure 39 North Durham Population Density

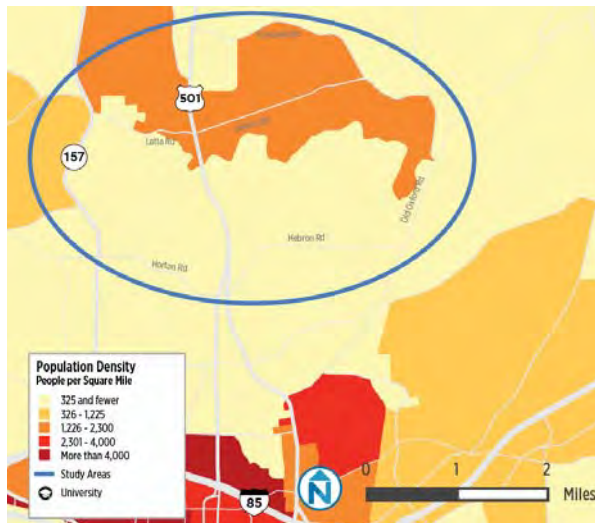
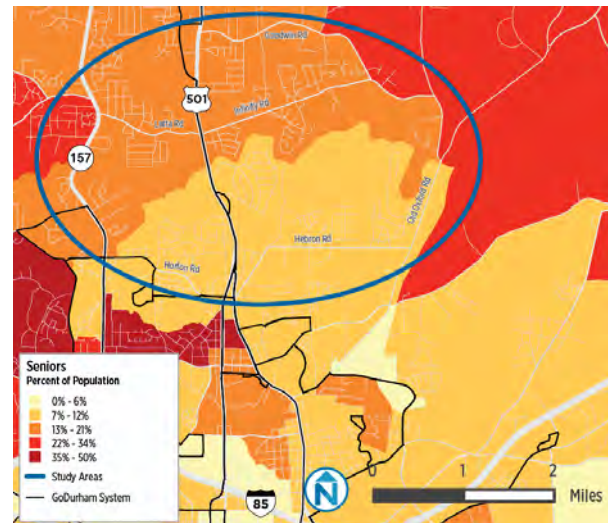


Figure 40 North Durham Senior Population



The project team analyzed socioeconomic characteristics that correlate to greater transit need:

- The study area has a moderate concentration of seniors, aged 65 and older. As shown in Figure 40, seniors represent a greater proportion of the denser areas of the zone, surrounding the Infinity and Latta Rd corridor.
- The study area has a relatively low proportion of people living under 100% of the federal poverty line (see Figure 41). Low-income populations are concentrated along the southern part of the zone, south of Hebron Rd, and include the Briar Green Apartments and Magnolia Pointe Apartments.

Figure 41 North Durham Low-Income Population

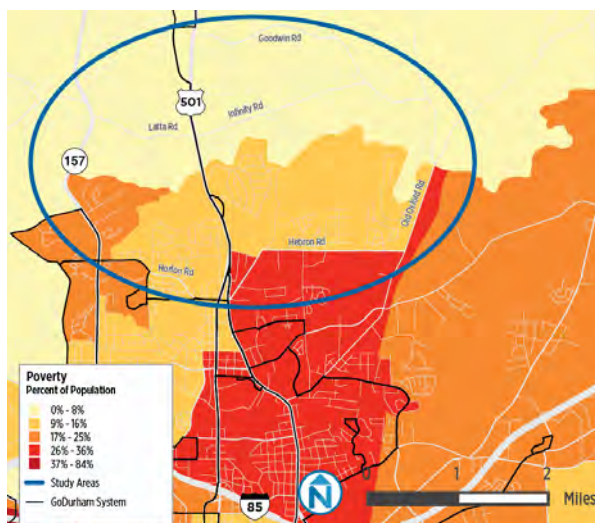
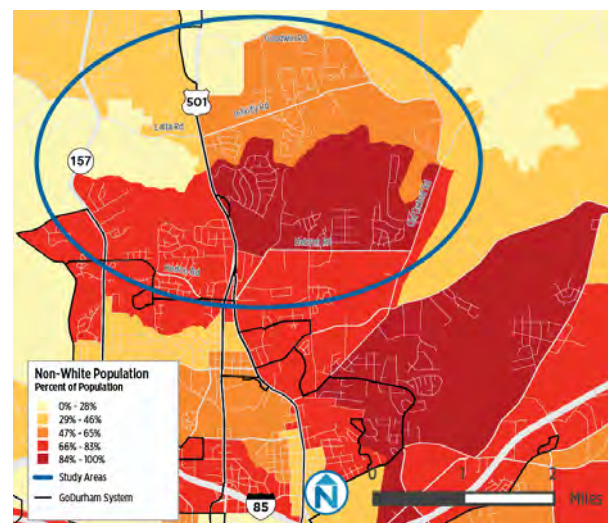


Figure 42 North Durham Non-White Population



- The southern half of the North Durham Microtransit Zone has a relatively high proportion of non-white residents, especially between Infinity Rd and Hebron Rd, as shown in Figure 42. This area has a very low population density, but the vast majority of people who do live in the area are people of color.
- The study area also has a relatively high proportion of people with disabilities throughout the study area (see Figure 43). The area north of Latta Road and west of N Roxoboro Street has both a high proportion of people with disabilities and a relatively higher density of residents.

Figure 43 North Durham People with Disabilities

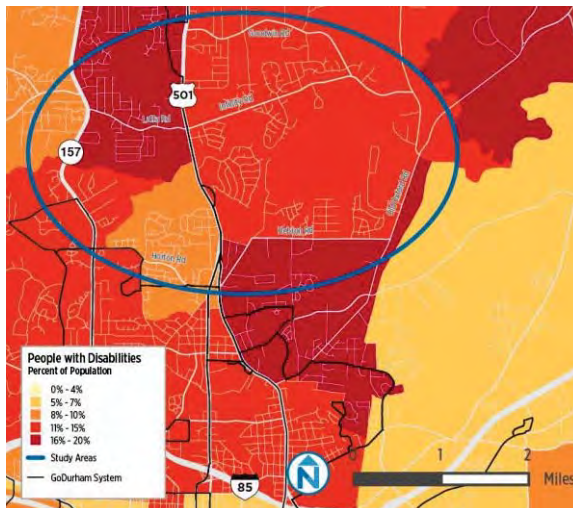
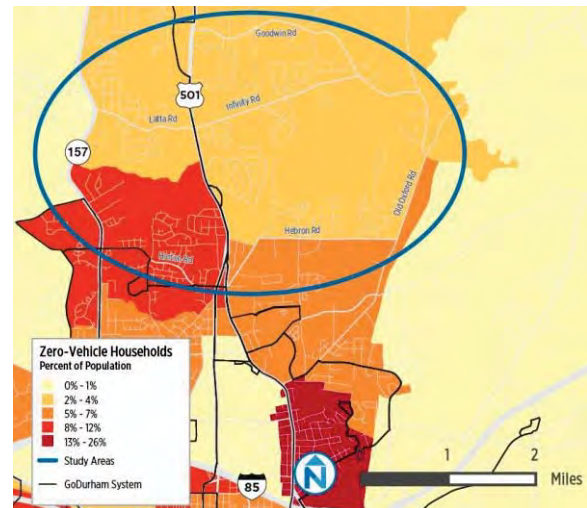


Figure 44 North Durham Zero-Vehicle Households



- The overwhelming majority of North Durham households own at least one vehicle, as shown in Figure 44. The southwestern part of the zone has the highest proportion of households with no vehicles.

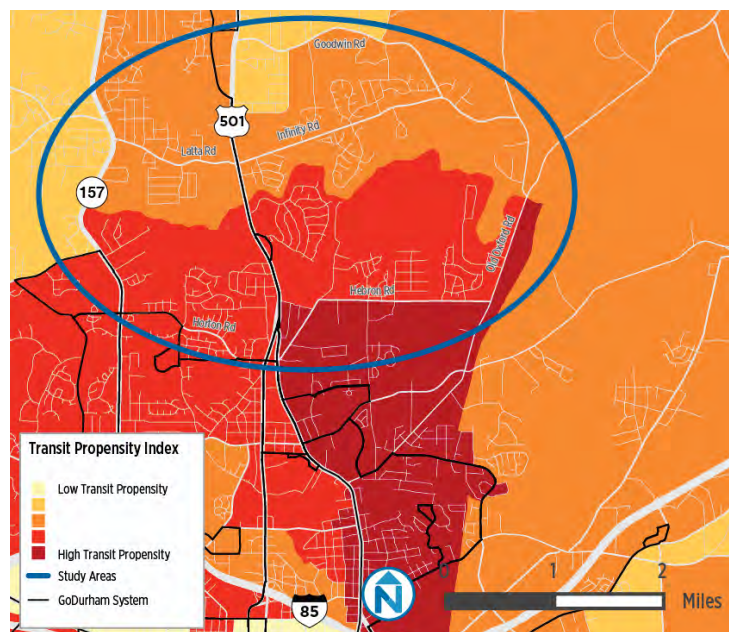
Figure 45 North Durham Transit Propensity Index

Combining the five socioeconomic characteristics described above, the North Durham Microtransit Zone has a relatively high transit propensity index. As shown in Figure 45, the southern half of the study area has the highest transit propensity, as well as the places immediately to the south of the study area.

## Existing Transit

The North Durham Microtransit Zone is currently served by the following GoDurham Routes (Figure 46):

- Route 4: Operates along Roxboro St, Carver St, and Duke St, providing direct

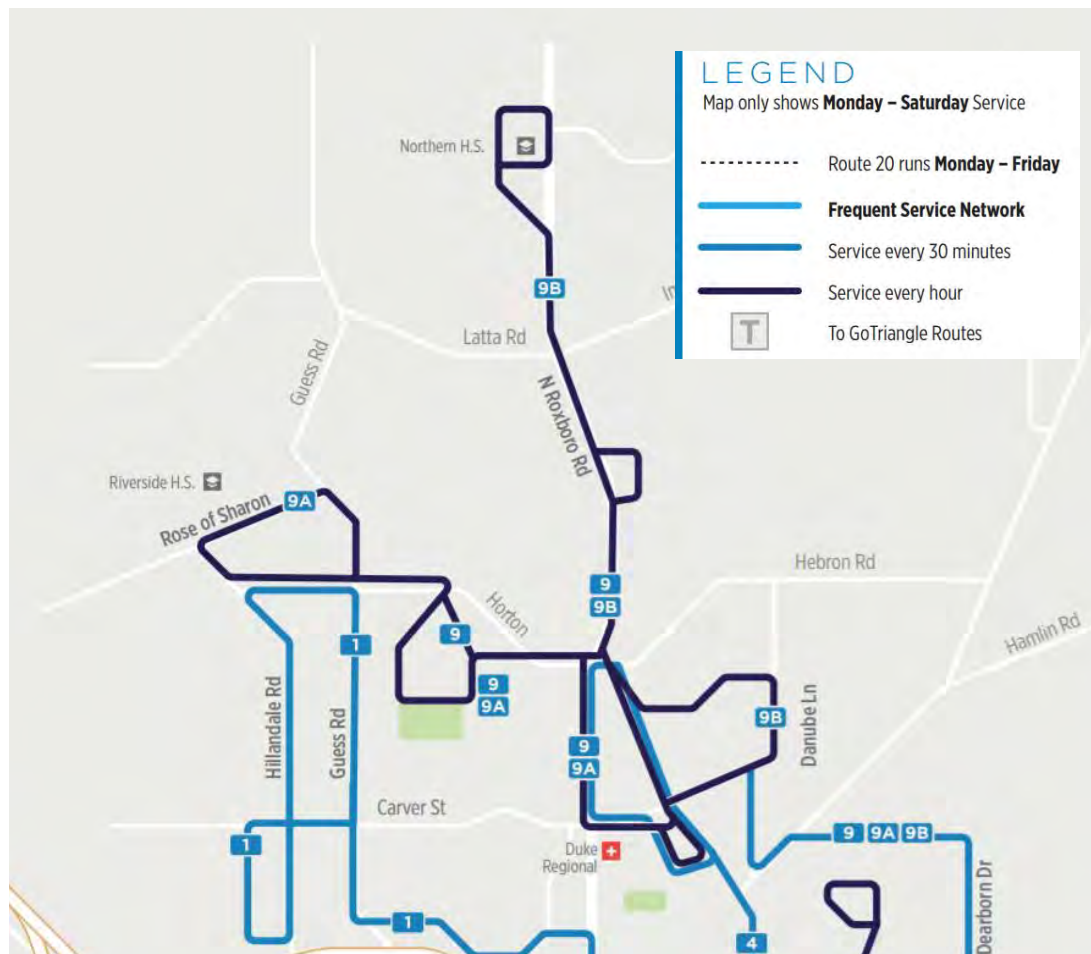




**Microtransit Planning Study | June 2020**  
GoDurham

- service to Duke Regional Hospital and North Duke Crossing. Route 4 operates every 30 minutes from 5:30 AM to 7:00 PM and every 60 minutes from 7:00 PM to 12:30 AM, Monday through Saturday and every 60 minutes from 7:00 AM to 9:00 PM on Sundays.
- **Route 9B:** Running along N Roxboro Rd to Goodwin Rd via JFK Apartments and Northern High School, Route 9B operates every hour Mondays to Saturdays from 5:30 AM to 8 PM. There are also additional trips that only serve Northern High School on school days.
  - **Route 9A:** Route 9A serves the southwest edge of the study area on Horton Road and at Willowdale Shopping Center. Service runs every hour from 5:30 AM to 7 PM on Mondays to Saturdays.
  - **Route 9:** Routes 9A and 9B do not run on Sundays or late evenings on Mondays to Saturdays. Route 9 replaces 9A and 9B and only runs at those times, though not the full routes. Route 9 runs evenings and Sundays once per hour, and only serves as far north as JFK Apartments and as far west as New Castle Rd at Wylderwood Rd.

Figure 46 North Durham Transit Routes



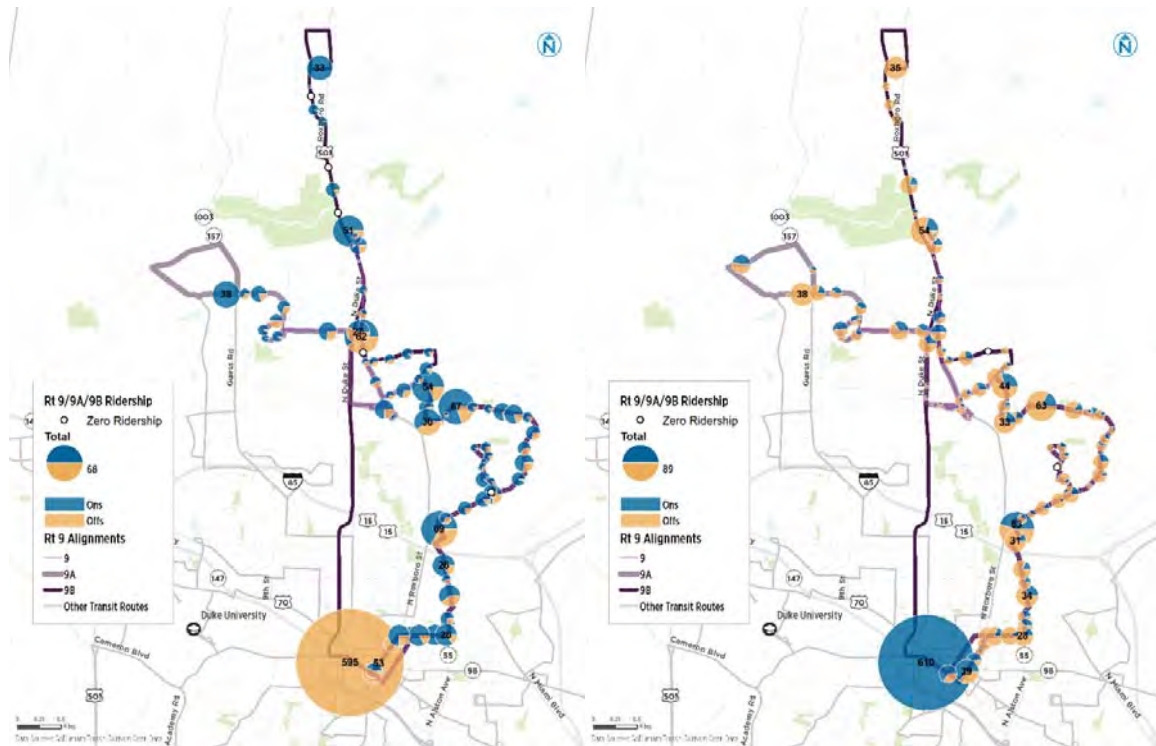
Additionally, Route 1 intersects a small part of the study area in the southwest section, serving Willowdale Shopping Center every 30 minutes on Mondays to Saturdays and every hour on Sundays.

## Ridership on Prior Transit Services

During the development of the SRTP, stop level ridership was assessed for every route in the GoDurham system using APC data from September 2016. Though the schedule for Route 9/9A/9B has been adjusted since then, the routing remains relatively the same.

Route 9 was the fourth highest ridership route in the GoDurham system, but its productivity, or the number of boardings per service hour, is one of the lowest. As shown in Figure 47, the southern half of the route had much higher ridership than the parts of the route that overlap with the study area. Within the study area, the places with a relatively high number of boardings and alightings include near Willowdale Shopping Center, JFK Apartments, North Duke Shopping Center, and Northern High School. Route 1 ridership analysis also showed a relatively high number of boardings and alightings at Willowdale Shopping Center.

Figure 47 Ridership By Stop of Old Route 9/9A/9B, Inbound (Left) and Outbound (Right)



## 4 Service Design

### OVERVIEW

Effective microtransit can act as a complement to fixed route service. It can help meet the mobility needs of customers who may have lost their bus route, or who live just beyond a reasonable walking distance to the closest bus route. Low density areas can be difficult to serve with a large bus, and on-demand technology using smaller vehicles offers a low-cost innovative solution to serve areas with lower demand.

For this effort, the project team looked at several factors, including a range of service delivery models and approaches to service design. The team also reviewed peer agencies that are offering similar on-demand services, as shown in Appendix A. Four service delivery models and four service design approaches were considered. Two approaches were identified to consider within each proposed geographic zone.

### On-Demand Service Delivery Models

On-demand service, as with other types of public transportation services, is delivered in four primary ways in the United States. These service delivery methods range from complete ownership to fully contracted service. Geographical parameters and pricing of the service can be designed to function in much the same way across all models, although different delivery methods may have consequences for other aspects of the digital and physical user experience, as well as service characteristics like wait times and hours of operation. To the municipality or transit provider, these service delivery methods have a significant impact on cost and general oversight requirements.

- **In-House Operation:** The City or agency acts as the sole entity responsible for all aspects of public transportation operations, employing every position, owning every vehicle, and managing all compliance and oversight requirements.
- **Hybrid:** The City or agency contracts with a private entity for a subset of transportation management and operations. For microtransit, many agencies enter contracts with transportation technology companies for software and trip booking algorithm support. The agencies often provide vehicles and drivers in-house.
- **Turnkey Contract:** The City or agency contracts with a private transportation provider offering a full software platform and dedicated vehicles for the day-to-day management of the public transportation service and only remains responsible for the administration of the contractor and the assurance of all compliance and oversight requirements.
- **Ride-Hail Company Contract:** The City or agency contracts with a ride-hail provider, such as Uber or Lyft, offering its standard consumer-facing software and non-dedicated vehicles for the day-to-day management of the public transportation service and only remains responsible for the administration of the contractor and the assurance of all compliance and oversight requirements.



As shown in Figure 48, each on-demand operating model has benefits and challenges with regards to capital and staffing needs, costs, software needs, service quality, and launch timeline.

Figure 48 On-Demand Operating Models

In-House	Hybrid	Turnkey	Ride-hail
<p>Agency provides and manages vehicles, drivers, brand, payment system, marketing, customer service.</p> <p>Procure custom app and dispatch software.</p> <p><b>Pros:</b></p> <p>Most agency control over service experience, brand, data. Clear regulatory compliance.</p> <p><b>Cons:</b></p> <p>Highest capital and staff costs. Long time to launch. High per-ride costs &amp; wait-times, limited service hours &amp; coverage. Less sophisticated software and dispatch optimization.</p>	<p>Agency provides and manages vehicles, drivers, brand and marketing, customer service.</p> <p>Partner provides off-the-shelf app and dispatch software, payment system.</p> <p><b>Pros:</b></p> <p>Good agency control over service experience, brand, data. Better software and dispatch optimization. Clear regulatory compliance.</p> <p><b>Cons:</b></p> <p>High capital and staff costs. Long time to launch. High per-ride costs &amp; wait-times, limited service hours &amp; coverage.</p>	<p>Turnkey contractor provides dedicated vehicles, drivers, app and dispatch software, brand, payment system, and customer service.</p> <p><b>Pros:</b></p> <p>Lower capital and staff costs. Moderate time to launch. Better software and dispatch optimization. Polished end-to-end experience with some agency customization. Moderate operating economics.</p> <p><b>Cons:</b></p> <p>Less agency control over service experience, brand, data. Moderate per-ride costs, wait-times, hours and service coverage. Some regulatory complexity.</p>	<p>Non-dedicated TNC fleet serves rides meeting agency criteria, invoices agency based on agreed-upon subsidy structure.</p> <p>TNC provides app and dispatch software, brand, payment system, and customer service.</p> <p><b>Pros:</b></p> <p>Lowest capital and staff needs. Quick to launch. Most sophisticated software. Lowest-per ride costs and wait times. Best hours and coverage. Familiar to many riders.</p> <p><b>Cons:</b></p> <p>Least agency control over service experience, brand, data. Regulatory limitations.</p>

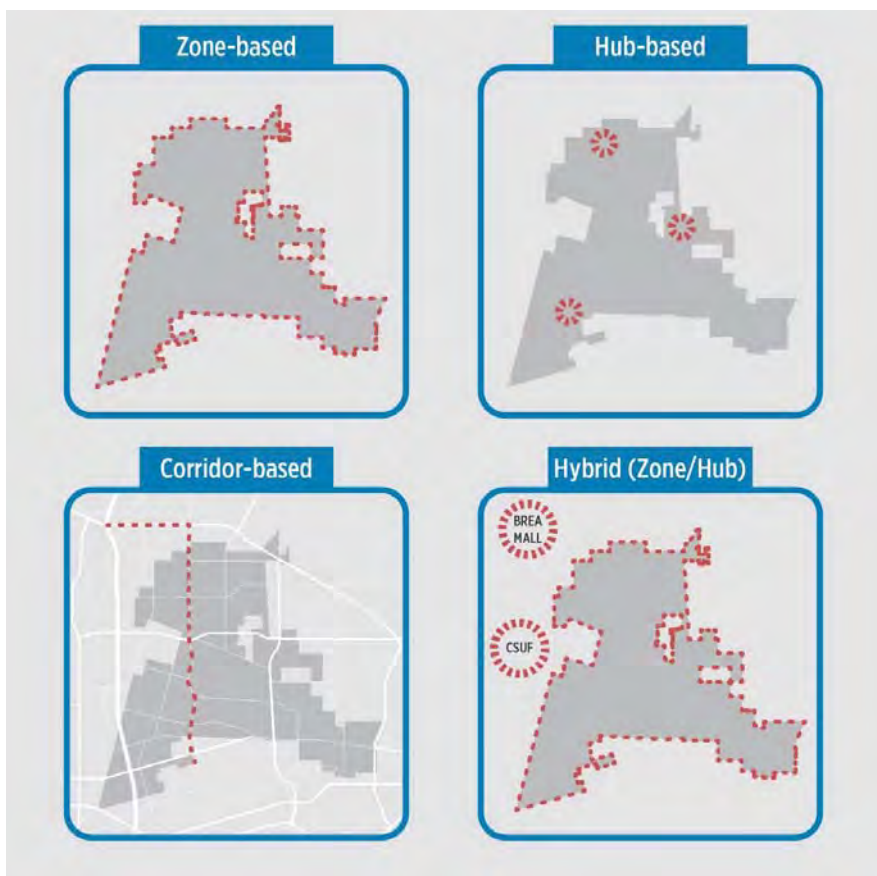


## Zone Design Models

Once an on-demand service delivery model is selected, agencies have multiple options for how they can design on-demand zones, based on the goals of the service and the needs of the area being served. Figure 49 shows a diagram of the following four potential zone design models:

- **Zone-based:** Rides are provided anywhere within the zone boundaries, with pick-ups and drop-offs not constrained to any specific stop as long as they are in the zone boundary.
- **Hub-based:** Rides are provided between specific hubs, or stops, within a zone. Hubs are usually activity centers or existing transit stops.
- **Corridor-based:** Rides are provided along a specific corridor within the service area. Pick-ups and drop-offs must be along the corridor. Corridor-based design usually replaces an existing fixed-route bus route.
- **Hybrid:** A combination of the above three zone designs. A hybrid zone/hub design can include rides that must either start or end at a hub, with the other end of the trip unrestricted. Hubs can be within the zones or outside of the zones.

Figure 49 On-Demand Zone Design Models



## GoDurham Operational Requirements

GoDurham is planning to design this on-demand service as an extension of its fixed route network. Thus, any type of on-demand service implemented in Durham must consider the following operational requirements:

- Accept GoDurham fare media and allow GoDurham to collect fare revenue for different prices for different rider groups, as well as from GoPasses and mobile payment.
- Ensure equitable access for unbanked customers.
- Ensure youth under age 18 can ride without an adult.
- Comply with Title VI requirements: non-smartphone bookings, wheelchair accessible vehicles.
- Be scalable to be operated in multiple zones.

Additionally, GoDurham intends to implement one of the studied on-demand zones by January 2021 and has budgeted \$125,000 for a year of service in this zone. Due to a relatively tight implementation timeline and budget constraint, this study chose to focus on the turnkey and ride-hail service delivery models to explore further. Other delivery models can be revisited once initial zones are successful and GoDurham would like to further invest in on-demand service. For the zone design, the study focuses on the zone-based and hybrid models as they best fit the low-density, high transit need nature of the three study areas.

## SERVICE DESIGN SCENARIOS

To design a service that best fits the context of Durham, two operational service design scenarios are created and applied to the three study areas, each with a refined service boundary. These scenarios are then evaluated based on the goals and objectives of the study.

### Operational Service Design

As shown in Figure 50, two service design scenarios were created, one designed around a ride-hail partnership and the other around microtransit provided by a turnkey contractor.

#### Scenario 1: First Mile/Last Mile Ride-Hail Model

This ride-hail partnership model involves a GoDurham subsidy of ride-hailing trips whose origin and destination lies within the-defined service area, provided that the trip starts or ends at a transit stop. This model has a similar service span to the fixed route bus service, so that customers may have a first mile/last mile option whenever using fixed route.

#### Scenario 2: Community Connections Microtransit Model

This turnkey model is designed to use microtransit to connect customers to fixed route transit or other destinations within the zone. Rides are not restricted to bus stops, as long as they remain within the zone. Due to cost considerations, service spans are more limited than existing fixed route service.

**Microtransit Planning Study | June 2020**  
GoDurham

Figure 50 Service Design Scenarios

	Scenario 1: First Mile/Last Mile	Scenario 2: Community Connections
Operator	Ride-hailing companies (such as Lyft, Uber, and taxis)	Turnkey contractor (such as Via)
Operation Model	Hybrid (zone/hub) – rides anywhere within the zone that starts or end at an existing transit stop. Rides will mostly be solo, with potential for some shared rides. No ride caps.	Zone-based – rides starting and ending anywhere within the zone. Rides are designed to be shared, but maybe be solo depending on demand. No ride caps.
Service Span	M-Sa: 5:30AM to 12:30AM Sun: 7AM to 9PM (Same as fixed route service)	M-Sa: 7AM to 8PM Sun: 8AM to 7PM
Fares	Free, if the ride is under \$12 - Since the service is designed for first mile/last mile, most people will pay a fare through their typical fare medium once they transfer to fixed route.	Follows GoDurham's existing fare structure – a single trip is \$1, and all discounts and passes apply.
Fare Medium	Overwhelming majority of trips will be free, but for trips that are over \$12, the prepaid card or credit card on file will be charged.	All existing GoDurham fare mediums can be used.
Registration, Booking, and Waiting	Trips can be booked via an app or phone call, either scheduled in advance or on-demand. The maximum wait time is 15 minutes, with most waits below 10 minutes. Vehicle tracking is available on the app.	Trips can be booked via an app or phone call, either scheduled in advance or on-demand. The maximum wait time is 15 minutes, with most waits below 10 minutes. Vehicle tracking is available on the app.
Integration with GoDurham Services	Trips must start or end at an existing transit stop.	Free transfers to GoDurham fixed route services through existing fare mediums.
Access (age and ADA)	Service is open to all, but customers who are under 18 or use wheelchairs must book through a taxi company rather than Lyft or Uber.	Service is open to all, and vehicles will be wheelchair accessible.
Data Sharing Requirements	Origin-destination and other trip statistics will be shared with GoDurham.	Origin-destination and other trip statistics will be shared with GoDurham.

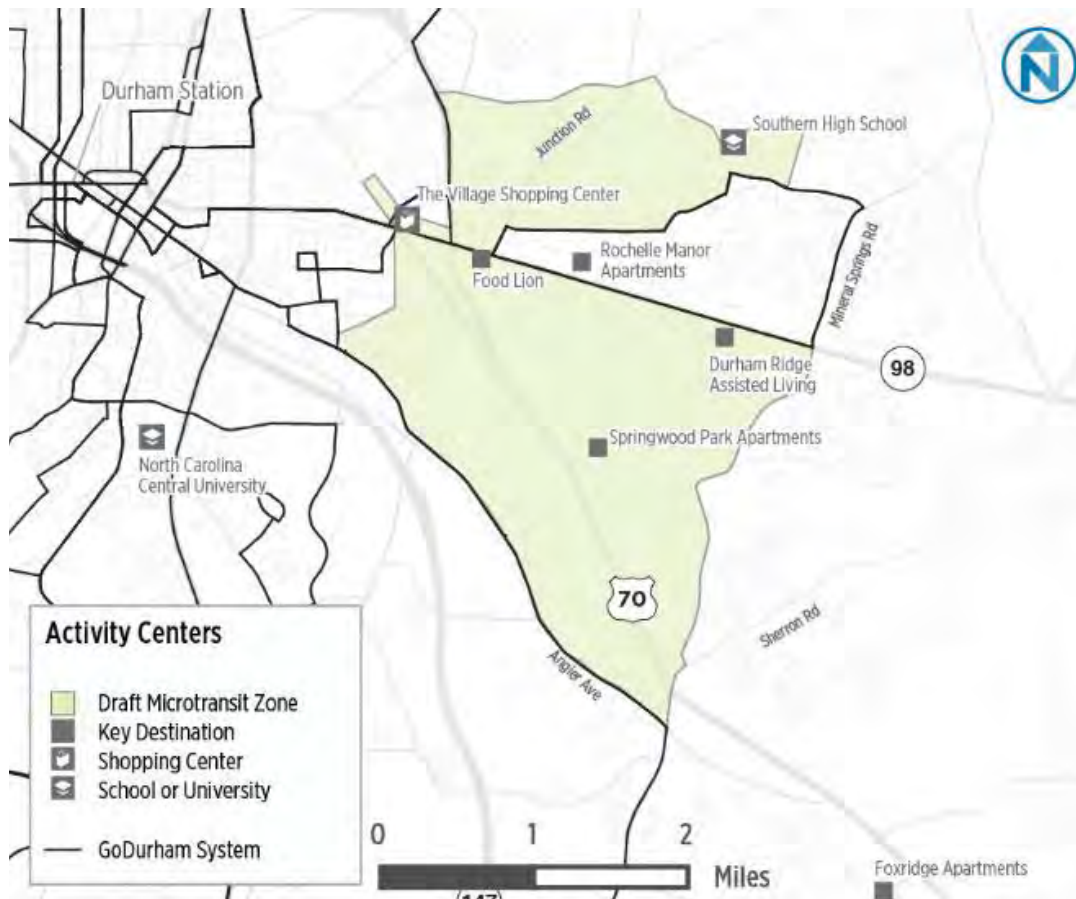
## Zone Design

Preliminary on-demand service zones were developed in accordance with market review findings and identified potential service types, including a zone-based model and a hybrid zone/hub-based model. Preliminary service zones were designed to provide first- last-mile connections to existing fixed-route service, provide service in high transit propensity areas, and improve connections to key activity centers within the study areas. The preliminary service zones were refined based on their potential for successful implementation, ability to complement existing fixed-route transit service, and potential to meet the unique needs of the community.

### East Durham Service Zone

The East Durham Service Zone, as shown in Figure 51, is a roughly 6.4 square mile area in East Durham. The zone is roughly bounded by Angier Ave to the south, Mineral Springs Rd to the east, Clayton Rd and Cheek Rd to the north, and Gary St to the west. The zone was designed to exclude the area within the Route 3B loop to provide complementary service without jeopardizing performance of the existing fixed-route service. The service zone includes transfer hubs with high frequency service on Routes 3, 3A, and 3B at the Village Shopping Center and with Route 2 at Angier Ave & Guthrie Ave. The zone also includes a potential hub further to the east at John W Neal Middle School on NC 98, which is currently outside of the GoDurham service area.

Figure 51 East Durham Service Zone

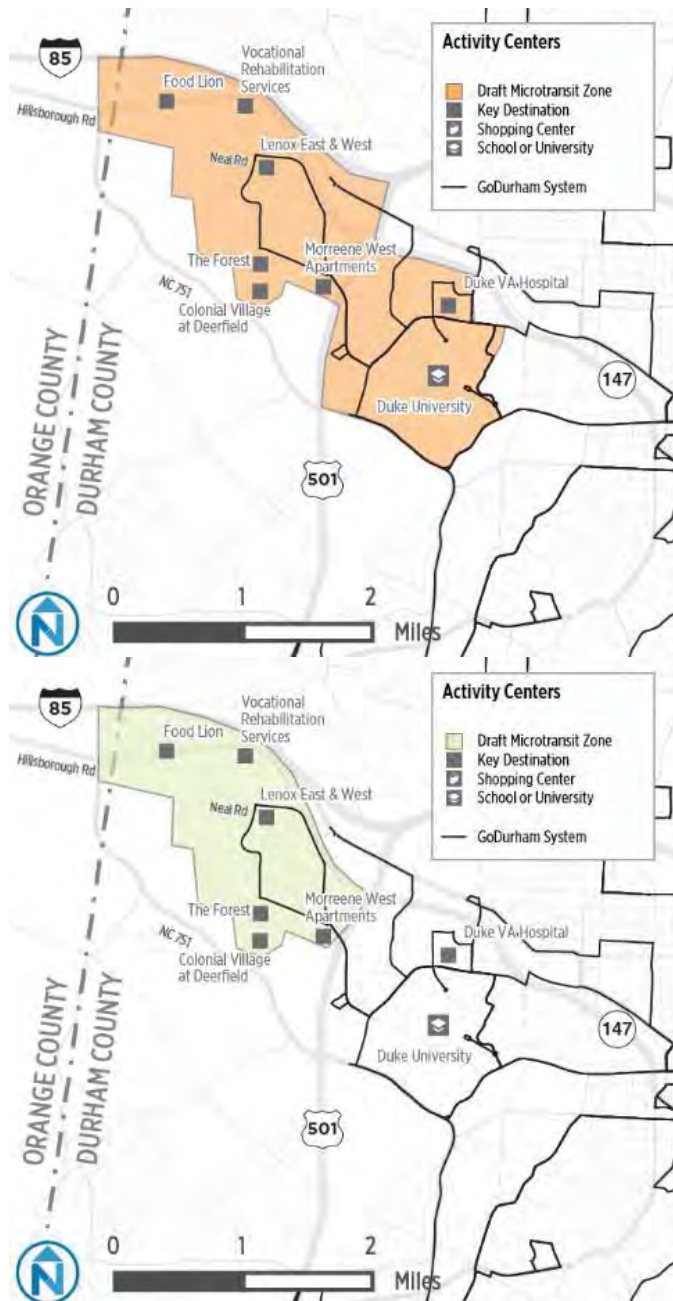


**Microtransit Planning Study | June 2020**  
GoDurham

### Sparger Road Service Zones

Two Sparger Road Service Zones, as shown in Figure 52, were developed to assess potential trade-offs associated with directly serving the Duke University campus and hospital system (Sparger Road Zone 1) or limiting service to a smaller zone located to the west of Hwy 501 and to the south of I-85 (Sparger Road Zone 2). Sparger Road Zone 1 is approximately 3.9 square miles and overlays service on Route 6, 11, and 11B, including connections to high frequency transit service on Erwin Rd where Routes 11 and 11B overlay. Sparger Road Zone 2 is approximately 2.0 square miles and provides a connection to Route 11B.

Figure 52 Sparger Road Service Zones 1 and 2



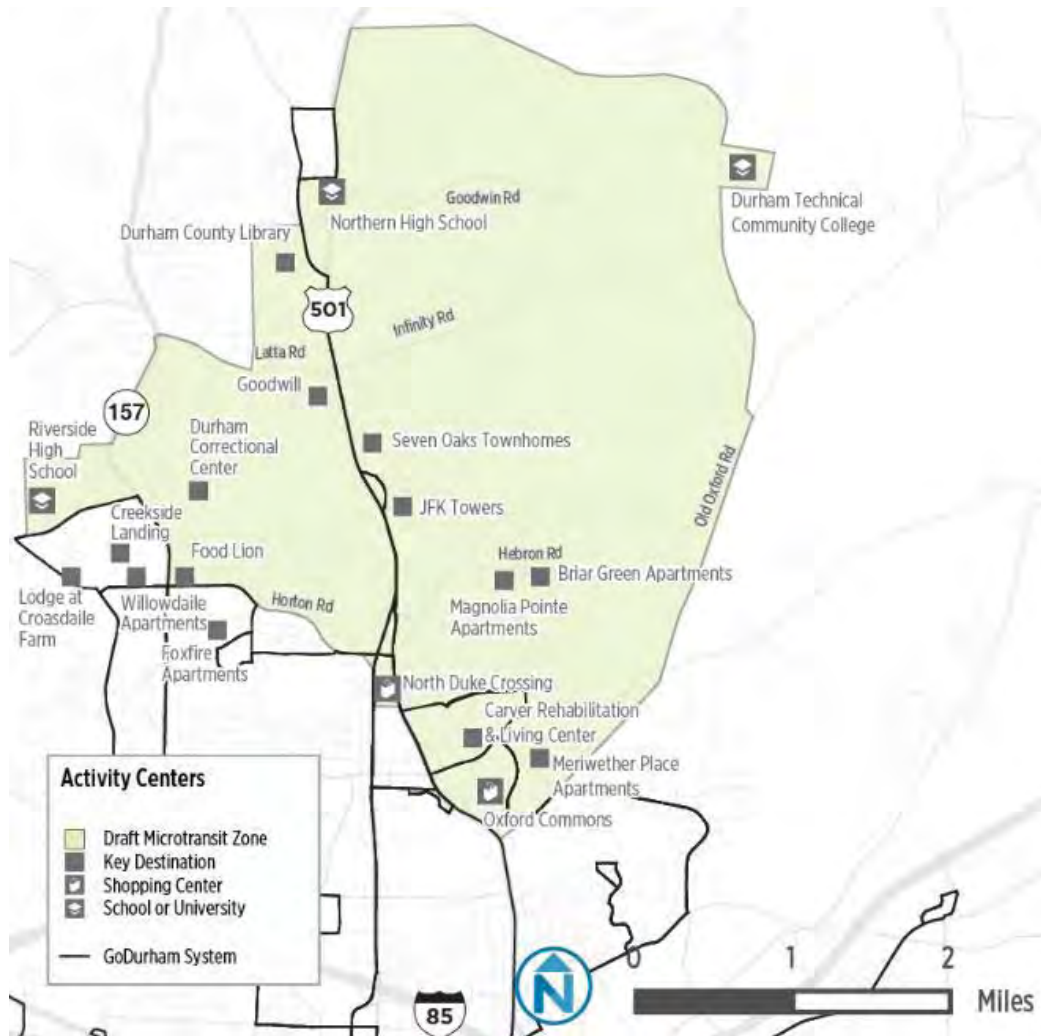


**Microtransit Planning Study | June 2020**  
GoDurham

### North Durham Service Zone

The North Durham Service Zone, as shown in Figure 53, is a roughly 13.6 square mile zone bounded by Snow Hill Rd to the north, Old Oxford Rd to the east, Horton Rd and Roxboro Rd to the south, and Guess Rd to the east. The zone includes Riverside High School, Northern High School, Durham Technical Community College, North Duke Crossing, and Oxford Commons as key destinations. The zone provides connections to fixed-route service on Routes 9, 9A, 9B, and 4 at North Duke Crossing and Oxford Commons.

Figure 53 North Durham Service Zone



## 5 Evaluation

Each of the four on-demand zones were evaluated according to specific criteria designed to align with the four identified study goals and objectives:

1. Make Service More Convenient
2. Connect People to Life's Activities
3. Design an Equitable Service that Improves Access to Opportunity
4. Create a Model that will be Sustainable

The findings for these evaluation metrics are shown below in Figure 54, Figure 55, Figure 56, and Figure 57.

### METHODOLOGY

Evaluation criteria cover a range of assessments including quantitative statistics regarding existing service, demographics, as well as projected ridership and costs. While service performance, productivity, and costs are important considerations, the evaluation criteria also considered several qualitative characteristics, including convenience, modal integration, and potential for future partnerships and public support. Evaluations were performed for each geographic zone and for the two most feasible operator models: Ride-Hail Partnerships and Microtransit Partnerships. The following briefly discusses the main methodologies for scenario evaluation.

- **Market analysis:** For metrics that evaluated the number of people or jobs within the zone, within the fixed route walkshed, or outside of the existing fixed route walkshed, the analysis is conducted using data and results from the market review and SRTP. The fixed route walkshed is within one-quarter mile of a bus stop, or about a five-minute walk.
- **Ridership estimates:** On-demand services are relatively new to the transit field, and ridership is difficult to estimate due to the nature of these services. As a part of this study, a high-level ridership estimation was developed by looking at existing transit ridership and potential new riders based on the proportion of population and jobs without easy access to fixed route service within each zone. This mode share was also adjusted due to factors that differ between fixed route and on-demand services, as well as different service spans. A review of peer agency services also helped to understand ridership from similar projects in other cities. Additionally, new transit services and technologies take time to reach their full ridership potential. Due to the Covid-19 pandemic, the adoption rate will likely be even slower, so ridership is estimated at a lower level for the first year of adoption and is anticipated to grow in future years as transit regains lost ridership.
- **Cost estimates:** Cost estimates are based on ridership estimates and the experiences of other local or peer agency projects. Ride-hail costs are calculated based on a per-trip average cost for the area, and microtransit costs are calculated based on a per-hour average cost from peer agencies.
- **Qualitative analysis:** The scenarios and zones are compared in a relative manner, based on characteristics of the service model and zones, as well as experiences in peer cities that have implemented on-demand service.

Figure 54 Make Service More Convenient – Evaluation Criteria Matrix

Objective	Criteria	East Durham	Sparger Road 1	Sparger Road 2	North Durham
Preserve and enhance mobility for current customers	Qualitative description of current fixed-route frequencies and estimated wait times	<ul style="list-style-type: none"> <li>15-minute frequency between the Village Shopping Center and Durham Station</li> <li>30-minute frequency on all other routes throughout the zone</li> <li>Average wait times would decrease for microtransit service but may require a transfer</li> </ul>	<ul style="list-style-type: none"> <li>15-minute frequency on Erwin Road east of La Salle Street</li> <li>30-minute frequency on all other routes throughout the zone</li> <li>Average wait times would decrease for microtransit service but may require a transfer</li> </ul>	<ul style="list-style-type: none"> <li>30-minute frequency on Route 11B</li> <li>Average wait times would decrease for microtransit service but may require a transfer</li> </ul>	<ul style="list-style-type: none"> <li>30-minute frequency on combined Route 9, 9A, 9B alignment and Route 4</li> <li>Average wait times would decrease for microtransit service but may require a transfer</li> </ul>
	Ridership at existing transit stops within the zone	1,053	1,183	141	489
Expand coverage to areas not served by fixed route	# of additional residents outside fixed-route walkshed	7,074	1,324	586	13,083
	# of additional jobs outside fixed-route walkshed	895	1,169	1,157	787
	Projected on-demand ridership within zone	<b>Scenario 1: Ride-Hail Partnership</b>			
		<i>First year</i>			
		<ul style="list-style-type: none"> <li>36 per day</li> <li>13,200 per year</li> </ul>	<ul style="list-style-type: none"> <li>8 per day</li> <li>2,900 per year</li> </ul>	<ul style="list-style-type: none"> <li>6 per day</li> <li>2,000 per year</li> </ul>	<ul style="list-style-type: none"> <li>25 per day</li> <li>9,100 per year</li> </ul>
		<i>1-2 Years</i>			



**Microtransit Planning Study | June 2020**  
GoDurham

Objective	Criteria	East Durham	Sparger Road 1	Sparger Road 2	North Durham
		<ul style="list-style-type: none"> <li>120 per day</li> <li>44,000 per year annual</li> </ul>	<ul style="list-style-type: none"> <li>26 per day</li> <li>9,600 per year</li> </ul>	<ul style="list-style-type: none"> <li>18 per day</li> <li>6,700 per year</li> </ul>	<ul style="list-style-type: none"> <li>83 per day</li> <li>30,300 per year</li> </ul>
		<b>Scenario 2: Microtransit Partnership</b>			
		<i>First year</i>			
		<ul style="list-style-type: none"> <li>33 per day</li> <li>12,000 per year</li> </ul>	<ul style="list-style-type: none"> <li>7 per day</li> <li>2,600 per year</li> </ul>	<ul style="list-style-type: none"> <li>5 per day</li> <li>1,800 per year</li> </ul>	<ul style="list-style-type: none"> <li>23 per day</li> <li>8,300 per year</li> </ul>
		<i>1-2 Years</i>			
		<ul style="list-style-type: none"> <li>100 per day</li> <li>36,100 per year</li> </ul>	<ul style="list-style-type: none"> <li>22 per day</li> <li>7,900 per year</li> </ul>	<ul style="list-style-type: none"> <li>15 per day</li> <li>5,500 per year</li> </ul>	<ul style="list-style-type: none"> <li>68 per day</li> <li>24,800 per year</li> </ul>
Improve the customer experience	Qualitative assessment of level of improvement	<b>High;</b> Extends first-last-mile service in high transit propensity neighborhood to existing high-frequency transit	<b>Low;</b> Overlaps large areas of high-frequency transit service near Duke University, extends first-last-mile service on Sparger Road corridor	<b>Medium;</b> Extends first-last-mile service on Sparger Road corridor with less service duplication than Sparger Road 1	<b>High;</b> Extends first-last-mile service in high transit propensity neighborhood serving multiple high schools and high ridership retail employment hubs
	Number of riders from recently removed stops	57	63	63	0
Integrate experience with other modes	Qualitative Assessment	All service zone geographies provide opportunities to integrate with existing modes			

**Microtransit Planning Study | June 2020**  
GoDurham

Figure 55 Connect People to Life's Activities – Evaluation Criteria Matrix

Objective	Criteria	East Durham	Sparger Road 1	Sparger Road 2	North Durham
Improve access to jobs	# of jobs within zone	1,760	41,121	1,507	4,656
Connect people to healthcare and social services	# of healthcare and social services within zone	<ul style="list-style-type: none"> <li>▪ Durham Ridge Assisted Living</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vocational Rehabilitation Services</li> <li>▪ Duke Hospital System</li> </ul>	<ul style="list-style-type: none"> <li>▪ Vocational Rehabilitation Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carver Rehabilitation and Living Center</li> </ul>
Design service that will benefit the largest number of people	# of residents within zone	11,914	8,926	3,582	19,544
Improve connections to fixed-route network	# of connections to fixed-route service	Route 2, 3, 3B	Route 6, 11, 11B	Route 11B	Route 9, 9A, 9B, 4
	# of connections to high frequency transit	1	1	0	0

**Microtransit Planning Study | June 2020**  
GoDurham

Figure 56 Design an Equitable Service that Improves Access to Opportunity – Evaluation Criteria Matrix

Objective	Criteria	East Durham	Sparger Road 1	Sparger Road 2	North Durham
Create shared economic prosperity for disadvantaged populations	# of low wage jobs within zone	479	2,588	205	1,227
Address safety concerns around microtransit	Wait times	Maximum wait time standard of 15 minutes would be consistent between all zone geographies. Average wait times may vary within zones and are estimated at approximately 7.5 minutes.			
Build partnerships within each zone to encourage use and improve service	Qualitative assessment of potential partnerships	<b>Medium</b> ; Potential Partners – The Village Shopping Center, Housing complexes	<b>High</b> ; Potential Partners – Duke University, Vocational Rehabilitation Services, Housing complexes	<b>Low</b> ; Potential Partners – Vocational Rehabilitation Services, Housing complexes	<b>High</b> ; Potential Partners – North Duke Crossing, Oxford Commons, Durham Technical Community College, Housing complexes
Ensure fares are accessible and affordable	Offers payment alternatives, low-income fares, and ease of integration with transit system fare structure	Fare integration can be applied consistently across all zone geographies. Fare structure integration is feasible for both Scenario 1: Ride-Hail Partnership and Scenario 2: Microtransit Partnership. Because of the availability of fare box equipment on microtransit vehicles, it will be simpler to facilitate fare integration in Scenario 2: Microtransit Partnership.			
Design service to meet the needs of those with the fewest mobility options	# number of residents within socioeconomic groups with higher transit propensity	11,070 people of color 1,168 seniors 5,048 poverty in poverty 990 disabled people 434 zero-vehicle households	6,664 people of color 800 seniors 3,852 poverty in poverty 1,116 disabled people 447 zero-vehicle households	1,503 people of color 474 seniors 1,476 poverty in poverty 777 disabled people 245 zero-vehicle households	14,228 people of color 2,575 seniors 9,299 poverty in poverty 1,430 disabled people 1,067 zero-vehicle households

**Microtransit Planning Study | June 2020**  
GoDurham

Figure 57 Create a Model that will be Sustainable Over the Long-Term – Evaluation Criteria Matrix

Objective	Criteria	East Durham	Sparger Road 1	Sparger Road 2	North Durham
Understand the financial and technical feasibility of on-demand mobility options	Operating cost per trip	<b>Scenario 1: Ride-Hail Partnership</b>			
		\$8	\$8	\$8	\$8
		<b>Scenario 2: Microtransit Partnership</b>			
		\$23	\$106	\$151	\$33
	Annualized cost (first year of service)	<b>Scenario 1: Ride-Hail Partnership</b>			
		\$119,000	\$26,000	\$18,000	\$82,000
		<b>Scenario 2: Microtransit Partnership<sup>1</sup></b>			
		\$277,000	\$277,000	\$277,000	\$277,000
Develop services that achieve a high level of public support	Qualitative assessment based on public engagement process	Ability to generate public support will be determined during the public involvement process. Generating public support and ridership on the service will require significant marketing efforts by the agency. The East Durham Service Zone was previously served with an on-demand pilot and may have a higher level of public support as a result.			
Learn and test new strategies for leveraging technology to improve the customer experience		Experience testing new strategies and technologies will be consistent between service zone geographies.			
Generate additional data to understand transit demand and travel flows	Produces data to help support agency planning efforts	Data produced from new service will be consistent between service zone geographies.			
Gain experience collaborating and contracting with private-sector mobility companies		Experience with private-sector mobility companies will be consistent between service zone geographies.			

<sup>1</sup> Estimated demand for service is not sufficiently high in any of the four on-demand service zones to warrant more than one microtransit vehicle.

## EVALUATION RESULTS

### Operator Model

The service scenario evaluation has identified several trade-offs between ride-hail partnerships and microtransit partnerships in terms of affordability, scalability, ridership potential, and agency oversight.

#### Ride-Hail Partnership

Ride-hail partnerships represent an affordable, scalable service with a higher ridership potential than microtransit partnerships. Ride-hail partnerships are relatively affordable because the agency does not pay the full amount of operator wages. Instead, the agency provides defined subsidies for eligible trips within the on-demand zone. While this model provides service at a lower cost to the agency, it gives the agency less control over service operations. In these partnerships, the agency does not control dispatching and cannot ensure a specific number of vehicles will be present in the zone at any given time. This makes monitoring performance standards more difficult compared to microtransit partnerships, although the potential for superior wait times is strong under this model, given the large number of vehicles operating on ride-hail platforms at any given time in the region.

As ride-hail services like Lyft and Uber have become ubiquitous throughout many communities, potential riders have become more comfortable riding these services. This presents an opportunity for higher initial ridership through a ride-hail partnership than a microtransit partnership, with which potential passengers may be less familiar.

#### Microtransit Partnership

Microtransit partnerships are more expensive to operate than ride-hail partnerships and may therefore need to be designed with more limitations on service hours, frequency and coverage to contain cost, but they create a stronger extension of the agency's brand, allow greater control and operational oversight, and allow for more seamless integration of existing fare media within the service. Microtransit service operators are paid for the full amount of time service is operating, not just while transporting passengers like ride-hail operators. This difference in operator wage structures makes microtransit partnerships significantly more expensive than ride-hail partnerships.

Unlike ride-hail partnerships, microtransit partnerships provide a dedicated service with greater agency oversight. In these kinds of partnerships, the agency can ensure every vehicle is ADA compliant, can more easily monitor operating statistics and performance standards, and can ensure a specific number of vehicles are in service at any given time. Microtransit partnerships allow the agency to extend their branding to vehicles operating the service. This makes the service more visible to potential passengers and improves marketing. Additionally, microtransit service is capable of incorporating on-board farebox equipment that allows for a seamless integration of the existing fare structure and fare media. Microtransit can work under several operating models ranging from in-house, which is completely managed and operated by the agency; a hybrid with procurement of third-party technology for scheduling, dispatching and fare payment; or turnkey which completely outsources all elements of the service. All three are possible for GoDurham, but turnkey is recommended as it is the least expensive and easiest to implement.

## Geographic Zones

All four on-demand service zones present unique challenges and opportunities for on-demand service.

### East Durham

The East Durham zone has the highest ridership potential of the four geographic zones, with initial ridership estimates in the range of 33 – 36 passengers per day. The zone provides connections to four existing transit routes and one high-frequency transit hub at the Village Shopping Center. Existing fixed-route service in the East Durham zone accounts for over 1,000 daily boardings and appears to be well suited for first- last-mile connections to transit. Additionally, the previous East Durham Connect Pilot makes this area well positioned for marketing the new service to residents. Depending on the operator model, on-demand service in the East Durham zone would have an estimated annual cost of \$119,000 – \$227,000.

### Sparger Road 1

Sparger Road Zone 1 has relatively low ridership potential, with initial ridership estimates in the range of 7 – 8 passengers per day. Many areas within the zone are adjacent to existing fixed-route service operating every 15-30 minutes. This zone includes the largest number of jobs, due to the inclusion of the Duke University campus and numerous Duke health system facilities. Depending on the operator model, operating on-demand service in this zone is estimated to cost between \$26,000 – \$277,000 per year.

Despite the relatively low potential ridership projections based on current mode share estimates, there is a possibility that a subsidized on-demand service could be used for transportation within the Duke Campus, rather than as a first- last-mile connection to fixed-route service. This zone presents a potential risk given the complex dynamics of providing direct service to Duke University. However, Duke University represents a key potential partner for the service in this zone and will be an important stakeholder in any ongoing transit projects in the area.

### Sparger Road 2

Given the small size of the zone and limited population and employment, the Sparger Road Zone 2 has relatively low ridership potential, with initial ridership estimates ranging from 5 – 6 passengers per day. The zone would provide first- last-mile connections from the existing Route 11B to the Sparger Road and Hillsborough Road corridors that were previously served by fixed-route, including the Vocational Rehabilitation Services facility. Sparger Road zone 2 has significantly less overlap with existing fixed-route service than Sparger Road zone 1 and does not include the large employment associated with Duke University and the Duke health system facilities. Depending on the operator model, operating on-demand service in this zone is estimated to cost between \$82,000 – \$277,000 per year.

### North Durham

The North Durham zone is the largest zone analyzed as a part of this assessment and contains the largest total population. This zone has moderate ridership potential, higher than both Sparger Road zones but lower than the East Durham Zone, with initial ridership estimates ranging from 23 – 25 passengers per day. The North Durham zone would provide first- last-mile connections between existing fixed-route transit service and numerous large apartment complexes, retail

**Microtransit Planning Study | June 2020**  
GoDurham

employment centers at North Duke Crossing and Oxford Commons, and educational institutions including Northern High School, Riverside High School, and Durham Technical Community College. Existing ridership at fixed route stops within this zone account for nearly 500 daily boardings. Depending on the operator model, operating on-demand service in this zone is estimated to cost between \$18,000 – \$277,000 per year.

## **Recommended Scenario**

The evaluation criteria established for this Microtransit Planning Study identify the tradeoffs between different operator models and geographic zones. The prioritization for implementation by geographic zone is as follows:

1. East Durham
2. Sparger Road Option 2
3. North Durham

While each of the zones and operator models evaluated are generally supportive of on-demand transit service, a ride-hail partnership in the East Durham zone has been identified as the highest priority scenario for implementation. The high transit propensity, available connections to high-frequency transit service, and local familiarity with on-demand transit service from the East Durham Connect pilot program make the East Durham zone the preferred area for expanding on-demand service operations. The East Durham Connect pilot was significantly more restricted than this proposed service and will serve as a key launching point for on-demand service in the GoDurham service area with significant potential to expand or adjust service as needed.

While Sparger Road Option 2 provides a smaller extension of first- last-mile connections in a lower transit propensity area, the service can be provided at a relatively low cost and would extend service to an area that was previously served by fixed-route bus service. Sparger Road Option 2 represents a low-cost option for replacing removed fixed-route service and should be considered as a part of a phased implementation for on-demand service.

North Durham has moderately high transit propensity and provides connections to numerous employment hubs, shopping centers, and high schools, which all present potential connections and trip generators in the zone. The North Durham zone has a lower ridership potential than the East Durham zone and comes at a higher estimated cost than the Sparger Road zones. This zone should be considered for implementation after marketing efforts for the East Durham and Sparger Roads raise public awareness and acceptance for on-demand service.

The relatively low costs and scalability of ride-hail partnerships make them the preferred operator model for initiating and adjusting service to meet demand. While there are numerous benefits associated with the microtransit partnership model, the higher operating cost makes this a less feasible option in the short term. As ridership and awareness of on-demand service increases in the region, microtransit partnerships may become a more attractive model, but in the short-term is cost prohibitive. Following implementation, performance and productivity should be monitored continuously and the service parameters, subsidies, zone boundaries, and operator model may be adjusted to reflect potential changes in demand.

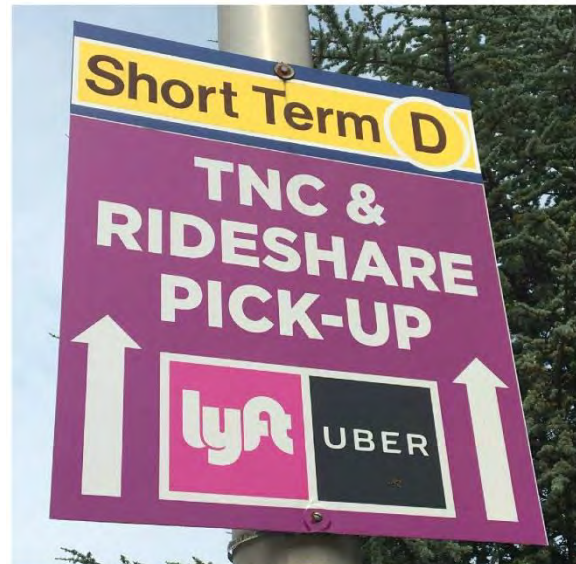


## 6 Implementation

This study explored two service models and evaluated their effectiveness in three potential on-demand zones. These proposed service areas were developed based on market demand, community need, and previous studies conducted by GoTriangle. The assessment included a detailed look at the benefits and challenges of the service type, total service cost, and implementation feasibility.

While this effort uses past studies and available data to propose new service concepts, GoDurham must seek public input to refine the design to develop and implement a pilot that puts the needs of the community first. The goals and objectives established at the beginning of the program, along with public input should direct the procurement requirements. Procurement of new services should ensure that all of GoDurham's operational requirements will be met. Services should also provide GoDurham staff with the flexibility to modify service design, including changes to the service area boundary, span of service, and fare structure, including ride caps in order to adapt as users test the new service and issues or opportunities are identified. Given the variety of potential operator types that may be interested in bidding on this service, the agency may wish to craft the procurement documents broadly enough such that taxis, turnkey microtransit providers, and taxi companies are all able to respond, allowing the agency to compare the offerings of these different vendors before selecting one or more of them. The RFP should also include specific language directing the service provider to disseminate agency designed surveying consistent with the ongoing annual and triennial customer experience and satisfaction surveys in the region. Finally, the new service should provide the agency with ample and timely data to inform ongoing evaluation of the service, the content, frequency, and format of which should be specified in the RFP and contract documents to ensure upfront alignment in agency and contractor expectations.

New on-demand service will require additional agency resources beyond a contract for services. Bus stops within the zone will need to be identified as pick up and drop off points. These locations will need updated wayfinding, signage, and possibly additional investments in seating, sidewalk infrastructure and enhanced lighting for riders to safely wait to transfer between services. Other resources will need to be invested in marketing and community outreach to introduce and promote the new service. New service also presents an opportunity for interagency coordination to promote wider regional travel. On-demand services in East Durham provide an opportunity to connect riders to GoTriangle services – the agencies should work together to consider app integration and fare policies that allow for cross-agency service connections.



Ride-hail wayfinding signage at T.F. Green Airport (Warwick, RI)

## PUBLIC ENGAGEMENT

This study is conducted during the Covid-19 pandemic, a time when typical public engagement efforts cannot be done effectively and will require more time. Thus, the results and recommendations of this study are tentative and should be adapted based on future public input before implementation.

A community survey would help to fine-tune components of new on-demand service including, but not limited to, the following:



- Service Hours – what times of day and days of the week is service needed?
- Booking Preference – would a smartphone be someone’s primary booking method? Or would a telephone be a preferred option for booking a trip.
- Willingness to Pay – how much would someone be willing to pay? While fares will be comparable to GoDurham’s existing fares, is there an interest to pay more for higher levels of service?
- Wait Time Tolerance -how long are people willing to wait? Is there a threshold where people would look at alternatives unless cost savings were significant?
- Purpose of Use – where are people going? Would services be helpful for personal errands or do people need to connect to locations outside of the zone? How could this service, in combination with fixed route service, facilitate these connections?
- Frequency of Use - how often would people be willing to use the service? One or two times a week, or for daily commuter connections.
- Safety and Comfort – how comfortable are people with riding an agency branded microtransit service or using a ride-hail service to reach a fixed-route bus? How do people perceive their safety using these services or waiting for these services.

## MARKETING

Robust marketing and outreach are essential to ensure that all potential customers know about and understand how to use the service. Promoting any new transit service is important, but unlike fixed route service, on demand transit is less visible and people may not be aware new service has begun. Also, peer experience demonstrates that awareness of the services can have a huge impact on how well it is utilized. Targeted marketing strategies within the zone could include distributing materials to businesses and residences, specifically local employers, housing complexes and other key activity centers. If budget allows, conducting geo-targeted digital advertising could also help raise local awareness.

Promotion of new on demand service should also align with larger marketing efforts to attract riders back to public transit – be creative in making the new normal feel normal, by aligning choosing to ride with the economy or climate change or to provide (socially distanced) human connections again.

## COVID-19

The impact of the COVID-19 pandemic on local and regional transportation systems was immediate: traffic volumes and transit ridership decreased immediately and dramatically. Public transit has benefited from strong public support during COVID-19, being an essential service for frontline workers and others. In June 2020, roughly 70 days after the initial shelter in place directive was issued, businesses and industries are slowly re-opening. Employment, however, has not yet been fully restored. Riders' return to public transportation is expected to be cautious. Public transit systems must identify ways to address safety concerns, attract customers back, and prepare for a new transportation paradigm.

There are new protocols on buses and at transit centers to maintain social distancing and reduce the risk of transmission and protect the health of transit employees and customers. These new measures include reduced capacity on fixed route buses. New policies combined with low ridership and increased cleaning requirements will continue to strain transit agency budgets. Many agencies have already had to reduce service hours and frequency, and on-demand service could be used to both fill in some of these service gaps or to offset fixed route capacity.

Transit riders, like all consumers, need to know the steps that transit agencies are taking to protect them. On-demand service through a third party, is still a part of GoDurham's public transit services. Policies that impact fixed route services should extend to on-demand vehicles, when applicable. These include efforts to maintain social distancing, use of masks, and customers should refrain from using services if they are not feeling well. On-demand service also can provide an affordable alternative for seniors or those who may have health issues and concerns riding a fixed route bus. Contactless fare payment and adjusting vehicle capacity are other features of on-demand service that can help to reduce risk of transmission. While somewhat controversial, on-demand apps could also provide contact tracing to help warn riders if they have been exposed to the virus and reduce the spread of transmission.

Transit agencies are also using on demand services to fill gaps in service due to service reductions and to meet immediate community need. By modifying existing on-demand services, agencies have been able to bring healthcare workers directly to hospitals or provide seniors with trips for essential services. The Central Ohio Transit Agency (COTA) expanded their COTA/Plus on-demand pilot to a second zone to specifically mitigate COVID-19 related service reductions. LA Metro also adapted its microtransit service to three train stations by providing direct rides to essential services and jobs. On-demand service offers a way to respond to transit need in times of public health crises and to also creatively meet mobility needs when fixed route service is not available or needed.

Flexibility is perhaps on-demand transit's biggest asset, and as new transportation patterns emerge from the pandemic, fixed route demand will change. GoDurham will be able to utilize lessons learned from its on-demand services to explore new, innovative ways to create a more responsive and resilient transit system for the future. On-demand service operates very differently than fixed route, and the success or failure of GoDurham's new zone based service should be determined based on performance metrics that go beyond ridership or fares, such as improved mobility, increased safety, and enhanced customer experience. The peer agencies identified in Appendix A may provide relevant examples for on-demand service performance standards, but metrics should be tailored to reflect the unique goals and characteristics of the agency.

## Appendix A: Peer Agency On-Demand Services

Service Name	Service Description	Findings
SC Rides (San Clemente, CA)	Ride-hail partnership to replace two low performing fixed routes with corridor-based on-demand service	<ul style="list-style-type: none"> <li>• 6AM to 8PM span along 8-mile corridor</li> <li>• Fare: \$2-\$5, with maximum subsidy of \$9</li> <li>• Serves 50-100 passengers/day, compared to 100 on previous fixed route</li> </ul>
Go Dublin (Dublin, CA)	Ride-hail partnership to replace low performing fixed route with zone-based on-demand service	<ul style="list-style-type: none"> <li>• 6 square miles service area</li> <li>• Subsidy: 50% discount on ride up to \$5</li> </ul>
Direct Connect (Pinellas County, FL)	Ride-hail partnership as first mile/last mile service to many bus stops around the county	<ul style="list-style-type: none"> <li>• Subsidy: \$5 for TNC service, \$25 for wheelchair service</li> <li>• Ridership: 40 rides per day</li> </ul>
East Durham Connect (Durham, NC)	Ride-hail partnership to replace low performing fixed route with a hybrid corridor/hub on-demand service, launched during Covid-19 pandemic	<ul style="list-style-type: none"> <li>• 3 miles combined corridor length</li> <li>• Free fare, agency cost on average \$8/ride</li> <li>• Ridership: 4-7 rides per day</li> </ul>
RTP Connect Pilot (Raleigh/Durham, NC)	Ride-hail partnership to serve hard-to-serve area with a hybrid zone/hub on-demand service	<ul style="list-style-type: none"> <li>• 6:30AM to 10PM on weekdays</li> <li>• Subsidy: maximum of \$10 per trip; on average trips are \$7.96</li> <li>• Ridership: 107 rides per day</li> </ul>
VTA Flex (Santa Clara, CA)	Microtransit service with defined pick up and drop off locations	<ul style="list-style-type: none"> <li>• 5:30AM to 8:30PM on weekdays in 5.5 square mile area</li> <li>• Fares: \$2 off-peak, \$3 peak (fixed route is \$2)</li> <li>• Ridership: 41 rides per day</li> <li>• Average wait time: 7.5 minutes</li> <li>• Average travel time: 8 minutes</li> </ul>
West Salem Connector	Microtransit service with defined pick up and drop off locations	<ul style="list-style-type: none"> <li>• 5:30AM to 9PM on weekdays in 2.38 square mile area (denser than Durham)</li> </ul>

**Microtransit Planning Study | June 2020**  
GoDurham

Service Name	Service Description	Findings
		<ul style="list-style-type: none"> <li>1 vehicle in operation</li> <li>Ridership: 50 boardings per day, with 4.7 trips at the peak hour</li> </ul>
Call n Ride (Denver, CO)	Microtransit service with many zones, designed for first mile/last mile connections, zone-based and curb-to-curb	<ul style="list-style-type: none"> <li>Average span is 14.2 hours per day, 23.2 vehicle hours</li> <li>Fare: \$2.65, same as fixed route and free transfers</li> <li>Ridership: 95.9 riders per day in each zone on average, 3.9 per hour</li> <li>Cost: \$21.84 per trip on average</li> </ul>
Capital Metro Pickup (Austin, TX)	Microtransit service that is zone-based and curb-to-curb	<ul style="list-style-type: none"> <li>7AM to 7PM weekdays, 10AM to 5PM Saturdays, 7.37 square mile area</li> <li>Started with 2 vehicles, has increased over time as ridership increased</li> <li>Ridership: 2400 rides/month, average 3.1 per vehicle hour</li> <li>Average wait time: 11 minutes, with service standards of 15 minutes maximum</li> <li>Cost: \$28.5 per trip on average</li> </ul>
Go OnDemand Pilot (Raleigh/Durham, NC)	Microtransit service that is zone-based and curb-to-curb in Research Triangle Park	<ul style="list-style-type: none"> <li>6:30AM to 6:30PM weekdays span</li> <li>4 vehicles</li> <li>Ridership: 83 rides/day</li> <li>Cost: \$31.44 per trip</li> </ul>
Other microtransit services	TCRP Synthesis 141: <i>Microtransit or General Public Demand–Response Transit Services: State of the Practice</i> evaluated a series of agencies offering on-demand services	<ul style="list-style-type: none"> <li>For agencies contracting a turnkey provider for microtransit, the average cost per vehicle hour is \$57</li> </ul>



### Scope of Work: GoDurham Microtransit and Job Access Operations

- National Express Transit (NEXT) will manage and control all operational activities of the GoDurham Microtransit and Job Access pilot. These activities include the following:
  - Using GoDurham ACCESS vehicles to pick up and drop off riders
    - Maintaining good repair of the vehicles
  - Dispatching and monitoring vehicle operations using software selected by the Selection Committee
    - NEXT will be responsible for troubleshooting and minor maintenance of the software (such as assisting customers with app navigation, account creation, and basic account maintenance – for example, password resets). NEXT will report major software issues (including app and payment failures) directly to the software provider.
      - Issue reports for the software provider may be submitted directly by the customer through the selected software or through GoDurham ACCESS Customer Service/Reservations
    - NEXT will be responsible for training operators on the basic functions of the software
    - NEXT will utilize the Samsung tablets and desktop computers in use for GoDurham ACCESS for the GoDurham Microtransit and Job Access Pilot
  - Operating within the program rules of the Pilot as specified by the Selection Committee, including geographic boundaries of the Eastern Durham and Northern Durham (when implemented) microtransit zones.
    - NEXT will be responsible for attaining the on-time performance goal of **85%**. An on-time trip is one which a passenger is picked up within the maximum wait time of **30 minutes**.
    - NEXT will be responsible for completing all pick-ups within 60 minutes of a booking.
    - NEXT will abide by all other applicable responsibilities as outlined in the GoDurham ACCESS contract with GoTriangle.
  - In the event GoDurham fare collection resumes, NEXT will conduct fare collection and fare media sales on board the vehicle
    - This includes cash collection, pass validation (either visually or using an app on the Samsung tablets), and pass sales
  - Developing methods for improving the reliability and efficiency of service operations
  - Providing customer service as related to the operations of the service
  - Booking trips for riders who call GoDurham ACCESS Dispatch by telephone. These trips must be provided within the program rules of the pilot (i.e. customer is picked up within the same window of time as customers who book via the app)
  - Fulfill walk-up bookings
  - Ensuring safety of personnel and patrons
  - Instituting operational and maintenance reporting procedures, and submitting regular reports to GoTriangle as requested on the performance of the Pilot hereunder
  - Entering all customer feedback about the service into Zendesk for follow-up
  - Responding to operational complaints (as reported through Zendesk)

- Providing any documents or data requested by GoTriangle or the City of Durham to satisfy external reporting requirements, evaluate the service's performance, and evaluate NEXT's performance in carrying out this scope
- Working cooperatively with GoTriangle in providing any and all information and/or assistance reasonable and necessary for grant reporting to be performed successfully
- GoTriangle is responsible for:
  - Oversight of operations contract and service planning
    - Communicating service changes/disruptions to operators and dispatchers
    - Assisting NEXT on providing best practices for day-to-day operations
    - Evaluating service performance
    - Management of contract for operations and software, including facilitating coordination between software vendor and NEXT
  - Marketing and public affairs
  - Administering the operations software and configuring service parameters
  - Responding to service-related complaints (as reported through Zendesk)  
Working with the City of Durham on federal, state and local grant reporting and coordinating capital procurements.
  - GoTriangle is responsible for reporting service statistics for the Pilot to the National Transit Database.

### **Single Source/Sole Source Justification Form**

Complete this form for general equipment and service requisitions where competition may be restricted. Completing this form does not guarantee that the proposed vendor will be selected. The Purchasing Department may require additional information. **It is the requisitioner's responsibility to provide all the required information and documentation indicated on this form.**

Please return this completed form with requisition, attached cover sheet and any additional back-up to the Purchasing Department.

Ordering Department **Planning and Capital Development**

Requisition **22GOTTS10**

Vendor No.

Name **David Jerrido**

#### **A. Explanation of Sole Source**

Select one or more of the following statements (check the box) to support why the requisition attached and noted above should be a sole source purchase. Procurement by noncompetitive proposals may be used only when the award of a contract is infeasible under small purchase procedures, sealed bids, or competitive proposals and at least one of the following circumstances are present:

**Any selection requires explanation in the additional space provided.**

- ☐ **Unique or Innovative Concept.** The offeror demonstrates a unique or innovative concept or capability not available from another source. Unique or innovative concept means a new, novel, or changed concept, approach, or method that is the product of original thinking, the details of which are kept confidential or are patented or copyrighted, and is available to the recipient only from one source and has not in the past been available to the recipient from another source.
- ☐ **Patents or Restricted Data Rights.** Patent or data rights restrictions preclude competition.
- ☒ **Substantial Duplication Costs.** In the case of a follow-on contract for the continued development or production of highly specialized equipment and major components thereof, when it is likely that award to another contractor would result in substantial duplication of costs that are not expected to be recovered through competition.
- ☐ **Unacceptable Delay.** In the case of a follow-on contract for the continued development or production of a highly specialized equipment and major components thereof, when it is likely that award to another contractor would result in unacceptable delays in fulfilling the recipient's needs.

Contracting with National Express Transit (NEXT) will minimize duplicative costs for operations and keep the cost within the estimated budget. Contracting with another vendor would be too costly and would exceed our budget. By using the same resources currently used for GoDurham ACCESS, GoTriangle would avoid paying for line items outlined in the attached duplication costings sheet such as administration, recruitment, or insurance. There are savings of \$294,098 a year by having NEXT as the operator of just one zone, and \$408,950 a year in savings for a two zone operation. These amounts would have to be paid if another operator was chosen and would be duplicative with existing payments to NEXT to operate GoDurham ACCESS.

## **B. Explanation of Single Bid or Proposal**

Upon receiving a single bid or single proposal in response to a solicitation, the recipient should determine if competition was adequate. This should include a review of the specifications for undue restrictiveness and might include a survey of potential sources that chose not to submit a bid or proposal.

**Any selection requires explanation in the additional space provided.**

- ☐ Adequate Competition. FTA acknowledges competition to be adequate when the reasons for few responses were caused by conditions beyond the recipient's control. Many unrelated factors beyond the recipient's control might cause potential sources not to submit a bid or proposal. If the competition can be determined adequate, FTA's competition requirements will be fulfilled, and the procurement will qualify as a valid competitive award.
- ☐ Inadequate Competition. FTA acknowledges competition to be inadequate when, caused by conditions within the recipient's control. For example, if the specifications used were within the recipient's control and those specifications were unduly restrictive, competition will be inadequate.
- ☐ Unusual and Compelling Urgency. The Common Grant Rule for governmental recipients permits the recipient to limit the number of sources from which it solicits bids or proposals when a recipient has such an unusual and urgent need for the property or services that the recipient would be seriously injured unless it were permitted to limit the solicitation. The recipient may also limit the solicitation when the public exigency or emergency will not permit a delay resulting from competitive solicitation for the property or services.
- ☐ Authorized by FTA. FTA authorizes noncompetitive negotiations (letter of authorization is attached).

**Explanation for section (A) or (B) is required for any selection statement.** Information might include research performed or subject matter expertise detailed to justify the use of this particular vendor and their product. This must clearly indicate why the proposed vendor is the **ONLY** vendor that will meet your requirements.

Given the interest by the City of Durham and GoTriangle to provide microtransit service to Durham residents, the staff working group approved funding in the FY22 Durham Transit Work Plan for a microtransit pilot with the expectation that operations would begin in November 2021. A contract with National Express Transit will allow GoTriangle and the City of Durham to meet these expectations because operations would be integrated with the existing GoDurham ACCESS service. The operations provider would not need to acquire new facilities, workforce, and vehicles, which is a time consuming process. Integrating the Microtransit and Job Access pilot into National Express Transit's exceptional service portfolio will be a seamless process given their familiarity with our staff and the City of Durham.

**C. Establishment of the Non-Competitive price**

Select one or more of the following statements (check the box) to support why the accepted noncompetitive price was fair and reasonable. **Any selection requires explanation in the additional space provided.**

- ☐ The price was obtained from a catalog or standard price list for items sold to the general public in substantial quantities (catalog or price list must be provided or be on file).
- ☐ The quoted prices minus the vendor's discounts are lower than prices available to the general public and reflect substantial savings.
- ☐ The quoted prices compare favorably to market prices, or to previous prices obtained and found to be fair and reasonable, which were paid for the same or similar items on:  
(Date) \_\_\_\_\_, (PO) \_\_\_\_\_, (Bid) \_\_\_\_\_
- ☐ The vendor has certified that the prices offered are equal to or lower than those offered to any government agency for both like items/services and quantities.
- ☒ Cost Analysis (i.e., labor hours, overhead, materials, and profit.)

**Explanation for section (C) is required for any selection statement.** Information provided might include a catalog price page, pricing for similar products or other price comparison information gathered to justify non-competitive price.

*Please attach any additional justification that would support the above explanations.*

I certify that to the best of my knowledge I have investigated and found that the above reasons and explanations justify this requisition as a single/sole source purchase, and that the non-competitive price is adequately confirmed. I am the individual who has gathered and provided this detailed information (a copy of which is attached to this form) and any further questions regarding these details can be directed to my attention. I also certify that neither I nor any member of my family or household will receive a financial benefit from the use or engagement of this Vendor.

Signature David Moore  
David Moore (Sep 24, 2021 12:19 EDT)

Date 9/24/2021

Print Name David Moore

Title Procurement Manager

E-mail address dmoore@gotriangle.org

Phone 919-271-3905

\*\*\*\*\*

**To be completed by Purchasing Department**

Justification appears appropriate.

Justification appears inappropriate.  
Agent has contacted the department representative and advised the status of the order. Explanation is attached.

CEO's Signature Charles E. Lattuca  
Charles E. Lattuca (Sep 27, 2021 14:12 EDT)

Date Sep 27, 2021





Connecting all points of the Triangle

## MEMORANDUM

**TO:** GoTriangle Board of Trustees Operations & Finance Committee  
**FROM:** Director of Real Estate and Facilities  
**DATE:** September 29, 2021  
**SUBJECT:** Disposition of Real Property at Seaboard Station

### Strategic Objective or Initiative Supported

Strengthen partnerships and maintain cost effectiveness.

### Action Requested

GoTriangle staff requests the Committee recommend the Board authorize staff to negotiate a contract for the sale of approximately 1.09 acres generally located at 850 Semart Drive in Raleigh.

### Background and Purpose

GoTriangle was approached by Seaboard Station, LLC regarding whether GoTriangle would be willing to sell 1.09 acres of excess property located at 850 Semart Drive. After determining that the property was no longer needed for transit purposes, GoTriangle agreed to competitively market the property as required by FTA C 5010.1E. Prior to listing, the property appraised for \$1,070,000. FTA concurred with the appraisal and review appraisal. Once the property was listed, Seaboard Station, LLC submitted a letter of intent to purchase the property for \$1,120,000. The property was listed for several months. The offer submitted by Seaboard Station was the only offer GoTriangle received for the property.

### Financial Impact

Seaboard Station, LLC will purchase the property for \$1,120,000. The FTA and NCDOT both contributed to the acquisition of the property. GoTriangle will return 55.7% of the proceeds to the FTA as required by FTA C 5010.1E and 10% to NCDOT.

### Attachments

- Attachment A

### Staff Contacts

- Gary Tober, 919.485.7577, [gtober@gotriangle.org](mailto:gtober@gotriangle.org)
- Tom Henry, 919.485.7589, [thenry@gotriangle.org](mailto:thenry@gotriangle.org)



## Attachment A

850 Semart Drive Raleigh, North Carolina 27604

Estimated Area for Parcel 2 0.170 acres

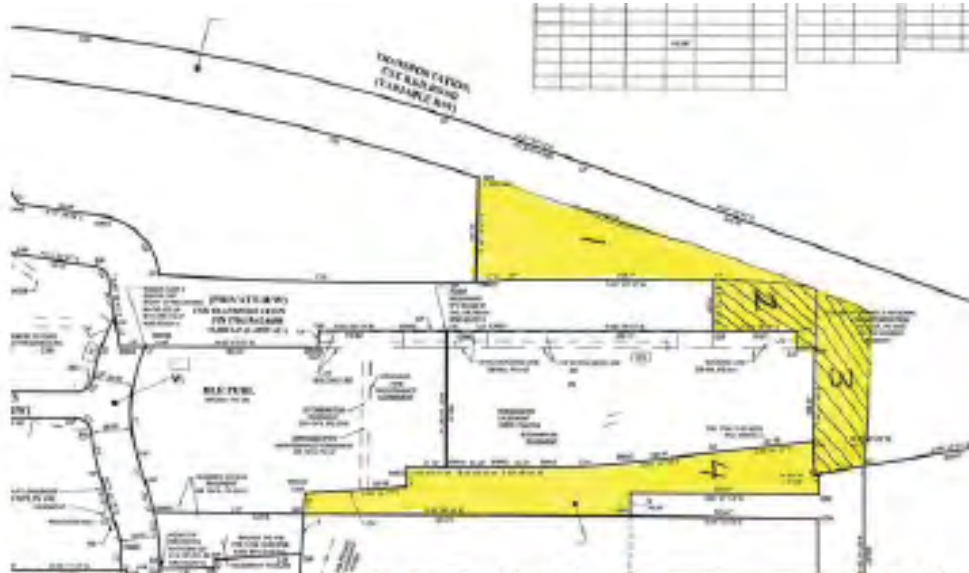
Estimated Area for Parcel 3 0.270 acres

Estimated Area for Parcel 4 0.610 acres

**Total** = 1.05 acres

**Appraised Value** = \$1,070,000 (FTA concurred with appraisal and review)

**Offer** = \$1,120,000 (property was competitively marketed on LoopNet, GoTriangle received one offer)



Segment 15 of the Railroad Right-of-Way (Seaboard Station)



## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Planning and Capital Development  
**DATE:** October 13, 2021  
**SUBJECT:** Durham and Orange County Transit Plan Updates

### Strategic Objective or Initiative Supported

1.2 Pursue service improvements and expansion opportunities

### Action Requested

None.

### Background and Purpose

GoTriangle is participating with DCHC MPO and Durham and Orange counties in development of updates to the Durham and Orange County Transit Plans. The project managers for the Durham and Orange county plans will provide an update of current plan development status and upcoming activities to the committee. For Durham, the report will include a summary of recent public engagement results.

### Financial Impact

None.

### Attachments

- Durham Plan
  - Memo
  - Presentation
- Orange Plan
  - Memo
  - Presentation

### Staff Contacts

- Katharine Eggleston, [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org), 919-485-7564
- Meg Scully, [mscully@gotriangle.org](mailto:mscully@gotriangle.org), 919-485-7455





## Transportation

**To:** GoTriangle Board of Trustees  
**From:** Ellen Beckmann, Transportation Manager  
**Date:** October 27, 2021  
**Subject:** Durham County Transit Plan

The GoTriangle Board of Trustees is requested to receive a presentation on the Durham County Transit Plan update from Durham County and Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC MPO) staff.

The Durham County Transit Plan is required by state legislation that enabled the local option half-cent sales tax for public transit improvements. The plan must be adopted by the Board of County Commissioners, the GoTriangle Board of Trustees, and the DCHC MPO Board. The sales tax is the primary funding source, but the plan also incorporates funding from vehicle registration fees and the rental car tax that are managed together in a Triangle Tax District. Durham County funding sources generate approximately \$35 million annually. The plan was first adopted in 2011, with an update in 2017, and was centered around the Durham-Orange Light Rail Transit project. In 2019, GoTriangle discontinued the light rail project, and there is now a need for a new Durham County Transit Plan.

The plan update is being managed by Ellen Beckmann, Durham County Transportation Manager, and Aaron Cain, Planning Manager at the DCHC MPO. There is a multi-agency Durham Transit Team guiding the plan development. The public engagement process is following the City of Durham's Equitable Engagement Blueprint. Outreach for the plan was initiated in coordination with the Durham Comprehensive Plan from October 2019 to February 2020 through the Listening and Learning sessions. In 2020, the MPO contracted with Kimley-Horn and Associates to provide consultant support for the transit plan. Kimley-Horn is using several subconsultants on the plan, including community partners for public engagement services.

Staff will provide an update on current activities related to the plan. This includes a brief review of the first round of public engagement that was completed in fall 2020 and how it was used to develop three representative transit scenarios. The purpose of the three scenarios was to facilitate public discussion and input on potential projects that are to be included in a preferred scenario for the Durham Transit Plan. Public engagement on the scenarios occurred July through early September 2021. These scenarios were, in short:

- Scenario A – A focus on local and regional bus service, with increased frequency, extended hours, and more new routes for the GoDurham and GoTriangle systems. With the focus on increasing the hours of bus service over the life of the plan, while there will



be more buses running more often and during more times of the day, the lack of dedicated lanes means the buses may run less efficiently.

- Scenario B - A bus-oriented transit system with greater emphasis on dedicated lanes on major corridors through central Durham, US 15-501 to Orange County, and connections to Wake County. Bus Transit Corridors on GoDurham Route 10 and Route 4, similar to projects that the City is currently developing on Holloway and Fayetteville streets in the Better Bus Project, are also funded. Because there is increased spending on capital improvements that allow the buses to operate more efficiently in this scenario, less funding is available for service improvements.
- Scenario C – This scenario includes commuter rail service that will provide a reliable and fast commute between Durham and Wake County, with a potential extension to Johnston County. Some local and regional bus infrastructure and operations improvements are included, but there are fewer and with later implementation than in scenarios A and B due to funding availability.

The second round of public engagement included an online survey, Engagement Ambassador survey outreach, and stakeholder meetings. The survey asked residents which elements of each scenario best addressed their transit needs, which important projects were missing in each scenario, and asked residents to prioritize the outcome metrics that were most important to them for the final plan.

The Durham Transit Team is currently working towards creating a preferred scenario, with the goal of having that complete in Winter 2022. The preferred scenario is expected to include elements that were deemed of highest importance from the public engagement process with consideration of equity, technical, funding, and scheduling issues. This preferred scenario will be compatible with the DCHC MPO 2050 Metropolitan Transportation Plan released in late October 2021, but the MTP can include additional projects due to the 2050 horizon year and additional funding outside of the Transit Plan.

The preferred scenario will include projects through 2040. The Durham Transit Team wants to allow new priority projects to be implemented in FY23 which means that they will need to be identified in early 2022 and adopted in the plan and annual work plan by June 2022. These new projects will focus on the needs of current bus riders. Staff recommend coordinating a decision on funding for the commuter rail project with the results of the GoTriangle Commuter Rail study which is currently scheduled for completion in Spring 2022. However, there are currently schedule delays with the Commuter Rail study due to the rail capacity modeling, and staff may need to modify the schedule for approval of the plan.

There are several issues of high importance, including public engagement, coordination on regional projects, the trade-offs that will be necessary in the final plan, and changes to the oversight and accountability structure of the plan to ensure that the plan is delivering value for Durham County taxpayers.

Equitable engagement on the Durham Transit Plan is a high priority for the Durham Transit Team. The first round of engagement demonstrated the success of using multiple ways to engage

the public, including the use of Engagement Ambassadors. The Durham Transit Team directly used the results of the first round of engagement to craft the scenarios, making sure to address the needs identified by current transit riders, low-income residents, and persons of color. The Durham Transit Team used similar engagement efforts for the scenarios. The Engagement Ambassador program was again very successful in expanding participation from persons of color and regular bus riders in the survey. Specific feedback from these focus groups is highlighted in the presentation. Equitable engagement also meant that the survey and presentations did not promote any solution or project but presented all options in a neutral and factual way. County, MPO, and consultant staff conducted the engagement efforts.

The Durham Transit Team developed an analysis of the scenarios based on a series of metrics including service miles, frequency, reliability, accessibility, access to jobs, and schedule. Each of the scenarios demonstrated improvement with some performing better than others on the various metrics. This analysis demonstrated that all of the scenarios had their pros and cons. There have been requests for improved communication and refinement of the metrics in the final preferred scenario, and the Durham Transit Team will work to address these concerns.

The plan also must be coordinated with transit plan updates occurring in Orange County and recently adopted in Wake County. Any regional project, such as the potential for Bus Rapid Transit to connect to Chapel Hill or Wake County or the Greater Triangle Commuter Rail project which will provide service to Cary, Raleigh, and potentially Johnston County, must be coordinated in both funding and schedule with the neighboring counties. Commuter Rail and Bus Rapid Transit projects in the scenarios assume fifty percent federal funding, no state funding, and fifty percent local funding shared between the counties. The potential Bus Rapid Transit Project to Chapel Hill was assumed to be split by mileage in each county, and the Commuter Rail project was assumed at a 20 percent Durham share which is consistent with Durham's current adopted transit plan. Wake County's adopted transit plan assumes a 67 percent Wake County share for the project. In Durham, negotiating a cost-share for a regional project is the responsibility of the County. An expected outcome of the Greater Triangle Commuter Rail study led by GoTriangle is a cost-sharing agreement.

Concurrent with adoption of the Durham County Transit Plan, the Board of County Commissioners, GoTriangle Board of Trustees, and DCHC MPO Board will also need to adopt an updated Interlocal Implementation Agreement (ILA). The ILA was approved in 2013 and outlines the roles and responsibilities of each agency for the administration of the funding, the process for adoption of the annual work plan by the GoTriangle Board, the definition of a material change that requires approval by all three boards, the membership, voting procedures, and administration of the Staff Working Group, and other issues. The current agreement references the discontinued light rail project and is oriented towards the funding and delivery of a Federal Transit Administration (FTA) New Starts regional transit project by GoTriangle.

The new agreement should be tailored to the delivery of projects funded in the updated final Transit Plan. It is also an opportunity to add stronger plan oversight and accountability processes and re-define the role of County, MPO, GoTriangle, and City staff in the implementation of projects. Durham County staff have initiated a Transit Plan Governance Study in coordination

with Orange County to develop new ILAs in each county and update policies and procedures for plan implementation. Interviews with key staff and elected officials occurred in September, and the consultant team is organizing a workshop among the participants in November. A report on the current content of our ILA and policies is in development. The Governance Study will proceed in parallel with the Durham Transit Plan and is a critical opportunity to address the plan's goal of increasing community trust related to the delivery of transit projects and use of the county taxes and fees.



**BOARD OF TRUSTEES  
OPERATIONS & FINANCE COMMITTEE  
MEETING MINUTES**

4600 Emperor Boulevard  
Suite 100  
Durham, NC 27703

**Thursday, October 7, 2021**

**8:30 a.m.**

**Remote | Microsoft Teams**

**Committee members present** | Vivian Jones, Michael Parker, Jennifer Robinson [left 9:35], Stelfanie Williams

**Committee members absent** | Corey Branch [excused], Valerie Jordan

**Other board members present** | Will Allen III, Sig Hutchinson, Renée Price

Committee Chair Vivian Jones officially called the meeting to order at 8:32 a.m.

**I. Adoption of Agenda**

**Action:** A motion was made by Robinson and seconded by Parker to adopt the agenda.

**II. Approval of Minutes**

**Action:** A motion was made by Parker and seconded by Robinson to approve the minutes of September 2, 2021. Upon vote by roll call, this motion and the previous motion were carried unanimously.

**III. Transit Operations Parts Miscellaneous Purchase Authorization**

Brian Mclean requested that the Committee recommend Board authorization for the President/CEO to execute contracts with vendors for purchase of miscellaneous parts for the maintenance and repair of vehicles. He stated that a competitive invitation for bids was completed and notices of intent to award were issued to the vendors that offered the lowest responsive and responsible bids. These contracts will ensure that GoTriangle receives the lowest competitive price and is able to replenish inventory in a timely manner. The duration of the contract is one year with the option to extend for two, one-year terms.

**Vendors**

Carolina Freightliner  
ABC-Muncie  
Kirk's Automotive  
Gillig Corporation

**Not to Exceed Amount**

\$117,018  
\$173,832  
\$136,659  
\$259,823

**Action:** On motion by Parker and second by Robinson the Committee voted to recommend that the Board of Trustees authorize the President/CEO to execute contracts with the vendors listed above for the amounts listed for each for the purchase of miscellaneous parts used for the maintenance and repair of agency vehicles. Upon vote by roll call, the motion was carried unanimously.

#### IV. Wake Transit Art Funding Eligibility Policy

Steven Schlossberg stated the TPAC initiated steps to develop this policy and procedures for integrating art into transit projects with Wake Transit funding. An art and culture workgroup was created to craft this policy. The group reviewed other policies, including those from the towns of Cary and Wake Forest and Wake County. Ranges vary, but typically 1% of construction cost is allocated for art.

##### *Policy guidelines*

- Capital projects eligible to use Wake Transit funds for art include fixed guideway projects [bus rapid transit and commuter rail transit] and transit centers.
- The maximum allowable amount for art is 1% up to \$50 million in construction costs; an additional .5% for the next \$50 million in construction costs and .25% of the construction cost above \$100 million, up to a maximum of \$5 million per project.
- Maximum impact for the current CIP over ten years is \$6.4 million.
- All eligible projects are entitled to a lump sum of \$30,000, up to 60% of design cost, for an artist retention fee. This amount is not part of the maximum allowable amount noted above.
- Project sponsors are not required to include art in projects.

Schlossberg stated that TPAC's recommendation was not unanimous; the town of Apex opposed the policy given Wake Transit's financial challenges and the inability to fund other prioritized investments.

Jones and Robinson stated their support for the policy.

Parker asked if Durham has a similar policy considering the commuter rail project between the two counties. Schlossberg stated there is no policy in Durham yet, but there would be discussion.

Hutchinson stated his support for the policy and encouraged the inclusion of art beyond just fixed guideway projects. He noted the bus stop at the North Carolina Museum of Art. Schlossberg responded that the policy would be reviewed every four years along with the vision plan update.

Parker suggested that GoTriangle form an arts advisory group for the commuter rail project.

**Action:** On motion by Parker and second by Williams the Committee voted to recommend Board approval of the Wake Transit Art Funding Eligibility Policy. Upon vote by roll call, the motion was carried unanimously.

#### V. Contract for Paratransit Up fit and Renovation of Plaza Building

Bryan Hammond requested the Committee recommend Board authorization to award and execute a contract with Barr Construction Company for renovation, construction and site work at portions of the first floor and exterior parking areas adjacent to Slater Road for \$1,157,000. He shared that paratransit currently operates out of the bus operations and maintenance



facility on Nelson Road. The facility has exceeded its capacity and paratransit vehicles are parked wherever space can be found, including across the street in a reserved lot. Additionally he said the interior space is cramped with six staff crowded into one room with no break room. This project proposes to renovate vacant space on the first floor of the Plaza to provide space for bus radio and dispatch, quiet rooms, separate spaces for supervisors and reservations staff, a breakroom, showers and additional space for the finance and administration suite. The parking lot will accommodate up to 25 paratransit vehicles and add fencing, lighting upgrades and security cameras.

The DBE goal was 15% DBE participation, but out of six bids received the highest participation was 6.3%. This recommended contractor performed its own RFP for DBE participation on the project and found many subcontractors reluctant to commit to projects.

Parker asked if GoTriangle made any efforts to pair up DBE subcontractors with bidders. Hammond responded that over 30 DBEs were contacted directly as part of the advertisement of this project.

**Action:** On motion by Parker and second by Robinson the Committee voted to recommend the Board authorize the President/CEO to award and execute a contract with Bar Construction Company for renovation, construction and site work at portions of the first floor and exterior parking areas adjacent to Slater Road in the amount of \$1,157,000, with an additional 10% contingency of \$115,700. Upon vote by roll call, the motion was carried unanimously.

#### **VI. Contract for GoDurham Microtransit and Job Access Pilot**

David Jerrido requested the Committee recommend Board approval for a sole source procurement. He stated that it would save operating and startup costs and expedite service implementation. The current operator GoDurham's paratransit service, National Express Transit [NEXT] is the vendor and would use its existing fleet and operators saving GoTriangle the cost of purchasing new vehicles and operators for the service.

Jerrido explained that the microtransit service will provide first-mile, last-mile connections to the current GoDurham fixed route system, targeting high transit propensity areas in Durham with limited access or no transit service. He said the service is zoned-based, dial-a-ride, curb-to-curb service similar to Uber or Lyft for the rider. Service is restricted to two zones in eastern and northern Durham, requiring all trips to start or end within those zones. Implementation of the pilots, which will run through May 2023, will be February 2022 for the eastern zone and May 2022 for the northern zone. The total budget for operations, marketing and software is \$413,632; \$269,056 for the eastern zone and \$144,576 for the northern. NEXT provided an estimate in excess of \$700,000 that GoTriangle would pay in duplicated costs if it chose to use a different operator.

**Action:** On motion by Parker and second by Robinson the Committee voted to recommend the Board authorize the President/CEO to enter into a contract with National Express Transit (NEXT) for the operation of the GoDurham Microtransit and Job Access Pilot for FY22 and FY23, with a not to exceed amount of \$348,732. Upon vote by roll call, the motion was carried unanimously.

**VII. Disposition of Real Property at Seaboard Station**

Gary Tober requested a Committee recommendation to the Board authorizing staff to negotiate a contract for the sale of approximately 1.09 acres generally located at 850 Semart Drive in Raleigh. He said that GoTriangle was approached by Seaboard Station LLC to purchase this property. Tober noting that Seaboard Station LLC is a company owned by Hoffman & Associates, the developer of the RUS Bus project.

GoTriangle then determine this property was not needed for transit purposes and following FTA guidelines proceeded with an appraisal and FTA concurrence of that value at \$1,070,000. The property was listed competitively for approximately three months. Only one offer was received, from Hoffman & Associates DBA Seaboard Station LLC, in the amount of \$1,120,000. NCDOT, with a 10% interest in the parcels, approved of the disposition.

Parker asked how this property originally was acquire and how the funds will be allocated to FTA, NCDOT and GoTriangle. Tober responded that this property was added to the 6.89 miles of right-of-way acquired as part of the regional rail project. He stated that NCDOT would be reimbursed \$112,000; FTA, \$623,000 and GoTriangle, \$384,000. He added that disposition of this property does not affect the linear continuity of CSX S-line still owned by GoTriangle.

Jones asked if there is any conflict of interest dealing with Hoffman and Associates as the RUS Bus developer. Tom Henry stated no; the transactions are separate and both transactions are being negotiated in good faith and at arm's length and both were based on competitive procurements. Lattuca added that Hoffman is the natural party to purchase this land since they own the adjacent land and the financial terms of the RUS Bus project have been settled.

**Action:** On motion by Parker and second by Robinson the Committee voted to recommend Board authorization for staff to negotiate a contract for the sale of approximately 1.09 acres generally located at 850 Semart Drive in Raleigh. Upon vote by roll call, the motion was carried unanimously.

**VIII. RUS Bus**

Tom Henry stated that negotiations on three agreements related to RUS Bus are nearing completion with the developer, Hoffman and Associates. He reminded committee members that the Board approved term sheets which have been converted into agreements which are under negotiation. He said that Katharine Eggleston will describe the project and Jeff Bandini, outside counsel, will outline the delivery framework.

Eggleston said downtown Raleigh is growing rapidly, six projects currently under construction and several dozen in planning or to be announced. Raleigh Union Station opened in 2018 as part of a city project to renovate and improve the train station. GoTriangle's property, the site of RUS Bus, is across the street. It will be a mixed-use high-rise with a ground floor transit facility. The public project additionally will include a pedestrian bridge to the train station, wayfinding and accessibility enhancements between RUS Bus and the train station and around the site, West Street improvements, BRT infrastructure to integrate BRT with local and regional bus service, traffic signal upgrades and purchase of low/no emission rolling stock. She stated

that these components are committed as part of the \$20 million discretionary federal grant received for this project. Additional funding beyond the federal BUILD grant are a state STI grant of \$8.86 million and local funding of \$9 million. Wake Transit is also supporting the project. The private development partner will fund the private elements of the project which includes 350 planned apartment units, including 10% affordable units; 200 hotel rooms; 18,000 square feet of ground floor retail and a 550 space parking deck.

Eggleston reviewed key project milestones:

- ✓ Fall 2019 | Site rezoned to allow for development up to 40 stories
- ✓ Fall 2019 | Hoffman and Associates selected as preferred developer
- ✓ Summer 2020 | Grant agreement signed with USDOT for \$20 million BUILD grant
- ✓ Summer 2021 | First Administrative Site Review package submitted to City of Raleigh
  - Anticipated Fall 2021 | Signing of development agreements
  - Anticipated Spring 2022 | Beginning of construction
  - Anticipated Summer 2025 | Completion of public project

Parker asked if provision has been made charging infrastructure. Eggleston stated that staff is looking at the viability of including charging infrastructure provisions within the facility. She said there have been discussions with Duke Energy and the developer as well as the fleet and facilities consultants currently working on the regional fleet and facilities study.

Jeff Bandini stated that the use of local, state and federal funds for this project makes the framework to permit the developer to come onto the property and develop the public and private components more complicated than most projects. Two federal programs are involved, one permitting private development on federally assisted property [The property was acquired with FTA funds in the early 2000s as part of the regional rail project.] and the BUILD grant agreement which applies to public improvements to be built within this project. The structure is divided into two components: a private overbuild and the public improvements, allowing the segregation of the public funds and private financing for the project.

The Development Services Agreement covers the public improvements to be developed by Hoffman and Associates:

- Off-street transit facility
- On-street transit improvements on West Street and Martin Street
- Pedestrian bridge to Raleigh Union Station

The Joint Development Agreement for federally assisted property covers the private overbuild:

- Retail
- Hotel
- Residential
- Private parking

These two agreements provide for the development of the design, construction and closeout of the public improvements and private improvements. Once the private overbuild is completed

there will be a 99 year ground lease to provide for the occupancy of the private overbuild on federally assisted property. All three agreements are under negotiation now.

Henry added that the goal is to bring the three agreements to the Board for approval this month.

#### **IX. FY21 Financial Results**

Sandra Freeman presented year-end, unaudited, financial results, which are attached and hereby made a part of these minutes. She noted that GoTriangle, along with all three transit plans ended the year with a surplus of revenues over expenses. She noted that GoTriangle had no SMAP funding or bus fare revenue but almost \$8 million in Covid relief funds enabled the agency to end the year with a surplus.

	<b>Revenues</b>	<b>Expenses</b>	<b>+/-</b>
<b>GoTriangle</b>	\$ 37,695,802	\$ 37,523,453	\$ 172,349
<b>Durham</b>	41,466,945	15,874,383	25,592,262
<b>Orange</b>	10,319,005	5,879,646	4,439,359
<b>Wake</b>	\$ 118,087,888	\$ 34,734,839	\$ 83,353,049

Parker asked if the surplus from the county transit plans is due to a delay in the projects. Freeman responded that a great deal of it is capital related. Parker asked how to get projects back on track. Lattuca responded that Wake County reduced its transit plan spending at the onset of Covid. Durham and Orange County have plans under development now.

#### **Annual Revenues | GoTriangle**

- Total revenues \$37.7 million (75.3% of budget), compared to \$28.8 million in FY20
- Transit service revenue for bus – \$6.2 million (108.1% of budget), compared to \$6.3 million in FY20
- Transit service revenue for paratransit - \$388,000, compared to \$550,000 in FY20
- \$5 Vehicle Registration taxes - \$6.7 million, compared to \$6.2 million in FY20
- Vehicle Rental taxes - \$4.6 million, compared to \$5.8 million in FY20 (due to COVID-19 travel restrictions)
- FY21 CARES Act grant reimbursement - \$7.9 million
- Other reimbursements - \$4.2 million

Parker asked if there would be any American Rescue Plan funds for GoTriangle in the coming year. Freeman replied that she is not aware of any, although GoTriangle is expecting to receive SMAP from the state. Lattuca said that money could be received as early as first quarter 2022.

#### **Annual Expenses | GoTriangle**

- Total expenses \$37.5 million (70.2%), compared to \$41 million in FY20
- Transit operations expenses - \$26 million, compared to \$24.8 million in FY20
- Administrative department expenses - \$4.8 million, compared to \$5 million in FY20
- Capital expenditures - \$6.6 million, compared to \$11.1 million in FY20



***Durham Tax District***

- Total revenues \$41.5 million (129.7% of budget), compared to \$34.9 million in FY20
- ½ cent sales tax revenues \$34.1 million, compared to \$30.2 million in FY20
- \$3 and \$7 Vehicle Registration taxes - \$2.5 million, compared to \$2.3 million in FY20
- Vehicle Rental taxes - \$1.1 million, compared to \$1.2 million in FY20
- Total expenses \$15.9 million (39% of budget), compared to \$9.3 million in FY20

***Orange Tax District***

- Total revenues \$10.3 million (117.9% of budget), compared to \$9 million in FY20
- ½ cent sales tax revenues \$8.5 million, compared to \$7.2 million in FY20
- \$3 and \$7 Vehicle Registration taxes - \$1.2 million, compared to \$1.1 million in FY20
- Vehicle Rental taxes - \$482,000, compared to \$564,000 in FY20
- Total expenses \$5.9 million (54.4% of budget), compared to \$6.9 million in FY20

***Wake Tax District***

- Total revenues \$118.1 million (133.9% of budget), compared to \$109.3 million in FY20
- ½ cent sales tax revenues \$104 million, compared to \$93.4 million in FY20
- \$3 and \$7 Vehicle Registration taxes - \$9.7 million, compared to \$9 million in FY20
- Vehicle Rental taxes - \$3.1 million, compared to \$3.7 million in FY20
- Total expenses \$34.7 million (16.7% of budget), compared to \$38.3 million in FY20

Freeman stated that all three tax districts performed significantly better in terms of revenue over expenses due to conservative budgeting, the performance of the half-cent sales tax as well as reduced spending. The registration tax in all three counties is relatively flat or showing a slight increase; however, the rental taxes underperformed compared to FY20. She reminded the committee that GoTriangle maintains half of the vehicle rental tax and splits the remaining half proportionally by county. She said it is time to recalculate those percentages with the new census numbers.

**X. Adjournment**

**Action:** Committee Chair Jones adjourned the meeting at 10:10 a.m.

Prepared by:

---

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





**BOARD OF TRUSTEES  
PLANNING & LEGISLATIVE COMMITTEE  
MEETING MINUTES**

4600 Emperor Boulevard  
Suite 100  
Durham, NC 27703

**Wednesday, September 22, 2021**

**10:45 a.m.**

**Virtual | Webex**

**Committee members present** | Will Allen III, Brenda Howerton, Sig Hutchinson [arr. 10:57 a.m.], Renée Price, Charlie Reece

**Committee members absent** | Michael Fox

**Other board members present** | Michael Parker

Committee Chair Will Allen III called the meeting to order at 10:45 a.m. A quorum was present.

**I. Adoption of Agenda**

**II. Approval of Minutes**

**Action:** On motion by Reece and second by Price the agenda was adopted and the minutes of the August 25<sup>th</sup> meeting were approved. Upon vote by roll call, the motion was carried unanimously.

**III. GTCR Travel Market Study**

Jay Heikes introduced John Hodges-Copple, Metropolitan Planning Director, and Jenna Kolling, Program Analyst, for the Triangle J Council of Governments. He stated their presentation is the second of three reports from TJCOG about the non-monetary benefits and costs of the commuter rail project to help inform decision-making. The presentation is attached and hereby made a part of these minutes.

John Hodges-Copple reminded the Committee of last month's presentation on affordable housing and stated the final report will be the land use analysis. This travel market analysis is understanding where workers live, where residents work, the home and job locations of commuters and how workers are connected to jobs. Two places are emphasized: key activity/job hubs and key neighborhoods, termed, REINVEST neighborhoods [Race and ethnicity | income | auto ownership | location of affordable housing]. He reiterated that the analysis focuses on the four-county region: Durham, Johnston, Orange and Wake and the area within one-mile of the tracks for the planned initial investment. The station study areas are the half-mile radius at 15 locations looked at for station feasibility.

**Key Takeaways**

- Rail corridor is 4% of the area of Durham, Johnston, Orange and Wake counties, but has 30% of the jobs [280,000].
- 23% of the region's jobs with earnings below \$40,000 are located within the rail corridor.
- Wake-Durham regional connection is the largest in North Carolina, over 96,000 workers live in one county and work in the other.

- Eight of the top ten job hubs in the region are along the rail corridor.
- 56,000 workers live and work in block groups along the corridor.
- Almost 70,000 people live in neighborhoods completely or partly in the corridor and achieve thresholds for the amount and concentration of BIPOC, lower income, zero-car households and legally-binding, affordability-restricted housing units.
- Safe and seamless “first-mile/last-mile” connections are essential to serve these neighborhoods.

#### ***Additional considerations***

- Institutional landowners should be involved to maximize affordable housing along corridor.
- Seamless bus connections will be crucial.
- Investments in sidewalks, bike facilities and “micro-mobility” efforts can link affordable housing and jobs to passenger rail service.
- Local land use and pricing policies can be significant influencers of ridership and value.

Price pointed out that the data on commuters traveling between Orange and Durham counties supports commuter rail beyond Durham into Chapel Hill, Hillsboro and Efland. Eggleston responded that the larger initial study area was from Mebane to Selma, but a smaller area from Durham to Garner or Clayton was chosen for the first phase of construction due to Federal funding eligibility. The area to the west is being considered for a possible extension. Parker noted that the Orange County Transit Plan is under development and there will be a provision for some high capacity, high frequency transit between Durham and Orange when funds become available. He noted that the challenge for transit projects in the Triangle is each county has to pay for its own and the cost of building commuter rail far exceeds what the Orange County half cent tax generates.

Hutchinson stated that he would like to see similar data on affordable housing and the travel market for planned BRT and the S-line corridors. He also asked that the data include available land within the corridor as possible affordable housing.

Reece pointed out that the premise seems to be that transit dependent, low income folks will be helped by this project. He asked about the data to support that versus more robust local transit service. He also noted that the data does not identify who the people are that commute across county lines.

#### **IV. Adjournment**

**Action:** Chair Allen adjourned the meeting at 11:46 a.m.

Prepared by:

---

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



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Talent Services  
**DATE:** October 13, 2021  
**SUBJECT:** Retirement Plan Services

### Strategic Objective or Initiative Supported

#### Action Requested

Staff requests that the Board of Trustees award a contract to Voya Financial for employee retirement plan recordkeeping services beginning February 1, 2022, with a provider cost of \$.19% (\$33,630 per year based upon current plan assets) and authorize the president and CEO to execute the contract consistent with those terms.

#### Background and Purpose

In July, GoTriangle issued an RFP for Retirement Plan Services. We enlisted the help of our current benefits broker, Gallagher Benefit Services, to assist with the RFP, analyzing the results, facilitating the provider interviews and collating our evaluations. Based upon responses to the proposal reviewed and interviews conducted, we are recommending a change to Voya Financial. The capabilities presented by Voya best align with broader organizational and strategic talent management initiatives. Voya is an industry leader in insurance, and we were especially impressed with their offerings including:

- Plan Review – to include plan health metrics, plan activity and communications strategy
- Plan Administration – comprehensive administration platform, reporting
- Participant Engagement – ease of use, the right message, at the right time and the right place
- Diverse Service Team – dedicated relationship manager; local educator/advisor
- Communications – personalized, targeted, multi-channel via email, web, video and phone
- Culture – awarded World's Most Ethical Companies; best place to work (DEI) for Disability Inclusion; World's Most Admired Companies; and best place to work for LGBTQ Equality

A transition to Voya will significantly lower the overall plan cost, and Gallagher Benefits Services will help us monitor and benchmark those fees at least annually. Benefits assigned to Voya Financial would include the 401a, ROTH, and 457 Plans. Upon the Board's approval, a contract will be submitted for review by Legal.

**Financial Impact**

*The cost is paid by the participants from their accounts.* Annual participant costs with our current providers, ICMA and Nationwide, are currently \$125,725 based on plan assets. Estimated annual cost with Voya will be \$33,630 based on plan assets (potential savings of \$92,095 for employees). The financial impact to GoTriangle to implement the change outlined above remains the same. This expenditure is within the previously budgeted amount for Retirement Services.

**Attachments**

- None

**Staff Contact**

- Christy Winstead, Benefits & Rewards Mgr., 919-485-7473, [cwinstead@gotriangle.org](mailto:cwinstead@gotriangle.org)



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Talent Services  
**DATE:** October 13, 2021  
**SUBJECT:** 2022 Health & Ancillary Benefits Package

### Strategic Objective or Initiative Supported

#### Action Requested

Staff requests that the Board approve the 2022 Health Benefits Package as proposed.

#### Background and Purpose

GoTriangle negotiated a flat renewal from Blue Cross & Blue Shield of North Carolina. Staff recommends that the existing BlueCross & BlueShield Medical policy be renewed with no premium increase for 2022. The benefit providers and premium rates for Dental, Vision, and ancillary programs also remain unchanged for 2022.

Our medical rates have been flat or trending downwards for the last four plan years; in 2019 we had a 2.7% reduction, in 2020 we had a flat renewal, and in 2021 we had a 16.8% reduction.

This unprecedented trend places GoTriangle in a unique position to continue to offer a competitive benefits plan that enables us to attract and retain key talent. In addition to ongoing investments in our wellness program, the 2022 plan year focus will include employee educational and engagement opportunities that support wellbeing activities, mental health, and pharmacy utilization.

#### Financial Impact

Total premiums are remaining the same for 2022. There is no financial impact to GoTriangle to implement the recommendation. The current FY 2022 budget is sufficient to cover the projected costs.

#### Attachments

- Detailed spreadsheet showing coverage categories and costs

#### Staff Contact

- Christy Winstead, Benefits & Rewards Mgr., 919-485-7473, [cwinstead@gotriangle.org](mailto:cwinstead@gotriangle.org)



# GoTriangle

## Medical Employer Contribution Strategy

January 1, 2022	Total Subs	Rates	Total Employer Costs		Total Employee Costs	
			Monthly Cost	Contribution (%)	Monthly Cost	Contribution (%)
CURRENT						
BCBSNC						
Employee Only	156	\$811.66	\$768.33	94.7%	\$43.33	5.3%
Employee + Spouse	13	\$1,688.04	\$1,254.71	74.3%	\$433.33	25.7%
Employee + Child(ren)	23	\$1,408.38	\$1,126.72	80.0%	\$281.66	20.0%
Family	14	<u>\$2,451.53</u>	<u>\$1,801.53</u>	<u>73.5%</u>	<u>\$650.00</u>	<u>26.5%</u>
Total (Annual)	206	\$2,583,332	\$2,247,680	87.0%	\$335,651	13.0%
Total (PEPM)		\$1,045.04	\$909.26	87.0%	\$135.78	13.0%
RENEWAL						
BCBSNC						
Employee Only	156	\$811.66	\$768.33	94.7%	\$43.33	5.3%
Employee + Spouse	13	\$1,688.04	\$1,254.71	74.3%	\$433.33	25.7%
Employee + Child(ren)	23	\$1,408.38	\$1,126.72	80.0%	\$281.66	20.0%
Family	14	<u>\$2,451.53</u>	<u>\$1,801.53</u>	<u>73.5%</u>	<u>\$650.00</u>	<u>26.5%</u>
Total (Annual)	206	\$2,583,332	\$2,247,680	87.0%	\$335,651	13.0%
Total (PEPM)		\$1,045.04	\$909.26	87.0%	\$135.78	13.0%

### Notes:

1. This analysis is for illustrative purposes only, and is not a proposal for coverage or a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not
2. Rates include previously agreed upon consulting fees. If your insurance carrier does not accommodate blending these service fees into the rates, the rates on the bill will be less than the rates illustrated here.



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Finance & Administrative Services  
**DATE:** October 21, 2021  
**SUBJECT:** Wake Transit Work Plan Project Period of Performance Extensions

### Strategic Objective or Initiative Supported

Implement the Wake Transit Plan with Transit Planning Advisory Committee

### Action Requested

Staff requests that the Board of Trustees authorize the President/CEO to execute agreements to extend the periods of performance and to re-allocate remaining funds from the FY2018 and FY2019 Wake Transit Work Plan project funding allocations, as presented on the table attached to this memo.

### Background and Purpose

Multiple project funding agreements that tie to project funding allocations authorized in the FY2018 and the FY2019 Wake Transit Work Plans expire on December 31, 2021, and September 30, 2021, respectively. The recommended extensions set forth on the attached table were recommended by the TPAC on October 13, 2021, and were approved by the CAMPO board on October 20, 2021. Approval by the GoTriangle Board will ensure funding certainty for the pertinent project sponsors and facilitate the progress of each project described.

### Financial Impact

The proposed Wake Transit performance extensions will have zero financial impact to the FY22 Wake Transit Work Plans. All projects impacted had the funding adopted in previous work plans.

### Attachments

- Attachment A: Period of Performance Extensions for Wake Transit Work Plan Project Funding Allocations

### Staff Contact

- Steven Schlossberg, [sschlosberg@gotriangle.org](mailto:sschlosberg@gotriangle.org), 919-485-7590



### Attachment A: Period of Performance Extensions for Wake Transit Work Plan Project Funding Allocations

<u>Project Sponsor</u>	<u>Project ID</u>	<u>Project</u>	<u>Original Allocation</u>	<u>Re-Encumber Amount</u>	<u>Appropriation Category</u>	<u>Recommended Extension</u>	<u>Adopted Ordinance</u>
City of Raleigh	TC002-AK	GoRaleigh Marketing, Communications and Public Relations	\$250,000	\$194,757	Transit Plan Administration	1 year (09/30/22)	FY19 - 2018 0013
City of Raleigh	TC002-S	Bus Shelters/Amenities (Design, Land Acquisition, Construction)	\$1,205,000	\$634,491	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
City of Raleigh	TC001-E	Bus Expansion (Purchase 10 CNG Buses)	\$5,931,363	\$164,693	Bus Acquisition	1 year (09/30/22)	FY19 - 2019 0002
City of Raleigh	TC001-F	Bus Replacements (Purchase 13 CNG Buses)	\$7,710,772	\$268,449	Bus Acquisition	1 year (09/30/22)	FY19 - 2019 0002
City of Raleigh	TC002-T	East Raleigh Transit Center (Planning & Design)	\$350,000	\$329,031	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
City of Raleigh	TC002-V	GoRaleigh/GoWake Access Paratransit Maintenance and Operations Facility (Feasibility & Design)	\$350,000	\$334,880	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
City of Raleigh	TC003-E	Western Boulevard Corridor Study	\$350,000	\$7,511	Capital Planning	1 year (09/30/22)	FY19 - 2019 0002
City of Raleigh	TC002-G	Construction of Poole Road Park-and-Ride Facility	\$1,140,000	\$805,743	Bus Infrastructure	1 Year (12/31/22)	FY18 - 2017 0002
GoTriangle	TC002-K	Short-Term Park-and-Ride Lot Improvements	\$75,000	\$12,300	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC002-M	Bus Stop Improvements for New Service	\$425,000	\$262,615	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC002-U	Initial Up-fit for Passenger Amenity Storage & Fabrication Facility	\$150,000	\$67,700	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC002-O	Long-Term Park-and-Ride Feasibility Study	\$500,000	\$378,801	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC001-C / D	Bus Purchase (Expansion / New)	\$5,000,000	\$4,828,523	Bus Acquisition	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC004-B	Commuter Rail RTC Modeling	\$333,333	\$333,333	Commuter Rail	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC002-J	Paratransit Office Space Upfit	\$568,124	\$517,904	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC002-N	New Regional Transit Center Facility Feasibility Study	\$312,500	\$55,844	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC003-D	Enterprise Resource Planning (ERP) System	\$458,333	\$188,551	Capital Planning	1 year (09/30/22)	FY19 - 2019 0002
GoTriangle	TC002-A	Design of Raleigh Union Station Bus Facility	\$2,700,000	\$1,232,775	Bus Infrastructure	1 year (09/30/22)	FY18 - 2017 0002
GoTriangle	TC002-A	Design of Raleigh Union Station Bus Facility	\$700,000	\$107,023	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
Town of Cary	TC002-Q	Passenger Information Materials	\$100,000	\$34,407	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
Town of Cary	TC002-R	Bus Infrastructure Improvements/New Weston Parkway Route	\$1,016,000	\$442,948	Bus Infrastructure	1 year (09/30/22)	FY19 - 2019 0002
Town of Cary	TC002-F	Downtown Cary Multimodal Transit Center (Feasibility/Design/Land Acquisition)	\$2,200,000	\$2,000,000	Bus Infrastructure	2 years (09/30/23)	FY19 - 2019 0002



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** EEO/DBE Office  
**DATE:** October 13, 2021  
**SUBJECT:** **Proposed FFY 2022-24 Disadvantaged Business Enterprise (DBE) Program Goal**

### Strategic Objective or Initiative Supported

2.5 Actively engage the communities we serve

### Action Requested

Staff requests that the Board adopt Resolution 2021 0001 approving the proposed DBE goal of 13.57% for Federal Fiscal Year (FFY) 2022-2024 (Oct. 1, 2022 - Sept. 30, 2024).

### Background and Purpose

In February 1999, the U.S. Department of Transportation (USDOT) issued a final rule for DBE Programs in 49 CFR Part 26. The TTA Board of Trustees adopted a revised Disadvantaged Business Enterprise (DBE) program in July 1999 to comply with the new rule.

The USDOT issued a new final rule affecting the implementation and management of the DBE program that was effective as of March 5, 2010. The new rule requires the submission of a three-year DBE goal and goal setting methodology rather than an annual submission.

The triennial goal setting process (as prescribed in 49 CFR Part 26:45 and GoTriangle's approved DBE Program) requires the application of a statistical methodology to establish a proposed DBE goal. The proposed DBE goal is published and made available for public review and comment for a period of 30 days. During the public comment period, additional outreach efforts are made to obtain information relevant to the goal setting process from minority, women and general contractor groups, community organizations, DBEs, etc. GoTriangle's staff considers the comments and information received during the public comment period during the determination of the final DBE goal to be submitted to the Federal Transit Administration (FTA) for approval.

Using the approved statistical methodology prescribed by the FTA, GoTriangle staff has developed a proposed DBE Program goal for FFY 2022-24 of 13.57%. Achievement of the goal will be effected

by the type of work involved; the location of the work and the availability of certified DBEs to perform the work to be subcontracted.

In accordance with public outreach requirements, a notice of the proposed DBE Program Goal for FFY 2022-24 was published in area newspapers: The Carolinian and the Herald Sun. GoTriangle posted the proposed goal on its website beginning on June 24, 2021. The notice included a public comment period through July 25, 2021.

In the absence of any public comments, staff recommends that the Board adopt the attached resolution to approve the DBE goal of 13.57% for FFY 2022-24. Staff projects that the goal will be attained through race-neutral and race-conscious means. The overall goal will continue to be reviewed annually and amended as deemed necessary. Actual DBE utilization efforts shall be monitored and adjusted to ensure program implementation is consistent with the requirements of 49 CFR Part 26.

**Financial Impact**

None at this time

**Attachments**

- DBE Goal Methodology – FFY 2022-2024
- Resolution 2021 0001

**Staff Contact**

- Sylvester Goodwin, Director of EEO/DBE, (919) 485-7518, [sgoodwin@gotriangle.org](mailto:sgoodwin@gotriangle.org)





**GoTriangle - Disadvantaged Business Enterprise Program Methodology**  
**DBE Overall Triennial Agency Goal FFY 2022-2024**

<b>1A.</b>		<b>Determine the weight of each type of work by NAICS Code:</b>		
	<b>NAICS Code</b>	<b>Project</b>	<b>Amount of FTA funds on project:</b>	<b>% of total FTA funds (weight)</b>
1	54131	Paratransit Relo and Upfit	\$1,096,807	38%
2	23622	Bus Stop Imp/Const - Wake	\$1,055,000	36%
3	23899	RTC Park/Ride Paving	\$150,000	5%
4	23832	Facility Repairs/Ops Improve	\$220,000	8%
5	23833	Plaza 2nd Floor Renovation	\$250,000	9%
6	23899	Safety/Security	\$28,811	1%
7	54133	Priority Transit Access/Conc	\$100,000	3%
<b>Total FTA-Assisted Contract Funds</b>			<b>\$2,900,618</b>	<b>100%</b>

<b>1B.</b>		<b>Determine the relative availability of DBEs by NAICS Code:</b>			
	<b>NAICS Code</b>	<b>Project</b>	<b>Number of DBEs available to perform this work*</b>	<b>Number of all firms available (including DBEs)*</b>	<b>Relative Availability</b>
1	54131	Paratransit Relo and Upfit	26	170	15%
2	23622	Bus Stop Imp/Const - Wake	28	198	14%
3	23899	RTC Park/Ride Paving	32	219	15%
4	23832	Facility Repairs/Ops Improve	15	194	8%
5	23833	Plaza 2nd Floor Renovation	8	98	8%
6	23899	Safety/Security	20	219	9%
7	54133	Priority Transit Access/Conc	32	219	15%
<b>Combined Totals</b>			<b>161</b>	<b>1317</b>	<b>12.22%</b>

**Overall Availability of Firms**

Source: \*US Census County Business Patterns 2019 and NCDOT UCP/DBE Directory

\*Local Market Area: Durham, Orange, Mecklenburg & Wake - Majority Contractors/Subs & Contracting Dollars.

1C.	(Weight) x (Availability = Weighted Base Figure					
NAICS Code	Project	Weight	Times (x)	Availability	Weighted Base Figure	
1 54131	Paratransit Relo and Upfit	38%	x	15%	5.78%	
2 23622	Bus Stop Imp/Const - Wake	36%	x	14%	5.14%	
3 23899	RTC Park/Ride Paving	5%	x	15%	0.76%	
4 23832	Facility Repairs/Ops Improve	8%	x	8%	0.59%	
5 23833	Plaza 2nd Floor Renovation	9%	x	8%	0.70%	
6 23899	Safety/Security	1%	x	9%	0.09%	
7 54133	Priority Transit Access/Concr	3%	x	15%	0.50%	
<b>Total</b>					13.57%	
<b>Expressed as a % (*100)</b>					13.57%	
<b>Rounded, Weighted Base Figure</b>					13.57%	

## Step 2 Adjustment to Base Figure

As specified in the federal regulations codified in 49 CFR Part 26:45, once the relative availability of ready, willing and able DBEs in our marketplace has been determined, it is necessary to examine additional evidence (consultation process; capacity; Disparity Studies; input from interested parties; past participation, etc). No adjustment needed based on the availability of DBE firms in the specific work types, project location of ready, willing and able DBEs. GoTriangle anticipates achieving the above goal using race-conscious means of 8.0% and race-neutral means of 5.57%.

Based on the available evidence of past DBE participation, availability of DBE firms in specific work types; project location and; estimated race-neutral and race-conscious participation there is no documented evidence that warrants an adjustment to the base figure. We will review annually and adjust if needed.

Prior to implementing the proposed goal, GoTriangle received feedback on the proposed goal. Comments included: "Contractors must be engaged to meet the goal; DBEs may not understand the need for liability, health and disability insurance; businesses need more training on how to do takeoffs to get accurate estimates; small businesses need to be paid promptly in order to survive; businesses must know to read plans; the need to network; and businesses must be aware of upcoming projects in order to be successful."

GoTriangle's consultation included, emails, website posting, newspaper ads and telephone consultation. As a result of the consultation responses, GoTriangle will continue its outreach efforts with a focus on providing training, networking events, and education focused on the upcoming projects in order to be successful."

**2021 0001**

**RESOLUTION OF THE GOTRIANGLE BOARD OF TRUSTEES  
ADOPTING DBE PROGRAM GOAL**

**WHEREAS**, and in accordance with 49 CFR Part 26, GoTriangle has adopted a Disadvantaged Business Enterprise (DBE) Policy that states that it “shall not discriminate in any manner on the basis of race, color, sex or national origin, and shall take all reasonable steps to ensure that certified Disadvantaged Business Enterprises have the maximum opportunity to participate in the performance of contracts financed, in whole or in part, with financial assistance from the United States Department of Transportation (USDOT), acting through such agencies as the Federal Transit Administration (FTA) and the Federal Highway Administration (FHWA)”; and

**WHEREAS**, and to remain in compliance with 49 CFR Part 26, GoTriangle must develop a three-year goal for the participation of DBEs in federally funded contracting opportunities and must submit the goal to the FTA for approval; and

**WHEREAS**, using an FTA-approved statistical methodology, GoTriangle staff has developed a DBE Program Goal of 13.57% for the Federal FY 2022-2024 (October 1, 2022 - September 30, 2024); and

**WHEREAS**, opportunity for public review of and comment on the DBE program goal for Federal FY 2022-2024 has been adequately given; and

**WHEREAS**, no public comments on the DBE program goal were received by the deadline of July 25, 2021.

**NOW, THEREFORE, BE IT RESOLVED**, by the GoTriangle Board of Trustees that:

1. The DBE program goal for Federal FY 2022-2024 for GoTriangle shall be 13.57%.
2. Staff is directed to submit to the FTA all required documentation related to GoTriangle’s DBE program goal for FFY 2022-2024.

**ADOPTED THIS 27<sup>TH</sup> DAY OF OCTOBER 2021.**

\_\_\_\_\_  
Sig Hutchinson, Board of Trustees Chair

**ATTEST:**

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



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Sylvester Goodwin, Director of EEO/DBE  
**DATE:** October 24, 2021  
**SUBJECT:** EEO Follow-up Information

Attached is follow-up information regarding GoTriangle's EEO Program. Included in the attachments are:

### EEO Utilization Analysis

EEO categories, current workforce by race and gender, current number and percentage of minorities and females and their availability percentage (based on census data), and goals. Percentage and numerical goals to correct any underutilization of specific affected classes or persons identified in the utilization analysis.

### EEO Categories Definition

Brief description of skills and training required for occupations in each category and examples of the job titles that fit each category. Job categories are primarily based on the average skill level, knowledge, and responsibilities involved in each occupation within the job category assigned by Talent Services.

EEO categories including the number of job titles.

List of Talent Services recruitment sources utilized by GoTriangle (not an inclusive list).

### Staff Contact

- Sylvester Goodwin, (919) 485-7518, [sgoodwin@gotriangle.org](mailto:sgoodwin@gotriangle.org)



Job Title	Current GoTriangle Employees					Availability Factor (Goal)		% of Over/((Under)- Utilization		GOAL PERFORMANCE	
		MINORITIES		FEMALES							
	TOTAL	#	%	#	%	Minorities	Females	Minorities	Females	Minorities HDCT Over/((under)	Females HDCT Over/((under)
Officials/ Administrators	28	15	53.6%	13	46.4%	22.6%	42.8%	31.0%	3.6%	8	1
Professionals	38	15	39.5%	18	47.4%	25.9%	59.2%	13.6%	-11.8%	5	(4)
Technicians	20	16	80.0%	8	40.0%	39.5%	47.6%	40.5%	-7.6%	8	(1)
Administrative Support	43	30	69.8%	30	69.8%	30.6%	64.8%	39.2%	5.0%	16	2
Skilled Craft	21	16	76.2%	0	0.0%	35.7%	10.7%	40.5%	-10.7%	8	(2)
Operatives	102	94	92.2%	39	38.2%	44.5%	25.4%	47.7%	12.8%	48	13
Service Maint	7	7	100.0%	4	57.1%	47.1%	43.3%	52.9%	13.8%	3	0



## GoTriangle's EEO Categories and Job Titles (9/30/21)

<u>EEO Categories</u>	<u>Total Employees</u>	<u>Job Titles</u>
Officials & Administrators	28	29 - 1 vacant
Professionals	38	35
Technicians	20	8
Administrative Support	43	21
Skilled Craft	21	5
Operatives	102	8
Service Maintenance	7	2
Total	259	108

## EEO Categories

**Officials and Administrators.** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. *Examples of GoTriangle's positions include: President/CEO; Chief Financial Officer; Chief of Operations; General Counsel & VP of Strategic Partnerships; Chief Communications Officer; Maintenance Manager, Director of Capital Development; Marketing Manager; Chief Talent Officer, etc. As of September 30, 2021, Officials & Administrators totaled 28 employees.*

**Professionals.** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. *Examples of GoTriangle's positions include: Transportation Planner; Associate General Counsel; Public Engagement Supervisor; Budget & Financial Reporting Supervisor; Training Coordinator, Project Engineer, Contract Administrator, etc. As of September 30, 2021, Professionals totaled 38 employees.*

**Technicians.** Occupations which require a combination of basic scientific or technical knowledge and manual skills which can be obtained through specialized post-secondary school education or through equivalent onthe-job training. *Examples of GoTriangle's positions include: Transit Amenities Specialist; Facilities Technician; Database Analyst; Dispatch/Supervisor; Paratransit Training Specialist; Transit Service Supervisor, etc. As of September 30, 2021, Technicians totaled 20 Employees.*

**Operatives (Semiskilled)** - Workers who operate transportation or materials moving equipment, or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. *Examples of GoTriangle's positions include: Bus Operator I, II, III; Paratransit Operator I, II, III, Dispatch/Operator; Trainer/Bus Operator, etc. As of September 30, 2021, Operatives totaled 102 employees.*

**Administrative Support.** Occupations in which workers are responsible for internal and external communication, recording, and retrieval of data and/or information and other paperwork required in an office. *Examples of GoTriangle's positions include: Customer Information Specialist; Office Assistant; Public Engagement Specialist; Chief Executive Assistant; Public Involvement Associate; Payroll Analyst; Marketing Specialist; Parts & Inventory Assistant, etc. As of September 30, 2021, Administrative Support totaled 43 employees.*

**Skilled Craft Workers.** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work, which is acquired through on-the-job training and experiences or through apprenticeship or other formal training programs. *Examples of GoTriangle's positions include: Mechanic I, III; Electronics Technician I; Maintenance Supervisor; Maintenance Training Supervisor, etc. As of September 30, 2021, Skilled Craft Workers totaled 21 employees.*

**Service-Maintenance.** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. *Examples of GoTriangle's positions include: Service Attendant and Building Custodian. As of September 30, 2021, Service-Maintenance totaled 7 employees.*

## GoTriangle's Recruitment Resources

### Websites

- Adzuna - Recruit for all positions, marketing tool that posts on free job search engines
- AppCast - Recruit for all positions
- CareerCentric Organic (US Only) - Recruit for all positions
- CareerJet - Recruit for all positions
- Facebook Job Boards - Recruit for all positions
- Job Inventory - Recruit for all positions, marketing tool that posts on free job search engines
- Job Boost - Recruit for all positions, marketing tool that posts on free job search engines
- Jobbydoo - Recruit for all positions, applicant tool that pulls job listings that match their interests
- JobCase - Recruit for all positions
- JobisJob - Recruit for all positions, applicant tool that pulls job listings that match their interests
- Jooble - Recruit for all positions, applicant tool that pulls job listings that match their interests
- JuJu.com (USA Only) - Recruit for all positions, applicant tool that pulls job listings that match their interests
- LinkedIn Organic LinkedIn Company ID - Recruit for all positions, world's largest professional network
- LinkUp - Recruit for all positions, applicant tool that pulls job listings that match their interests
- Monster Controlled (USA Only) - Recruit for all positions
- MyJobHelper - Recruit for all positions, applicant tool that pulls job listings that match their interests
- Neuvo - Recruit for all positions, applicant tool that pulls job listings that match their interests
- Oodle.com - Recruit for all positions, online marketplace
- Recruit.net - Recruit for all positions, applicant tool that pulls job listings that match their interests
- SimplyHired - Recruit for all positions, applicant tool that pulls job listings that match their interests
- Trovit - Recruit for all positions, search engine for classified ads
- Upward.net - Recruit for all positions, applicant tool that pulls job listings that match their interests
- US Jobs - Recruit for all positions, applicant tool that pulls job listings that match their interests

- ZipRecruiter Organic - Recruit for all positions, applicant tool that pulls job listings that match their interests

### **Other - Recruitment Resources**

- Linked In - Recruit for all positions, Paid posting to boost traffic (in addition to free advertising)
- ZipRecruiter Traffic Boost - Recruit for all positions, paid posting to boost traffic
- Veterans Employment and Training Government agency that assists Veterans seeking employment, all positions
- NC State Workforce AKA NCWorks - Government agency that assists unemployed in finding employment
- Transit Talent (for some not all) - Recruit for some positions, specific to transportation and public transit, typically administrative
- Quality Staffing + Express Professionals - both women-owned temporary staffing agencies (local)
- Step Up Ministries Durham
- GoTriangle shares postings with Disability Staffing Services
- NC Works - state workforce job board (aka state unemployment office) and Veterans Employment Training
- Transit specific – COMTO, the Conference of Minority Transportation Officials
- Targeted - Recruitment - the NC Association of Black Lawyers
- Job ad campaign with [www.hispanicleague.org](http://www.hispanicleague.org)
- GoTriangle also works with the local community colleges (Wake Tech in particular) to - Recruit for the maintenance department.



## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Planning and Capital Development  
**DATE:** October 13, 2021  
**SUBJECT:** Update on Proposal to Continue Existing RDU Airport Service

### Strategic Objective Supported

1.5 Maintain cost-effectiveness

### Action Requested

None

### Background

Starting October 11, 2020, GoTriangle implemented the following *temporary* service adjustments, which were approved by the GoTriangle President/CEO as delegated by the Board of Trustees in March 2020 due to the unfolding COVID-19 emergency:

- Serve the airport with an RDU Shuttle from the Regional Transit Center every 30 minutes until 6:30pm Monday through Saturday
- Revise Route 100 to address high cost / low volumes for airport service by removing RDU Airport during the day, but continue to serve the airport after 6:30pm and on Sundays when service is hourly.
- Suspend Route 105 because it is merged with the Route 100.

These service adjustments were proposed in response to the dramatic changes in ridership patterns during the pandemic. The expected benefits of these changes were:

- Increase productivity by better matching service with customer demand
- Reduce cost to GoTriangle and Wake County Transit Plan
- Provide a faster travel time for customers travelling between Raleigh and the Regional Transit Center, Durham and Chapel Hill

Additionally, these service adjustments addressed on-going issues related to GoTriangle service between Raleigh and the Regional Transit Corridor:

1. *GoTriangle service has been under-utilized at RDU Airport:* While transit ridership to RDU Airport was severely reduced during the COVID-19 pandemic, the low utilization of

GoTriangle at the airport bus stops have long been a concern for GoTriangle planning staff. Ridership on GoTriangle Route 100 did not grow at the same rate as the flyership at RDU Airport from 2014-2019. This indicates that the GoTriangle service is not serving RDU Airport passengers effectively.

2. *The majority of riders between Raleigh and RTC did not go to the airport:* In June and July 2020, 7% of ridership between Raleigh and RTC utilized the RDU Airport stops. This is considered on Routes 100, 105, CRX, and DRX which operate along I-40 between Raleigh and points west. The concern is that most customers travelling along the corridor have additional travel time during off-peak hours when the Route 105 is not operating.
3. *Route 100 was not meeting productivity targets:* The Routes 100 and 105 arrangement led to low productivity due to duplication of service at peak-hours.

### Performance Results of RDU Airport Service

Staff have monitored the service performance of Route 100 during the temporary service period (Oct 2020 – Sept 2021). When comparing service productivity in FY 2021 for the period before the service change (July 2020-Sept 2020) to after the service change (Oct 2020-June 2021), Route 100 productivity has improved productivity at all times: on weekdays from 9.3 to 12.3 boardings per hour, on Saturdays from 10.2 to 12.3 boardings per hour, and on Sundays from 13.4 to 14.6 boardings per hour. See Figure 1.

*Figure 1: Productivity of Route 100/105/RDU Shuttle in FY 2019 and FY2021 by day of week*

	Boardings per Hour		
	FY 19	FY 21 (July 2020- Sept 2020)	FY 21 (Oct 2020- June 2021)
Weekday	14.1	9.3	12.3
vs. FY 19		-34%	-13%
Route 100/RDU	14.1	10.2	12.3
Route 105	14.3	6.8	n/a
Saturday	12.4	10.8	12.7
vs. FY 19		-12%	3%
Sunday	15.3	13.4	14.6
vs. FY 19		-12%	-5%
All Week	14.0	9.8	12.6
vs. FY 19		-30%	-10%

The temporary service adjustment has resulted in lower declines in service productivity on the Route 100 compared to the GoTriangle system as a whole. See Figure 2.

*Figure 2: Productivity of Route 100 and GoTriangle System FY 19 to FY 21*

	Boardings per Hour		
	FY 19	FY 21	Change
<b>GoTriangle System</b>	13.9	8.8	-37%
<b>Route 100     Raleigh – Airport – RTC (incl. shuttle)</b>	14.1	12.3	-13%

There has been adequate capacity on the Route 100 for the ridership. Route 100 had an average of 8 passengers on board and no more than three trips per day carried a maximum load above 20 passengers (seating capacity: 36 on average).

### Service Proposal

Staff is recommending a continuation of the existing RDU Airport service and associated changes to the Route 100, RDU Shuttle and Route 105 until other service proposals are developed as part of the Bus Plan and Short Range Transit Plan.

### Public Engagement

GoTriangle is collecting public comment on the service proposal from September 20, 2021 to October 20, 2021. When the comment period is closed, GoTriangle staff will review the comments and prepare a report for the Operations & Finance Committee's November 2021 meeting.

### Next Steps

Pending results of public engagement, at the November 2021 meeting, staff would request that the O&F committee recommend that the Board of Trustees consider approving the recommendation to continue the existing RDU Airport service and associated changes to the Route 100, RDU Shuttle and Route 105 until further notice.

Finally, GoTriangle will engage in a comprehensive evaluation of service within the corridor and to RDU Airport as part of the Wake Bus Plan and GoTriangle Short Range Transit Plan. These planning efforts are underway and related service planning tasks will occur in early 2022 through spring 2023. Robust engagement with RDU Airport management and other key stakeholders will be planned.

### Staff Contacts

- Katharine Eggleston, 919-485-7564, [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org)
- Andrea Neri, 919-485-7592, [aneri@gotriangle.org](mailto:aneri@gotriangle.org)

## Contract Work Orders – September 2021 ( < \$100K)

Contract #	Contractor (or subject if no contractor listed)	Contract Amount	Subject	Comments	President & CEO (Charles Lattuca) Date Executed
18-083	CAMPO / Town of Cary	\$0	Amendment One to Special Capital Funding Agreement for Bus Infrastructure		09/20/2021
21-049	CAMPO / Town of Cary	\$0	General Operating Agreement for Bus Operations		09/20/2021
21-059	Town of Cary	\$0	General Operating Agreement for Transit Plan Administration		09/20/2021
21-063	Town of Cary	\$0	General Capital Funding Agreement for Bus Infrastructure		09/20/2021
21-072	Town of Cary	\$0	Special Capital Funding Agreement for Bus Infrastructure		09/20/2021
21-075	CAMPO / Town of Cary / City of Raleigh	\$0	Special Operating Agreement Web Hosting and Maintenance of Fare		09/22/2021
21-054	Wake County	\$0	General Operating Agreement for Bus Operations		09/23/2021
21-056	CAMPO / Town of Apex	\$0	General Operating Agreement for Bus Operations – Community Funding Area Program		09/24/2021
21-055	CAMPO / Town of Wake Forest	\$0	General Operating Agreement for Bus Operations – Community Funding Area Program		09/24/2021
20-024	National Transit Express	\$120,000	Amendment One GoDurham ACCESS Pilot	Contract with National Express Transit (through a sub-contract with UZURV) to provide a pilot program to provide overflow and other select paratransit trips utilizing UZURV. 100% paid directly by the City of Durham. The term of the contract is one year (09/01/2021-08/31/2022).	09/27/2021
21-057	CAMPO / Town of Morrisville	\$0	General Operating Agreement for Bus Operations – Community Funding Area Program		09/30/2021

## HR Board Report – October 2021

### NEW HIRES

Christal Joyner – Paratransit Operator I

Marsha Dumas – Paratransit Operator I

Marcus Woodberry – Paratransit Operator I

Elnora Morgan – Bus Operator I

### PROMOTIONS

Crystal Crews – Bus Operator I to Bus Operator II

### SERVICE AWARDS

Adrienne Coles – 10 Years

### RECRUITING

Bus Operator I

Diesel Mechanic

Manager of Transit Design & Construction

Paratransit Operator I

Safety & Compliance Coordinator

Service Attendant

Transportation Service Supervisor (Fixed Route)



## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Planning and Capital Development  
**DATE:** October 18, 2021  
**SUBJECT:** Capital Projects Status Report

### Strategic Objective or Initiative Supported

2.4 Ensure an attractive and accessible transit environment

### Action Requested

None

### Background and Purpose

The Wake, Durham, and Orange transit plans and the GoTriangle Capital Improvement Program include funds to support planning, development, and delivery of transit capital infrastructure projects ranging from bus stop amenities to commuter rail infrastructure. This report includes a brief snapshot of the status, upcoming activities, and notable risks to on-time/on-budget delivery for active capital projects. The report is organized into the following sections:

- Bus Passenger Facilities
- Bus Operations and Maintenance Facilities
- Rail Transit Infrastructure Development

This report is updated monthly. New/updated information from the previous month's report is shown in underlined green text.

### Financial Impact

None

### Attachments

- None

### Staff Contact

- Katharine Eggleston, 919-485-7564, [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org)

## Bus Passenger Facilities

### Projects Under Construction

#### **GoDurham Bus Stop Improvements FY19 (18DCI CD4)**

Description – This project includes site selection, design, and construction of passenger amenities at 21 bus stops in the GoDurham system.

Status – Construction at 20 stops is complete.

Upcoming Activities – The final bus stop is scheduled for construction as part of a group of 17 bus stops currently underway.

#### **GoDurham Bus Stop Improvements FY20 (20GOT CD2)**

Description – This project includes site selection, design, and construction of passenger amenities at [approximately 50](#) bus stops in the GoDurham system for which design began in FY20.

Status – [Of an initial group of 63 candidate sites, 58](#) are completed or in development, and the remainder have been suspended due to overlap with projects by others or constructability constraints. Construction of the first group of 16 bus stop improvements is complete. Construction for a second group of 17 bus stop improvements is in progress. [An additional 10 stops are being prepared for construction, real estate acquisition activities are underway for 13 additional stops](#), and an additional four stops are in design.

Upcoming Activities – Completion of design, plan approval, right-of-way acquisition, and construction procurement for the remaining groups of stops is planned to continue through the remainder of the fiscal year and into the next fiscal year.

#### **GoTriangle Bus Stop Improvements In Wake County (TC002-L/M/Y)**

Description – The Wake Transit Plan includes funding for improvements at existing and new GoTriangle bus stops throughout Wake County.

Status – Bus stop construction activities are complete at the Wake Tech RTP campus on Watkins Road, and a construction contract has been awarded for 12 other locations throughout the county. Designs for an additional [eight](#) sites are under review by City of Raleigh, NCDOT, and NCRR, [one site is in the real estate acquisition phase, and two additional sites are ready for inclusion in an upcoming construction package](#). Scoping for additional sites is underway.

Upcoming Activities – Construction activities for this package of 12 will proceed in the coming months. Design, permitting and real estate acquisition for additional stops will continue through this fiscal year.



## Projects in Design

### **Patterson Place Improvements (18GOT CD4)**

Description – Nearly 200 riders per day board buses at the existing transfer point and park-and-ride served by GoTriangle route 400 and GoDurham routes 10 and 10A. This project includes new and additional concrete shelter pads and shelters at Witherspoon Boulevard and McFarland Drive. Improvements include: landscaping, curb-radius improvement to allow buses to turn right from southbound Witherspoon Boulevard onto westbound McFarland Drive to reduce bus travel time and serve additional future park-and-ride spaces.

Status – Plans [have been approved](#) by the City of Durham [and are awaiting signature](#). Easement exhibits preparation and coordination with real estate acquisition team is underway.

Upcoming Activities – GoTriangle will schedule necessary right-of-way acquisition activities [and schedule the project for construction](#).

### **Hillsborough Park-and-Ride (18GOT CD8)**

Description – This project includes site selection, real estate acquisition, design, and construction of a permanent park-and-ride for GoTriangle route ODX in Hillsborough. Park-and-ride utilization at the current leased lot for the ODX in Hillsborough is approximately 15 spaces per day. The original plan for the new lot included 35-50 spaces across two parcels of land; right-of-way for the full facility was acquired, however due to increased construction cost estimates, the scope was reduced to 31 spaces to allow for some growth in utilization while deferring full build-out to a future phase.

Status – Staff and outside counsel have identified the need for additional real estate agreements related to use of property that had previously been identified as an existing undeveloped right-of-way within the site, and are currently coordinating with Orange county staff to evaluate the procedural steps and time required to resolve. The design is currently awaiting to advance through the plan approval process with Orange County once the property issues are resolved. The Real Estate consultant is preparing for acquisition of necessary easements and resolution of property issues with the undeveloped right-of-way.

Upcoming Activities – Upon resolution of real estate approach, staff will engage the design consultant for additional services to update site design to align with real estate modifications.

Schedule Risks – As noted above, a need for additional real estate agreements was identified during site plan review. Coordination with Orange County to resolve this is ongoing. The schedule for plan approval and turnover of the project to Orange County for construction is dependent on resolution of the real estate issue.

### **GoTriangle Bus Stop Improvements in Orange County (18GOT CD12)**

Description – This project includes site selection, design, and construction of passenger amenities at up to 10 bus stops in the GoTriangle system within Orange County.

Status – Designs for four stops are complete and have been turned over to Orange County for construction. Design of an additional six stops is under review by Town of Chapel Hill, UNC and NCDOT.

Upcoming Activities – Orange County will initiate construction on the initial group of four. GoTriangle expects to complete design and permitting for the additional six stops in the coming months.



**GoTriangle Bus Stop Improvements in Durham County (18GOT\_CD7)**

Description – This project includes site selection, design, and construction of passenger amenities at up to 10 bus stops in the GoTriangle system within Durham County.

Status – Coordination with RTP regarding stop improvements at the future HUB site is ongoing. RTP has added bus stop art to their shelters. [Efforts to develop a package of eight stops is underway; one is ready for construction and seven are in the design or plan review phase.](#)

Upcoming Activities – GoTriangle will continue to coordinate with RTP stops at HUB RTP. Completion of plan approval, right-of-way acquisition, and construction procurement for the remaining stops is planned to continue through the remainder of the fiscal year and into the next fiscal year.

**Park-and-Ride Improvements in Wake County (Short-Term) (TC002-K)**

Description – The Wake Transit Plan includes funding for short-term improvements to existing park-and-ride locations, in anticipation of more substantive investments that may be identified through the park-and-ride feasibility study.

Status – Permitting of the Bent Tree Plaza Park and Ride is underway; [initial table top review is complete.](#)

Upcoming Activities – [Formal plan submittal to City of Raleigh is scheduled for October](#) for the Bent Tree location.

**Raleigh Union Station Bus Facility (TC002-A)**

Description – This project includes publicly-funded design and construction of an eight-bay off-street bus facility and related transit access improvements adjacent to Raleigh Union Station in downtown Raleigh, in conjunction with a privately-funded mixed-use air rights development above the bus facility. The project was awarded a \$20 million BUILD grant from the US Department of Transportation (USDOT).

Status – GoTriangle and the preferred developer are progressing in the Interim Design/Administrative Site Review process. The initial ASR package was submitted to the City on August 2, [comments have been received from the City and the developer team is preparing for resubmittal. GoTriangle facilitated an operational field test of the off-street facility design at PNC arena, and the developer team is incorporating minor revisions to the bus loop design as a result.](#) The NEPA/Section 106 process is complete. The developer agreements are progressing and are anticipated to be completed later this calendar year; term sheets were signed in April. Coordination with FTA, City of Raleigh, SHPO, NCDOT and other stakeholders is ongoing to confirm third-party requirements affecting the project definition. Coordination with City of Raleigh at FTA to clarify scope for traffic signal [improvements](#) and bus rapid transit (BRT) infrastructure to be included in the GoTriangle project versus City of Raleigh Western BRT project and confirm scope description for off-street facility. Monthly federal oversight meetings are continuing with the PMOC assigned to the project.

Upcoming Activities – Completion of the developer agreements, Interim Design Phase (beginning of Design Development phases), coordination activities, management meetings, and agreement negotiations will continue on the project. Request for scope modification will be submitted to FTA. The project schedule and cost estimates continue to be evaluated and updated.

Schedule Risks – The structure of the delivery approach for the project is complex, and will require coordination and partnership with FTA region IV and headquarters staff to ensure grant requirements are appropriately met and documented as the contracting process with the development partner progresses. Development and execution of the development agreements are critical.

Cost Risks – Continued design advancement is critical to begin advancing design to obtain a more detailed basis to refine cost estimates and obtain a clear cost risk profile for the project. Key cost risk areas include unknown geotechnical conditions, joint development project structure and negotiations, and design details.



**I-540 Bus On Shoulder (TC002-BC)**

Description – This project will design, purchase, and install signage along the northwest leg of I-540 to facilitate Bus on Shoulder implementation. GoTriangle's NRX route would benefit by the ability to use the shoulder during times of heavy traffic.

Status – Agreement with NCDOT for fabrication and delivery of signs was executed in June. Sign fabrication is underway by NCDOT.

Upcoming Activities – GoTriangle will obtain contracting services to install the highway signs; NCDOT will ensure signs are fabricated and delivered to GoTriangle for installation.

**Durham Station Improvements Preliminary Design (21GOT CD03)**

Description – This project will develop a Schematic Design package for improvements to the passenger experience and functional operations of Durham Station. Upon completion of the design, the project will be handed off to the City of Durham for design development and construction.

Status – [GoTriangle transferred Schematic Design package of City of Durham to advance to final design and construction. GoTriangle-led component of the project is complete.](#)

**Priority Bus Stop Safety Improvements in Durham (21GOT CD02)**

Description – [This project provides funding for design and construction of improvements to GoTriangle bus stops serving a high volume of passengers located on high-speed NCDOT roadways. Improvements could include, but are not limited to, construction of bus stop ADA pads, shelters, benches, bus pullouts and appropriate tapers, sidewalk, curb and gutter, curb ramps, crosswalks, pedestrian median refuge islands, appropriate safety signage, pedestrian signal heads and complimentary traffic signal modifications, and other complimentary or supporting roadway modifications. An initial pilot location has been identified on NC 54 west of the I-40 interchange.](#)

Status – [GoTriangle is coordinating with NCDOT to confirm project scope, and has begun work to engage the design consultant.](#)





## Projects in the Planning Phase

### **Park-and-Ride Improvements in Wake County (Short-Term) (TC002-K)**

Description – The Wake Transit Plan includes funding for short-term improvements to existing park-and-ride locations, in anticipation of more substantive investments that may be identified through the park-and-ride feasibility study. One such improvement is currently in the planning phase; this project includes signs, markings, and passenger amenities at a new/replacement leased park-and-ride for GoTriangle route WRX at a new location to be determined.

Status – Scoping of improvements to Apex park and rides in coordination with the Town is complete; [process to engage consultant is nearing completion.](#)

Schedule Risks – The nature of short-term leased/licensed park-and-rides and associated property owner coordination contributes to obstacles for scoping and delivering improvements. Efficient and timely development of high-quality facilities for short-term use requires strong partnerships with host property owners.

### **Regional Transit Center Feasibility Study (TC002-N)**

Description – The Regional Transit Center (RTC) is the primary hub for GoTriangle regional bus services connecting Wake, Durham, and Orange Counties. The current location of the RTC on Slater Road in Durham creates overlapping routes leading to inefficiency. This feasibility study is evaluating location options that improve route efficiency and improve passenger amenities.

Status – The Board adopted the relocation strategy at its April 28, 2021 meeting. The local funding match for the project is included in the adopted Wake and Durham county transit plans and FY22 work plans; and GoTriangle submitted a RAISE grant application in July. [The consultant has initiated development of documentation necessary for FTA environmental review and the Wake Transit Concurrence process, and is developing grant application materials for the FTA 53399\(b\) program for November 19 submittal deadline.](#)

Upcoming Activities – GoTriangle and the consultant will continue to progress pre-design activities.

Schedule Risks – The primary risk to continued progress is securing funding to implement the project.

### **Wake Transit Long-Term Park-and-Ride Feasibility Study (TC002-O)**

Description – This feasibility study will assess potential locations for park-and-ride facilities throughout Wake County. Many municipalities within the county have expressed a desire for a park and ride facility to meet the long-term needs of residents. While many communities currently lease space in existing lots, mainly within commercial developments, their locations lack amenities and proximity to major thoroughfares. This study will determine the best location for park-and-ride lots in the county.

Status – Review of the site selection evaluation is complete and stakeholder engagement is ongoing. A single viable site was identified for the West Raleigh Park and Ride and an initial design concept has been produced and is being reviewed by GoTriangle staff. Recommendations for improvements, and in some cases relocation/expansion of, existing park and ride lots have been produced and will support the design and construction of FY22 and future year improvements to existing park and ride lots.

Upcoming Activities – Following completion of the report, GoTriangle will coordinate with project partners on next steps.



**Mebane Park-and-Ride Relocation Study** (18GOT\_CD11)

Description – This feasibility study will assess potential new permanent locations for the Mebane park-and-ride. The current facilities is undersized for growing demand, and operates under a short-term agreement with Cone Health. This study will establish site parameters and evaluation criteria for a 150-200 space park and ride to be shared by GoTriangle, PART, and Orange County Public Transit; identify up to five candidate sites; screen sites and select preferred site and an alternate site; develop conceptual design for a preferred location and a possible alternate.

Status – [Study activities are progressing; GoTriangle has received feedback from two stakeholder meetings.](#)

Upcoming Activities – [The consultant will finalize parcel search and proceed with concept design.](#)

**Priority GoTriangle Bus Stop Safety Improvements in Durham** (21GOT\_CD02)

Description – This program includes funding for design and construction of improvements to GoTriangle bus stops serving a high volume of passengers located on high-speed NCDOT roadways. Improvements could include, but are not limited to, construction of bus stop ADA pads, shelters, benches, bus pullouts and appropriate tapers, sidewalk, curb and gutter, curb ramps, crosswalks, pedestrian median refuge islands, appropriate safety signage, pedestrian signal heads and complimentary traffic signal modifications, and other complimentary or supporting roadway modifications.

Status – [GoTriangle is coordinating with NCDOT to align scopes of work for this project and NCDOT intersection project at this location.](#)

Upcoming Activities – [Consultant will begin work to evaluate two alternative design concepts, and then to proceed to design on the concept preferred by NCDOT and GoTriangle.](#)

**GoDurham Tactical Bus Stop Amenities** (21GOT\_DC03)

Description – Purchase and installation of seating, solar lighting, and real-time arrival signs at locations identified through customer requests and staff analysis of bus stops with existing conditions suitable for quick implementation.

Status – GoTriangle has convened an implementation team including representatives of City of Durham, DCTC and GoTriangle. Team has developed a solicitation for real-time arrival sign equipment, and [has identified](#) an initial list of 13 candidate sites for installation.

Upcoming Activities – Procurement is scheduled for [October](#).

Cost Risks – Budget is approximately \$100,000 per fiscal year. Unit costs are assumed to be around \$15,000 to \$20,000 per sign location, which would either limit the number of installation or require additional funding.



## Bus Operations and Maintenance Facilities

### Projects in the Design Phase

#### Paratransit Office Space Upfit (TC002-J)

Description – This project will upfit office space and the parking lot at the Plaza building to facilitate moving Paratransit operations from the Nelson Road Facility.

Status – Permitting is in progress. [Construction bids were received; a recommendation of award to the lowest responsive and responsible bidder is proceeding to the Board of Trustees at its October meeting.](#)

Upcoming Activities – Consultant will obtain site plan approval and building permit and GoTriangle will complete construction procurement.

### Projects in the Planning Phase

#### Regional Fleet and Facilities Study (CD-21-19 A)

Description – This study includes three components: (1) assessing fleet and maintenance facility needs for GoDurham and developing a conceptual design for these needs, (2) assessing fleet and maintenance facility needs for GoTriangle and developing a conceptual design for these needs, and (3) planning for potential regional electric bus charging infrastructure and other potential shared operations and maintenance resources for GoTriangle and partners in the region. The scope of services includes planning, conceptual design, and cost estimating to assess needs for expansion of existing maintenance facility sites and evaluate up to four alternative sites for new facilities for GoDurham and GoTriangle. The Study will identify potential expansions and alternatives to current utilization of existing facilities that will improve cost-efficiency and provide responsive services.

Status – [Data gathering and initial study activities are complete.](#)

Upcoming Activities – The consultant will conduct Immersion workshops in [October](#) with front-line users of GoDurham and GoTriangle facilities (i.e. mechanics, service attendants, operators, supervisors) to refine program needs, and convene a technical review team to review draft study deliverables.



## Rail Transit Infrastructure Development

### Greater Triangle Commuter Rail Study (19GOT CO2/20GOT CD1/TC004-A)

Description – The current phase of study is evaluating the potential for new commuter rail service in the North Carolina Railroad Company (NCRR) corridor in Durham, Wake and Johnston counties and will refine the project definition; engage community members, municipalities, and institutional stakeholders and better understand critical project success factors. In coordination with project partners, GoTriangle will conduct preliminary engineering analysis in areas of concern along the corridor, model rail traffic on the corridor with the inclusion of commuter rail to better define infrastructure needs, and better refine cost and ridership estimates.

Status and Upcoming Activities - As of April 6, 2020, all parties to the Memorandum of Understanding in Support of Continued Development of the GTCR Project, including Johnston county, had voted to proceed with further study. Authorizations for additional consultant support were approved by the GoTriangle Board in May 2020. Study activities across a range of tasks are ongoing:

- Railroad Coordination - GoTriangle and NCRR resolved initial discussions regarding liability, indemnification, and insurance. As of May 17, all parties have signed the railroad capacity modeling agreement. Norfolk Southern engaged a consultant and the consultant has begun work. NCRR has requested that Norfolk Southern complete capacity modeling no later than December 1, 2021. [GoTriangle, NCRR, and NCDOT are scheduled to meet with Norfolk Southern and its consultant no 10/29 to discuss the progress of the modeling work.](#)
- Technical Work Products - Work products from the technical tasks are being completed; TJCOG completed the affordable housing report and draft materials for the travel market analysis and GoTriangle completed draft materials for the park-and-ride and maintenance facility evaluations. Efforts to finalize bus network inputs to the ridership model are underway. [Design criteria and corridor screening technical memos are undergoing further revisions.](#)
- Engagement with “resource partners” including local governments, institutions, and other regional partners - GoTriangle is continuing individual meetings with municipalities and as a group with institutional partners monthly as needed. City of Durham and Town of Cary have provided comments on initial concept designs and design refinement is underway.
- Community Engagement - The project website launched in late April, and the website is being updated based on user feedback. Staff is engaged in education-focused public involvement throughout the project area, [and is preparing for engagement events in November.](#)
- Schedule Management - The initial baseline schedule is complete; GoTriangle and the consultant are meeting monthly to assess progress and manage interfaces between dependent tasks.

Schedule Risks – To date primary risks to timely completion of the next steps are related to coordination with entities that are not party to the MOU (e.g. railroads, municipalities, affected major institutions), identification and resolution of competing/conflicting stakeholder goals, and satisfactory engagement with the public under COVID restrictions. These are key priorities with the next steps defined in the MOU. Delay in progressing the railroad capacity modeling will result in delay to study completion.

Cost Risks – To date it appears that primary risks to setting a budget within the range of \$1.4B to \$1.8B identified during the earlier phase of study for the Durham-Garner project concept are related to the infrastructure requirements resulting from rail network modeling and related negotiation, design for engineering solutions to engineering constraints in Durham and Cary downtowns, quantification of necessary levels of contingency required to address FTA risk management guidelines, and emerging interest in evaluation of additional off-peak service and level boarding. These are key priorities with the next steps defined in the MOU.



**Pages 135-423 related to the closed session have  
been omitted.**



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Thomas Henry, Interim General Counsel  
Katharine Eggleston, Chief Development Officer  
**DATE:** October 14, 2021  
**SUBJECT:** RUS Bus Development Agreements

### Strategic Objective or Initiative Supported

#### Action Requested

Staff requests that the Board of Trustees authorize the President/CEO to finalize negotiations and enter into a Joint Development Services Agreement with RB Infrastructure LLC, a special purpose entity owned and controlled by Hoffman & Associates, for an amount not to exceed \$30,648,121.82 to fund development of the RUS Bus Transit Facilities.

Staff further requests that the Board of Trustees authorize the President/CEO to finalize negotiations and enter into a Joint Development Agreement with RB Vertical LLC, a special purpose entity owned and controlled by Hoffman & Associates, to allow for development of the Private Overbuild co-located with the RUS Bus Transit Facilities.

Prior to execution of the agreements, GoTriangle staff will obtain FTA concurrence on the joint development project request form as required by FTA Circular 7050.1B.

#### Background and Purpose

In November 2019, the Board of Trustees authorized staff to commence negotiations with Hoffman & Associates for agreements related to the RUS Bus project. At its March 2021 meeting, the Board authorized staff to finalize business terms sheets to lay the foundation for the necessary agreements: an agreement related to the public transit facilities, an agreement related to the private overbuild, and a ground lease. Staff, consultants, and outside counsel have been actively working to develop an agreement framework for delivery of the complete RUS Bus joint development.



The following information reviews the basic elements of the project:

The RUS Bus Project consists of two project components: (1) "Private Overbuild": a privately financed, mixed-use, transit-oriented project that is planned to include a high-rise building with Class A ground floor retail space, an upscale hotel, multifamily residential units (including affordable housing units), and a private parking deck; and (2) "RUS Bus Transit Facilities": transit improvements that will be physically co-located within the Private Overbuild. The RUS Bus Transit Facilities will be owned and operated by GoTriangle.

The planning, design, and construction of the Private Overbuild will be financed and managed by the Joint Development Team led by Hoffman. The Joint Development Team will manage the planning, design, and construction of the RUS Bus Transit Facilities concurrently with the planning, design, and construction of the Private Overbuild. There will be separate consulting, design, and construction agreements for the RUS Bus Facilities and Private Overbuild. GoTriangle will oversee the management of the planning, design, and construction of the RUS Bus Transit Facilities by the Joint Development Team, including compliance with requirements applicable to the use of state and federal funds for public transit projects.

GoTriangle used an open competitive procurement process to select the Joint Development Team for concurrent design and construction of the Private Overbuild and RUS Bus Transit Facilities. Following an evaluation of proposals by staff and consultants, and following consultation with the Board of Trustees, GoTriangle selected the Joint Development Team led by Hoffman as its preferred Developer.

#### **Joint Development Agreement**

The Joint Development Agreement provides for development and delivery of the Private Overbuild by the Developer. The agreement includes the Private Overbuild project schedule and completion deadline, requirements for GoTriangle review and approval for design, requirements for the Private Overbuild financing plan, and joint development requirements for FTA compliance. The Joint Development Agreement contains the material form of the Ground Lease with previously-agreed-upon financial terms, which will be executed prior to commencement of vertical construction on the Private Overbuild.

#### **Joint Development Services Agreement**

Under the RUS Bus Joint Development Services Agreement, the Developer will manage design and construction of the RUS Bus Transit Facilities funded by GoTriangle.

In February 2020, GoTriangle entered into a Predevelopment Memorandum of Understanding (MOU) with the preferred Developer, which provided a framework for design activities on the RUS Bus Transit Facilities to begin in parallel with agreement negotiations. In March 2020, the Board of Trustees authorized the Predevelopment MOU addendum providing an initial allocation of funding for schematic design services. In February 2021, the Board of Trustees authorized an



amendment providing funding for continued design and preparation of submittals for the City of Raleigh Administrative Site Review Process.

Subsequent to the Board actions described above in March 2020 and February 2021, GoTriangle previously authorized a total of \$1,537,467.18 for design services managed by the Developer.

At this time, staff recommends allocation of \$30,648,121.82 to the Developer-managed components of the public project, in addition to the previously-authorized amounts. This would result in a total budget of \$32,185,589 for the Developer-managed components.

Staff may recommend future amendments to this amount in the event of changes to the Hoffman-managed scope. For example, there is a pending project scope change currently under review by FTA that may result in a recommendation for shifting an item for traffic signal improvements from the GoTriangle-managed project components to the Developer-managed scope and budget. Staff will bring proposed amendments to the Joint Development Services Agreement to the Board of Trustees for action as required.

The project accounting below summarizes the current scope and budget for the Developer-managed RUS Bus Transit Facilities.

<b>Statement of Work Component</b>	<b>Developer-Managed Costs</b>
Selective Demolition, Remediation, Sitework, and Utilities	\$29,623,000.00
8-bay Off-Street Bus Transfer Facility	
Enhanced Grade-Separated Rail Crossing for Pedestrians	
BRT Infrastructure	
West Street Pedestrian Improvements	
Tactile Wayfinding/ADA Enhancements	
Professional Services	
<i>Amount Previously Authorized</i>	(\$1,537,467.18)
Contingency	
<i>Developer Contingency</i>	\$1,962,589.00
<i>Owner Contingency</i>	\$600,000.00
<b>Project Budget (JDSA)</b>	<b>\$30,648,121.82</b>
Previously-Authorized Amount	\$1,537,467.18
<b>Total Authorized Project Allocation</b>	<b>\$32,185,589.00</b>



### Financial Impact

The Joint Development Agreement provides for GoTriangle to receive ground rent revenue from the Developer via a ground lease agreement that will be signed and take effect upon satisfaction of conditions set out in the Joint Development Agreement.

The Joint Development Services Agreement commits GoTriangle to fund the RUS Bus Transit Facilities managed by the Developer. The total funding proposed to be allocated to the Joint Development Services Agreement is within the previously-authorized BUILD Grant budget for RUS Bus. The BUILD Grant budget for RUS Bus is \$37,917,000: \$20,000,000 in federal funds; \$8,860,000 in state funds; \$8,160,000 in prior-year Wake Transit allocations; and \$897,000 in GoTriangle funds. Of the total, \$32,185,589 is currently allocated to the Developer-managed design and construction scope, and the remainder is allocated for GoTriangle-managed items including bus purchases, traffic signal improvements, and administration.

### Attachments

- None

### Staff Contact(s)

- Thomas Henry, Interim General Counsel, [thentry@gotriangle.org](mailto:thentry@gotriangle.org), 919.485.7589
- Katharine Eggleston, CDO, [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org), 919.485.7564

