



GoTriangle  
Board of Trustees  
April 28, 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, April 28, 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 Michael Parker)*

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

**II. Recognition**

*(2 minutes Michael Parker)*

**III. Public Comment**

*(Michael Parker)*

*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.*

**IV. Consent Agenda**

*(1 minute Michael Parker)*

*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. Approval of Minutes**

- 1. Minutes - March 17, 2021**
- 2. Minutes - March 24, 2021**
- 3. Minutes - March 24, 2021 - Closed Session**

**B. Wake Transit Plan**

*ACTION REQUESTED: Adopt the Wake County Transit Plan Update.*

Wake-County-Transit-Plan-Update

Attachment A | Engagement Report

Appendix A | Major Capital Cost and Schedule Feasibility Memo

Appendix B | Transit Market Reassessment Report

Appendix C | Recommended Financial Assumptions

Appendix D | Project Prioritization Reprogramming Guidance Memo

Appendix E | FYs 21-30 Programming of Wake Transit Plan Update Investments

Appendix F | Community Engagement Report

Appendix G | Post 2030 Unconstrained High Capacity Transit Corridors

**C. Sole Source Purchase of Streets CAD/AVL System**

*O&F RECOMMENDATION: Approve a Sole Source purchase and award a contract to Trapeze Software Group Inc. dba TripSpark Technologies for the replacement of GoTriangle's computer aided dispatch and automatic vehicle location (CAD/AVL) for a maximum dollar amount of \$2,875,000 and authorize the President/CEO to execute the contract consistent with those terms.*

**D. COVID-19 Benefits**

*ACTION REQUESTED: Approve the continuation of supplemental benefits related to the Families First Coronavirus Response Act (FFCRA), retroactive to April 1, 2021, and through June 30, 2021.*

Memo to Employees

Benefit Comparison Table

**V. 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 Michael Parker)*

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

**B. RUS Bus Transit Design Advisory Services**

*(5 minutes Shelley Curran)*

*ACTION REQUESTED: Authorize the President/CEO to execute an agreement with RK&K for RUS Bus Transit Design Advisory Services at a cost not to exceed \$900,000.*

**C. Agreement for Railroad Capacity Modeling Reimbursement**

*(10 minutes Tom Henry)*

*ACTION REQUESTED: Authorize the President/CEO to execute an agreement with Norfolk Southern (NS) for the purpose of reimbursing NS for railroad capacity modeling.*

Modeling Agreement

**D. Amendment to Operating and Protocols Guidelines for Transit Advisory Committee**

*(5 minutes Scott Thomas)*

*ACTION REQUESTED: Approve proposed amendment to the Operating and Protocols Guidelines for Transit Advisory Committee.*

Amended Operating and Protocols Guidelines

**E. Operations & Finance Committee Report**

*(10 minutes Vivian Jones)*

**1. 2021 Classification and Compensation Pay Plan**

O&F RECOMMENDATION: Approve the 2021 Classification and Compensation Pay Plan and designate the President/CEO the authority to administer the new Plan based on the findings of the Study.

Presentation

**F. Planning & Legislative Committee Report**

*(5 minutes Will Allen III)*

**1. Regional Transit Center (RTC) Relocation Strategy**

*(20 minutes Jay Heikes)*

P&L RECOMMENDATION: Adopt the Regional Transit Center relocation strategy.

Presentation

Regional Transit Center Relocation Study Executive Summary

**VI. 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**

**3. Commuter Rail Website**

*(10 minutes Scott Thomas)*

**B. Chair's Report**

*(5 minutes Michael Parker)*

**C. Board Member Reports**

**1. CAMPO Executive Board Representative**

*(5 minutes Will Allen III)*

**2. DCHC MPO Board Representative**

*(5 minutes Michael Parker)*

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

*(5 minutes Will Allen III)*

**VII. Adjournment**

*(Michael Parker)*

**GoTriangle Board of Trustees**  
**Meeting Minutes**  
**March 17, 2021**  
Held Remotely via WebEx

**Board Members Present Remotely:**

Will Allen III  
Corey Branch  
Michael Fox  
Sig Hutchinson  
Vivian Jones  
Valerie Jordan

Michael Parker, Chair  
Renée Price  
Jennifer Robinson  
Steve Schewel  
Stelfanie Williams (arr. 4:35 p.m.)

**Board Members Absent:**

Brenda Howerton

The joint meeting of the CAMPO Executive Board and the GoTriangle Board of Trustees for the purpose of holding a public hearing on the Wake Transit Plan Update was called to order by CAMPO Chair and GoTriangle Vice Chair Sig Hutchinson at 4:03 p.m. Attendance was taken by roll call and a quorum was present.

GoTriangle Board of Trustees Chair Michael Parker stated that after today's public hearing GoTriangle would consider approval of the Plan update at its April meeting.

Hutchinson stated that the speaker sign-up for the public hearing would be open until 4:15 p.m. He added that the public comment period is open through March 31<sup>st</sup>, through submission of a feedback form available online.

CAMPO proceeded with the approval of its agenda, reading of the ethics statement and general public comment.

Williams arrived.

Bret Martin, CAMPO program manager and project manager for the Wake Transit Plan Update, made a presentation on the Plan update, which is attached and hereby made a part of these minutes.

Martin restated that the 40-day public comment period on the Plan update ends March 31<sup>st</sup>. He said CAMPO's TCC would consider recommendation of adoption at its April 1<sup>st</sup> meeting. The DCHC MPO Board also will receive presentation in April as information. The CAMPO Executive Board and the GoTriangle Board of Trustees will consider adoption at their regular meeting on April 21<sup>st</sup> and 28<sup>th</sup>, respectively.

The Plan update extends the horizon by three years to 2030. Martin also reviewed the engagement activities held in conjunction with the Plan update, beginning with an open house in November 2019 and including a survey in August 2020 which received 1,704 responses.

Martin reviewed the status of investments in the original Plan and the changes made for the 2030 horizon:

- Beginning of commuter rail operations extended to 2029.
- Additional span and frequency improvements planned for Apex, Morrisville and Research Triangle Park.
- Funding constraints may prevent previously planned buildout of inter-community services (weekend service, frequency, span).
- Frequent network increased from 83 miles to 99 miles.
- BRT infrastructure increased from 20 mile to 47 miles.
- New Bern BRT operations projected to begin 2023-2025; Western BRT, 2026-2028; Southern BRT, 2027-2029 and Northern BRT, 2028-2030.
- Wake BRT extensions to Research Triangle Park and Clayton added to Plan, with operations anticipated 2028-2030.
- Over 90% of originally planned bus service expansion will be funded in the extended 2030 horizon due to funding constraints.

Branch asked the dollar amount shortfall in the Plan for the service not included. Martin replied \$2 million in year of expenditure. He added that some services in the transit and bus plans were deemed not productive and if included, bring the total shortfall to \$3.5 million.

Hutchinson opened the public hearing on the Wake Transit Plan update at 4:42 p.m.

Joe Milazzo II on behalf of the Regional Transportation Alliance thanked those involved with the Plan update and stated support for the update. He encouraged the identification of resources to support “go infrastructure” and a zero fare weekends for everyone pilot program.

Daphanie Coleman commented on the increased distance between stops and asked that the distance be shortened.

Corey Branch noted that the Raleigh Transit Authority manages stops for GoRaleigh and those matters should be addressed with that group.

**Action:** Hutchinson closed the public hearing at 4:46 p.m.

**Action:** The joint meeting was adjourned at 4:47 p.m.

---

Michael Parker, Chair

Attest:

---

Michelle C. Dawson, CMC  
Clerk to the Board

Draft

**GoTriangle Board of Trustees**  
**Meeting Minutes**  
**March 24, 2021**  
Held Remotely via WebEx

**Board Members Present Remotely:**

Will Allen III	Michael Parker, Chair
Corey Branch	Renée Price (arr. 1:11 p.m.)
Michael Fox (arr. 12:05 p.m., left 1:30 p.m.)	Jennifer Robinson (left 1:30 p.m.)
Brenda Howerton	Steve Schewel (arr. 12:03 p.m.)
Sig Hutchinson	Stelfanie Williams
Vivian Jones	

**Board Members Absent:**

Valerie Jordan

Chair Michael Parker officially called the meeting to order at 12:01 p.m. A quorum was present.

**I. Adoption of Agenda**

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

**II. Recognition****A. Employee Service Awards**

President/CEO Lattuca recognized the following employees for their service to GoTriangle:

**10 years** - Isaiah Ewing, Dawit Noza, Frank Doria and Nathaniel Williams

**20 years** - Abraham Gebremariam

**III. Public Comment**

No comments.

**IV. Consent Agenda**

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

The following consent agenda item was approved:

- February 24, 2021 – Regular Session Minutes.



**V. General Business Agenda**

**A. Items Removed from Consent Agenda**

None.

**B. Operations & Finance Committee Report**

Vivian Jones reported that the Committee received a presentation from our consultants on financing options. She stated that additional information would be shared in the coming months, including the challenges GoTriangle faces. Sandra Freeman also shared information about the upcoming FY22 budget.

Price arrived.

**C. Planning & Legislative Committee Report**

Will Allen III reported that the Committee received several presentations:

- Wake BRT program by City of Raleigh staff
- Equitable Development around Transit by City of Raleigh staff
- 15-501 corridor transit enhancement by Jay Heikes
- 2027 World University Games application to host by the Triangle region

**D. Contract Amendment with Ward and Smith Business Consulting**

General Counsel Shelley Curran stated that Jeff Bandini with Ward and Smith has been assisting with the RUS Bus project. She requested that the Board authorize a contract amendment to increase the contract amount up to an additional \$200,000 and extend the contract through March 30, 2022.

**Action:** On motion by Allen and second by Howerton the Board authorized an amendment to the contract with Ward and Smith Business Consulting, LLC to increase the budget up to an additional \$200,000 and extend the term to March 30, 2022. The motion was carried unanimously.

**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.

Lattuca highlighted the following items:

- The World University Games is the second largest multi-sport event outside the Olympics. He said the bid committee would be looking for a letter of support from GoTriangle.
- National Transit Workers Appreciation Day was celebrated on March 18 at the Bus Operations and Maintenance Facility. Special guests included

NCDOT Secretary of Transportation Eric Boyette and Wool E. Bull. Several Board members were in attendance as well.

### **1. Operations Update**

Patrick Stephens' report is attached and hereby made a part of these minutes. He thanked those who organized the operations event and stated his pride of the operators and transit workforce. GoTriangle has provided only 31 trips for vaccinations, but is prepared for those requests to increase as the vaccine becomes available to more people. Between 30-50% of the transit workforce has received at least the first dose of the vaccine, with additional folks scheduled this week. He added that the majority of the paratransit operators have been vaccinated.

He noted that in March ridership has begun to trend upwards, with the first 4,000+ ridership day since the pandemic began. Ridership is averaging approximately 55-66% of pre-Covid levels.

Hutchinson encouraged all employees to get vaccinated for their safety.

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

Katharine Eggleston's update on the commuter rail project is attached and hereby made a part of these minutes. She said the only concern currently is when rail network modeling will begin and whether it can be completed by the target date of year end. Other technical work is being advanced including an economic development study by TJCOG. Work also is being done on engineering studies in downtown Cary and downtown Durham. The new project website is being prepared as well as planning for the second round of public engagement. Staff is having good engagement with NCRRC on the technical side.

Lattuca reported that Norfolk Southern is seeking protection for Amtrak regarding indemnification and liability. He said a letter will be sent today regarding coverage for Amtrak. He added that the Board will receive a walk-through of the new website next month.

### **B. Chair's Report**

Chair Parker again thanked those who organized the event for operations. He also stated that Representative Vernetta Alston introduced a bill to create a joint legislative study committee on commuter rail.

Lattuca commented that this is helpful legislation for the State to look at all projects and help prioritize and facilitate State involvement and make sure projects are complementary.

Curran said she appreciated Representative Alston introducing the bill and thinks it can be beneficial.

### C. Board Member Reports

#### 1. CAMPO Executive Board Representative

Will Allen III stated that in addition to the joint public hearing with the GoTriangle Board of Trustees on the Wake Transit Plan update, the CAMPO Executive Board approved a resolution endorsing a Statewide CMAQ program application which would provide funds for RUS Bus parking. A Bus Rapid Transit Extensions Major Investment Study from Cary to Research Triangle Park and from Garner to Clayton also was approved. An update was received on the draft FY22 Wake Transit Work Plan highlighting concerns about costs which are higher than originally assumed.

#### 2. DCHC MPO Board Representative

Michael Parker reported a Staff Working Group recommendation to allocate \$400,000 of CMAQ money to GoTriangle for a bus facility and enhanced bus stop and transfer facility near the Wegman's in Chapel Hill was approved although Durham did not support the recommendation.

#### 3. Regional Transportation Alliance (RTA) Representative

No report.

### VII. Closed Session – RUS Bus Negotiations

**Action:** On motion by Jones and second by Robinson the Board entered into Closed Session at 12:47 p.m. pursuant to NCGS§143-318.11.(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; and NCGS §143-318.11.(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 (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease. Upon vote by roll call, the motion was carried unanimously.

**Action:** On motion by Price and second by Branch the Board returned to regular session at 1:32 p.m.

Fox and Robinson left during the closed session.

**Action:** On motion by Allen and second by Hutchinson the Board authorized the negotiation and signing of final business term sheets for the three primary development agreements for the RUSBUS project: joint development agreement (JDA), development

services agreement for public improvements (RDA), and ground lease agreement (ground lease). The motion was carried unanimously.

**VIII. Adjournment**

**Action:** Chair Parker the meeting was adjourned the meeting at 1:34 p.m.

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

Attest:

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

Draft

**This page intentionally left blank.**

**This page intentionally left blank.**

**This page intentionally left blank.**



**April 15, 2021**

**To: GoTriangle Board of Trustees**  
**From: Bret Martin, CAMPO, Wake Transit Program Manager**  
**Subject: Wake County Transit Plan Update**

**Recommendation**

Adopt the Wake County Transit Plan Update.

**Background**

In August of 2019, CAMPO kicked off the development of the Wake Transit Vision Plan Update, which is a tune-up of certain assumptions made in the original Wake County Transit Plan and an extension of the planning horizon from 2027 to 2030. The primary steps taken to update the plan have included a reassessment of cost and schedule feasibility assumptions for major capital projects, producing an updated countywide transit market reassessment, reassessing our financial capacity for transit investments through 2030, soliciting public and stakeholder input on investment priorities, prioritizing investments, and reprogramming investments through the new horizon.

Due to the economic uncertainty surrounding the COVID-19 pandemic, our forecasting of revenues through 2030 changed significantly from pre-pandemic conditions. Our final financial outlook for the plan involves projected revenue reductions through 2030 when compared to more optimistic assumptions that preceded the onset of the pandemic. When combined with increased cost assumptions for many of the significant capital projects envisioned in the original Wake County Transit Plan (e.g., BRT and commuter rail), the refreshed financial outlook reveals that the revenues collected during the three (3) years to be added to the planning horizon will likely need to be used to rebalance expenditures previously programmed through 2027. The final financial outlook also reveals that some cuts to planned expenditures within the 2030 horizon are necessary, such that some investments that were previously planned within the 2027 horizon will need to be deferred beyond 2030. The best way to characterize the overall financial impact is that some of the investments envisioned in the original Wake County Transit Plan to be delivered by 2027 will likely need to be delayed by up to a few years. Accordingly, the overall approach to the Wake County Transit Plan update is to continue to deliver the plan adopted in 2016 on a slightly extended timeline.

Within the context of these financial projections, CAMPO and its Wake Transit partners needed to adjust the previous strategic phasing of investments to be in sync with the updated funding parameters. To inform this effort, CAMPO and its Wake Transit partners solicited input from the public throughout August of 2020 and did the same with our targeted stakeholder group in mid-September. This input and other factors were used to provide guidance on reprioritizing and reprogramming previously planned projects through 2030 at a reprogramming workshop held in early November. A second workshop was held in early December to finalize a project programming alternative to carry forward for the final plan update. A second set of stakeholder engagement sessions was held in mid-November of 2020 to circle back with them on how their input in September was used to guide project prioritization and programming and to solicit further limited input on whether the plan update assumptions are going in the right direction.





---

Following up from these steps to reprioritize and reprogram investments, the plan update development process is now in its final stage, which is consideration of adoption. The plan update document was released for a 40-day public review and comment period running from February 19<sup>th</sup> through March 31<sup>st</sup>. A total of 65 comments on the plan update were received. The GoTriangle Board of Trustees and the CAMPO Executive Board, which are the two (2) governing bodies responsible for adoption of the plan, received the final plan update and associated documents as information at their February and March meetings, respectively. A joint public hearing was held by both the GoTriangle Board of Trustees and CAMPO Executive Board together on March 17<sup>th</sup>. A total of three (3) commenters provided input on the plan update at the public hearing. A Wake Transit Plan Update Community Engagement Summary Report, which documents the engagement efforts and comments received during the public comment period and public hearing, is included with this agenda item as **Attachment A**.

The CAMPO Executive Board is scheduled to consider action on adoption of the plan update at its April 21<sup>st</sup> regular meeting, and the GoTriangle Board of Trustees is expected to take the same action at its regular meeting on April 28<sup>th</sup>. A final draft of the Wake County Transit Plan Update document and its appendices are provided as further attachments to this agenda item. At its April 28<sup>th</sup> meeting, CAMPO staff will provide a brief overview to the GoTriangle Board of Trustees of the public input received through the comment period and public hearing before the Board will be asked to consider adoption of the plan update.

---END---

**GoTriangle Board of Trustees for April 28, 2021**

Pages 18 – 348 have been pulled from the agenda package and are posted separately as “Wake County Transit Plan Update”



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees Operations & Finance Committee  
**FROM:** Transit Operations  
**DATE:** March 26, 2021  
**SUBJECT:** Sole Source Purchase of Streets CAD/AVL System from Trapeze Software Group dba TripSpark Technologies

### Strategic Objective or Initiative Supported

Goal: Assure High Quality Customer Service

2.2 Deliver reliable service

Approach: Providing the skills, staffing, systems and technology needed to meet our objectives

Initiatives:

- Move into Phase two and three of GoTriangle Enterprise Resource Planning (ERP) Systems. The ERP phase one completed and phase three is in advanced implementation.
- Develop a 5-Year ITS Strategy, including fare and customer information systems and data management systems

### Action Requested

Staff requests that the Committee recommend Board approval of a Sole Source purchase and award a contract to Trapeze Software Group Inc. dba TripSpark Technologies for the replacement of GoTriangle's computer aided dispatch and automatic vehicle location (CAD/AVL) for a maximum dollar amount of \$2,875,000 and authorize the president and CEO to execute the contract consistent with those terms. The amount includes the cost and installation of the software in the amount of \$2,663,500 with an additional funding allocation of \$207,500 for the cost of annual maintenance, hosting fees, and contingency costs.

### Background and Purpose

The Operations department is requesting that Trapeze's TripSpark Streets CAD/AVL, OPS Workforce/Management, View Point Business Intelligence, and additional modules for the Enterprise Asset Management hardware and software products be procured on a sole source basis. Trapeze software group is the sole source provider for Trapeze related services and products to include upgrade and support, installation services, and training as required for the various modules. These components are an essential element of Operation's planned replacement of the Computer-aided Dispatch/Automatic Vehicle Location (CAD/AVL) project.

GoTriangle's current CAD/AVL system is a legacy system with the software version no longer supported by the vendor. The system provides only minimal functionality to effectively gather critical and reliable data. GoTriangle currently uses a wide array of CAD/AVL independent systems including: Scheduling and Planning software, Enterprise Asset Management, Fluid Management, Fare Collection, Automatic Passenger Counters, Automatic Vehicle Annunciation, Customer Service software, Interior and exterior signage, and Camera DVR Systems. GoTriangle is in the process of installing an account based fare collection system (Touch Pass by Cubic Transportation Systems) on the buses. Many of these component systems are not integrated into a single network. This lack of integration makes it difficult to gather and analyze data in order to make effective business decisions by the organization.

Since 2007, GoTriangle has purchased a number of Trapeze hardware and software applications (*Trapeze Pass, Trapeze IVR, Trapeze Fixed Route Scheduling software (FX), Trapeze Enterprise Asset Management system, Trapeze Fluid Management system*) and has invested over \$1M for the purchase of various components. Trapeze is the sole source provider for these applications. These programs are current and up-to-date and would not be cost effective for GoTriangle to consider replacing at this time.

The proposed CAD/AVL System must be able to effectively integrate with all existing Trapeze and concurrent systems without compromising the efficacy of the overall system. While there are multiple vendors selling "Scheduling, Dispatching, and Real time" products for transit management employees and customers, the necessity to integrate such software with GoTriangle's existing Trapeze software modules is what necessitates this acquisition on a sole-source basis.

*Basis for Source Determination:*

This project is funded with local funds and is therefore under the guidelines of North Carolina General Statute 143-129 for sole source procurements: N.C.G.S. 143-129(e)(g) allows for purchases of apparatus, supplies, materials, or equipment to be purchased using sole-source exception when: (i) performance or price competition for a product are not available; (ii) a needed product is available from only one source of supply; or (iii) standardization or compatibility is the overriding consideration.

Although we are not under FTA guidelines for this purchase, we chose to follow FTA guidelines because this practice is more stringent than State Law. The FTA procurement policy (i.e. FTA Circular 4220.1.F) delineates the condition under which a sole-source award is justifiable, and the "substantial duplication costs" justification is the one that is applicable here.

In accordance with FTA's guidance, GoTriangle published a Request for Information (RFI) solicitation on September 11, 2020 to substantiate a sole source procurement. The objective of the RFI was to identify vendors that would match GoTriangle's unique CAD/AVL needs. Vendors



were asked to respond to sixteen (16) questions with the intent to understand whether the vendor's proposed solution provided an explanation of the features and capabilities that will address not only the required functionality but also the standardization and compatibility needs of the Authority. A committee of individuals from three (3) different departments were selected to evaluate the submittals.

The Committee Team evaluated responses received in response to a Request for Information (RFI) for CAD/AVL system. There were 10 responses received and the committee voted unanimously that the purchase of the CAD/AVL system should be a sole source purchase, based on the compatibility and avoidance of substantial duplication costs associated with the project.

These duplication costs include such programming that allow for GPS tracking, integration of information into a single database, and other hardware costs. Additionally, this will assure that ongoing support needed for the system is more streamlined and eliminates additional cost when more than one vendor is involved.

### **Financial Impact**

The total cost of the Organization Enterprise Resource Planning (ERP) Systems is \$5,500,000.00. The project is broken into 3 phases: Phase 1 – Financial Management System(s) - completed, Phase 2 – Customer Relation(s) Management, and Phase 3 – Project Management – under implementation.

This purchase will be funded by GoTriangle, Wake Co., Durham Co., and Orange Co. Transit Plan as per committed funds from the FY21 CIP Budget. The total remaining cost of the ERP project phases is estimated not to exceed \$3,000,000.

The Enterprise resource planning (ERP) systems critical future in integrated systems that manage all aspects and provide business process re-engineering opportunities to achieve more effective and efficient processes throughout the organization.

### **Attachments**

- None

### **Staff Contacts**

- Patrick Stephens, 919-485-7456, [pstephens@gotriangle.org](mailto:pstephens@gotriangle.org)
- Mitchell Lodge, 919-485-7550, [mlodge@gotriangle.org](mailto:mlodge@gotriangle.org)





Connecting all points of the Triangle

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** GoTriangle Executive Team  
**DATE:** April 1, 2021  
**SUBJECT:** COVID-19 Benefits

### Strategic Objective or Initiative Supported

#### Action Requested

Request Board approval to continue to support employees by voluntarily providing paid leave according to the framework and guidance outlined in the Families First Coronavirus Response Act (FFCRA) and to continue to provide previously approved supplemental COVID-19 benefits. The continuation of these benefits would be effective retroactive to April 1, 2021, and through June 30, 2021.

#### Background and Purpose

In order to alleviate some of the financial strain on employees, Congress passed the Families First Coronavirus Response Act (FFCRA) beginning April 1, 2020, and ending December 31, 2020. This Act mandated employer-paid leave to qualifying employees for specific COVID-19 related reasons, subject to daily and aggregate monetary caps. To further support employees directly impacted by specific COVID-19 related reasons, GoTriangle also adopted its own COVID-19 policy that provided employees supplemental benefits in addition to what was required by FFCRA.

In January, the Board approved voluntary participation in the FFCRA through March 31, 2021, due to the continued impact the pandemic has had on employees. While cases have steadily tapered off, we do still continue to have isolated situations where employees need leave, typically due to exposure. As a result, the Executive Team is recommending that GoTriangle support its employees by continuing to *voluntarily* follow the existing FFCRA framework and guidance through June 30, 2021. Staff also recommends GoTriangle continue to provide employees the supplemental benefits in addition to the FFCRA guidelines.

### Financial Impact

This is an ongoing assessment, and is being monitored. All financial impacts related to COVID-19 are being tracked and will be included in GoTriangle's reimbursement requests through the COVID-19 relief program administered through the MPOs.

### Attachments

- Memo to employees
- Benefit Comparison Table

### Staff Contacts

- Sandra Freeman, (919) 485-7415, [sfreeman@gotriangle.org](mailto:sfreeman@gotriangle.org)
- Carolyn Lyons (919) 725-2754, [clyons@gotriangle.org](mailto:clyons@gotriangle.org)



## MEMORANDUM

**TO:** All GoTriangle Employees  
**FROM:** Executive Leadership Team  
**DATE:** April 21, 2021  
**SUBJECT:** COVID-19

---

In April 2020, to alleviate some of the financial strain of COVID-19 on employees, Congress passed the Families First Coronavirus Response Act (FFCRA). This Act, which expired December 31, 2020, mandated employer-paid leave benefits to qualifying employees for specific COVID-19 related reasons. To further support employees directly impacted by specific COVID-19 related reasons, GoTriangle also adopted its own COVID-19 policy that provided employees supplemental benefits in addition to what was required by FFCRA.

Although the mandate to provide FFCRA benefits has expired, the COVID pandemic is still in full force subjecting employees and their families to both the virus and subsequent financial difficulties. As a result, GoTriangle will continue to support its employees by *voluntarily* following the existing FFCRA framework and guidance through June 30, 2021. This decision is an extension of previously paid FFCRA and GoTriangle supplemental COVID benefits, which will continue to accumulate toward the hourly and monetary caps. There is no new “bucket” of time under the voluntary extension. The limit is still a maximum of 80 hours that can be used between March 2, 2020 and June 30, 2021. Once the caps have been reached, they will not be extended.

Voluntarily paid C19-leave is separate from regular GoTriangle accrued sick leave and will not affect the employee's existing sick leave balance. Unused voluntarily paid C19-leave will not accrue or carryover. GoTriangle reserves the right to review and/or make changes to these COVID-only practices and policy amendments at any time as deemed necessary.

Please see the attachment showing the FFCRA guidelines and Supplemental Paid Leave policy side by side.

If you have any questions about FFCRA or the GoTriangle COVID-19 paid leave policy, please contact Christy Winstead, Benefits and Rewards Manager at (919) 485-7473 or [cwinstead@gotriangle.org](mailto:cwinstead@gotriangle.org).



## SICK LEAVE - COVID 19 FFCRA GUIDELINES

(January 1 - June 30, 2021)

*Beginning January 1, 2021, and ending June 30, 2021, GoTriangle will voluntarily follow the guidelines of the Families First Coronavirus Response Act (FFCRA), which is no longer mandated by the Federal Government, by offering employer paid C19-leave to qualifying employees for specific COVID-19 related reasons, subject to daily and aggregate monetary caps.*

Full time employees **who are subject to a Federal, State, or local quarantine or isolation order related to COVID-19** will be paid up to 80 hours Covid paid leave (CV-19) at full pay capped at \$511 per day or \$5,110 total.

Part time employees **who are subject to a Federal, State, or local quarantine or isolation order related to COVID-19** will be paid an amount of Covid paid leave (CV-19) up to two (2) weeks equal to the number of hours that the employee is normally scheduled to work over that period paid at full pay capped at \$511 per day or \$5,110 total.

Full time employees **who have been advised by a health care provider to self-quarantine related to COVID-19** will be paid up to 80 hours Covid paid leave (CV-19) at full pay capped at \$511 per day or \$5,110 total.

Part time employees **who have been advised to self-quarantine related to COVID-19** will be paid an amount of Covid paid leave (CV-19) up to two (2) weeks equal to the number of hours that the employee is normally scheduled to work over that period paid at full pay capped at \$511 per day or \$5,110 total.

Full time employees **who are experiencing COVID-19 symptoms and are seeking a medical diagnosis** will be paid up to 80 hours Covid paid leave (CV-19) at full pay capped at \$511 per day or \$5,110 total.

Part time employees **who are experiencing COVID-19 symptoms and are seeking a medical diagnosis** will be paid an amount of Covid paid leave (CV-19) up to two (2) weeks equal to the number of hours that the employee is normally scheduled to work over that period paid at full pay capped at \$511 per day or \$5,110 total.

## SICK LEAVE - COVID 19 GOTRIANGLE SUPPLEMENTAL

*Beginning April 1, 2020 through June 30, 2021, GoTriangle will voluntarily provide the following supplemental COVID-19 benefits.*

GoTriangle will provide up to 80 hours supplemental paid Covid paid leave (CV-19), **above the FFCRA guidelines**, when an employee tests positive for COVID-19 and needs additional recovery time. This supplemental paid Covid paid leave (CV-19) is separate from regular GoTriangle accrued sick leave and **will not affect the employee's existing sick leave balance**. Unused supplemental paid sick leave will not accrue or carryover. GoTriangle reserves the right to review and/or make changes to these COVID only practices and policy amendments at any time as deemed necessary.

GoTriangle will allow full time and part time employees that have exhausted Covid paid leave (CV-19) per the FFCRA guidelines due to **quarantine by a physician** to avoid COVID-related illness but have **not** tested positive for COVID-19 to use **accrued paid vacation or sick leave**. Example: an employee who has an underlying health condition putting him/her at high risk of contracting COVID-19 or complications if COVID-19 is contracted.

Per FFCRA Guidelines

## SICK LEAVE - COVID 19 FFCRA GUIDELINES

(January 1, 2021 – June 30, 2021)

Full time employees **absent to care for a family member who is subject to a Federal, State, or local quarantine or isolation order related to COVID-19** will be paid up to 80 hours Covid paid leave (CV-19) at 2/3 pay capped at \$200 per day or \$2,000 total.

Part-time employees **absent to care for a family member who is subject to a Federal, State, or local quarantine or isolation order related to COVID-19** will be paid an amount of Covid paid leave (CV-19) up to two (2) weeks equal to the number of hours that the employee is normally scheduled to work over that period paid at 2/3 pay capped at \$200 per day or \$2,000 total.

Full time employees **absent to care for a family member who has been advised by a health care provider to self-quarantine related to COVID-19** will be paid up to 80 hours Covid paid leave (CV-19) at 2/3 pay capped at \$200 per day or \$2,000 total.

Part-time employees **absent to care for a family member who has been advised by a health care provider to self-quarantine related to COVID-19 illness** will be paid an amount of Covid paid leave (CV-19) up to two (2) weeks equal to the number of hours that the employee is normally scheduled to work over that period paid at 2/3 pay capped at \$200 per day or \$2,000 total.

Full time employees **absent to care for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19** will be paid up to 80 hours Covid paid leave (CV-19) at 2/3 pay capped at \$200 per day or \$2,000 total.

Part-time employees **absent to care for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19** will be paid an amount of Covid paid leave (CV-19) equal to the number of hours that the employee is normally scheduled to work over a two-week period paid at 2/3 pay capped at \$200 per day or \$2,000 total.

## SICK LEAVE - COVID 19 GOTRIANGLE SUPPLEMENTAL

GoTriangle will allow full time and part time employees **caring for an ill family member** to use **accrued paid vacation or sick leave** concurrently with paid Covid paid leave (CV-19) to make up any shortfall in normal earnings due to daily and/or aggregate monetary caps. For example, employees paid at 2/3 pay will be permitted, but not required, to use **accrued paid vacation or sick leave** to make up the remaining 1/3 pay.

GoTriangle will allow full time and part time employees to use **accrued paid vacation or sick leave** concurrently with paid Covid paid leave (CV-19) to make up any shortfall in normal earnings due to daily and/or aggregate monetary caps. For example, employees paid at 2/3 pay will be permitted, but not required, to use **accrued paid vacation or sick leave** to make up the remaining 1/3 pay.

GoTriangle will allow full time and part time employees **absent to care for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19** to use **accrued paid vacation or sick leave** concurrently with paid Covid paid leave (CV-19) to make up any shortfall due to daily and/or aggregate monetary caps. For example, employees paid at 2/3 pay will be permitted, but not required, to use **accrued paid vacation or sick leave** to make up the remaining 1/3 pay.

## EXPANDED FMLA - COVID 19 FFCRA GUIDELINES

(January 1 – June 30, 2021)

Once 80 hours Covid paid leave (CV-19) has been exhausted, full time employees **absent to care for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19** will be paid up to 10 weeks expanded C19-FMLA leave at 2/3 pay capped at \$200 per day or \$10,000 total.

Once 80 hours Covid paid leave (CV-19) has been exhausted, part time employees **absent to care for a child whose school or place of care is closed (or child care provider is unavailable) for reasons related to COVID-19** will be paid up to 10 weeks expanded C19-FMLA leave equal to the number of hours that the employee is normally scheduled to work over that pay period paid at 2/3 pay capped at \$200 per day or \$2,000 total. Time used under EFML counts towards the traditional FMLA time frame.

## SUPPLEMENTAL INFORMATION - COVID 19 FFCRA GUIDELINES

(January 1 – June 30, 2021)

### SUPPORTING DOCUMENTATION:

Employees are required to follow department procedures for reporting absences and provide documentation to support their leave requests. Employees who have tested positive for COVID-19 or who have otherwise exhibited related symptoms must provide a Doctor's release before returning to work.

## EXPANDED FMLA - COVID 19 GOTRIANGLE SUPPLEMENTAL

GoTriangle will allow full and part time employees to use **accrued paid vacation leave** concurrently with paid C19-FMLA leave to make up any shortfall in normal earnings, due to daily and/or aggregate monetary caps. For example, employees paid at 2/3 pay will be permitted, but not required, to use **accrued paid vacation leave** to make up the remaining 1/3 pay for up to 10 weeks.

## OTHER SUPPLEMENTAL BENEFITS - GOTRIANGLE

### SUPPORTING DOCUMENTATION:

Per FFCRA Guidelines

### REDUCTION IN HOURS:

GoTriangle will grant supplemental pay to employees working a modified shift due to reduced bus operations run times. Affected employees **will be paid for hours not worked that were part of the employee's regular shift** prior to the COVID-19 schedule changes.

### PAID TIME OFF ACCRUALS:

GoTriangle will allow any employee using voluntarily paid C19-leave **to continue to accrue their regular rate of vacation and sick leave benefits**. This practice differs from current leave administration.

### SELF QUARANTINE:

GoTriangle will allow full time and part time employees that do not otherwise qualify for voluntarily paid C19-leave to **self-quarantine** and use **accrued paid vacation leave**.



Connecting all points of the Triangle

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Shelley Curran  
**DATE:** April 21, 2021  
**SUBJECT:** RUS Bus Transit Design Advisory Services

### Strategic Objective or Initiative Supported

3.3 Pursue joint development opportunities

### Action Requested

Staff requests that the Board of Trustees authorize the president & CEO to execute an agreement with RK&K for Raleigh Union Station Bus Facility (RUS Bus) Transit Design Advisory Services at a cost not to exceed \$900,000.

### Background and Purpose

GoTriangle is seeking the support of a public transit design firm with demonstrated project experience with off-street and on-street multi-modal transportation facilities in urban centers to assist GoTriangle with project quality and risk management and with reviewing and analyzing transit facility designs cost estimates prepared by GoTriangle's preferred development partner in connection with the RUSBUS public-private development project in downtown Raleigh.

GoTriangle has undertaken an open, qualifications-based selection process to identify a preferred consultant team for this study. The top-ranked team is composed of RK&K as prime, with Bree and Associates (MBE), Engineered Designs (WBE), and MBP identified as subconsultants.

### Financial Impact

The total budget for the RUS Bus project is \$40,417,000, of which \$1,405,000 is currently allocated for design and construction oversight by GoTriangle. This contract is funded with prior allocations from Wake Transit and is eligible for 48% federal reimbursement through the RUS Bus BUILD grant.

### Staff Contacts

- Katharine Eggleston, CDO, (919) 485-7564, [keggelston@gotriangle.org](mailto:keggelston@gotriangle.org)
- Bryan Hammond, Project Architect, (919) 314-8742, [bhammond@gotriangle.org](mailto:bhammond@gotriangle.org)
- Shelley Curran, General Counsel, (919) 608-9071, [scurran@gotriangle.org](mailto:scurran@gotriangle.org)



*Connecting all points of the Triangle*

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Thomas Henry, Katharine Eggleston  
**DATE:** April 15, 2021  
**SUBJECT:** Agreement for Railroad Capacity Modeling Reimbursement

### Strategic Objective or Initiative Supported

1.1 Increase number of customers served with sustainable transportation services

### Action Requested

Staff requests that the Board of Trustees authorize the president and CEO to execute an agreement with Norfolk Southern (NS) for the purpose of reimbursing NS for railroad capacity modeling. North Carolina Department of Transportation (NCDOT) and North Carolina Railroad Company (NCRR) are additional parties to the agreement. Staff requests funding authorization up to \$500,000, of which the actual GoTriangle contribution would be up to \$333,333, with remaining funding provided by NCRR.

### Background and Purpose

At its March 2020 meeting, the GoTriangle Board authorized the Board Chair and president and CEO to execute the Memorandum of Understanding (MOU) in Support of Continued Development of the Greater Triangle Commuter Rail (GTCR) Project. This MOU identifies GoTriangle as the project sponsor and lead entity responsible for a range of tasks identified for further study and evaluation prior to a decision by the funding partners on whether or not to advance the project into implementation and apply for entry into the Federal Transit Administration Capital Investment Grants Program.

One of the tasks is to engage with operating railroads to perform capacity modeling and determine alternate commuter-rail operating plans and associated infrastructure improvements that will be approved by the railroad owners and operators and GoTriangle.

To complete this task, GoTriangle will enter into an agreement with NCDOT, NCRR and Norfolk Southern for Norfolk Southern to perform the capacity modeling (also known as "RTC" modeling).

The negotiated cost for the baseline modeling scope to be performed by Norfolk Southern is \$400,000. Staff requests authorization for total study costs up to \$500,000 to allow for potential changes or additions to the modeling effort that may emerge during the course of the study.

Under the recommended agreement, GoTriangle would be responsible for two thirds of the total study cost. NCRR has committed to fund one-third of the study cost, up to a total NCRR contribution of \$250,000. With a total authorized amount of \$500,000, the one-third NCRR contribution would be below the NCRR funding limit.

### Financial Impact

The cost of this agreement is within the FY20 Wake and Durham transit plan budgets for commuter rail. At its March 2020 meeting, the GoTriangle Board approved FY20 work plan budget amendments for Wake and Durham resulting in total project allocations of \$6,000,000 and \$2,700,000, respectively. Johnston County has also committed \$250,000. This equates to a total of \$8,950,000 available for this study from the three counties, of which \$7,890,000 has been allocated to date. The budget set aside for the GoTriangle share of this agreement was \$500,000; the GoTriangle commitment of \$333,333 to this agreement would therefore be within budget.

### Attachments

- Modeling Agreement

### Staff Contacts

- Katharine Eggleston, CDO, (919) 485-7564 [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org)
- Thomas Henry, Associate General Counsel, (919) 485-7589, [thenry@gotriangle.org](mailto:thenry@gotriangle.org)



## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Public Engagement  
**DATE:** April 21, 2021  
**SUBJECT:** **Amendment to Operating and Protocols Guidelines for Transit Advisory Committee**

### Action Requested

Staff requests that the Board approve a proposed amendment to the *Operating and Protocols Guidelines for Transit Advisory Committee*.

### Background and Purpose

The original document was adopted by the GoTriangle Board of Trustees on Oct. 30, 2017, and amended on March 28, 2018. In the “Terms and Removal of Members,” Page 3, the guidelines state that member terms shall not exceed two (2) years. Accordingly, all current members termed by June 2020.

The purpose of the amendment, “COVID-19 NOTICE,” Page 3, under “Terms and Removal of Members,” is to extend membership for those who want to remain on the committee by one (1) year to June 2022 because the committee was effectively dormant for a period of time over the past year due to the pandemic. New members nominated by their respective boards in 2021 will serve the normal two (2) years until 2023. This also will create a staggered membership structure so that the terms of all members don’t end at the same time.

### Attachments

- Redline copy of *Operating and Protocols Guidelines for Transit Advisory Committee*

### Staff Contact(s)

- Scott Thomas, Chief Communications Officer, 919.485.7413, [sthomas@GoTriangle.org](mailto:sthomas@GoTriangle.org)



*Connecting all points of the Triangle*

## OPERATING AND PROTOCOLS GUIDELINES FOR TRANSIT ADVISORY COMMITTEE

### **Purpose**

The purpose of this committee (hereinafter “committee”) is to contribute information and advice to the Research Triangle Regional Public Transportation Authority d/b/a GoTriangle Board of Trustees (hereinafter “Board”) on current and emerging issues associated with planning and providing a high quality transit network that serves the needs of the Triangle community.

This committee serves at the discretion of the GoTriangle Board of Trustees. GoTriangle may amend, change, or terminate the structure of this committee at its discretion.

### **GoTriangle’s Vision and Mission Statement**

To make exceptional public transportation the foundation of the region’s community, prosperity, and mobility.

GoTriangle improves our region’s quality of life by connecting people and places with safe, useful, reliable, sustainable, and easy-to-use travel choices.

Consistent with the GoTriangle 2017-2021 Strategic Plan, the Committee will help GoTriangle achieve the goal of assuring high quality customer service through actively engaging communities we serve.

### **Committee’s Roles and Responsibilities**

Members will be made up of citizens from the Triangle community. Members are responsible for understanding and staying within the bounds of the committee’s roles and responsibilities. This committee’s role is to:

Provide advice and feedback to the Board on current and emerging issues associated with planning and providing a high quality transit network. Such advice may consider: planning for public transportation systems; views of various constituent groups; suggesting how transit can assist with equity issues, such as homelessness, affordable housing, economic opportunity, individuals with handicaps and/or disabilities, and seniors; providing information regarding the customer experience of transit riders; communicating stakeholder opinions, attitudes, and needs to the Board and identify areas of concern and recommend changes.





The committee has no authority or responsibility to create or enforce policy or rules, but their analysis and recommendations are welcome.

The committee will be one source of citizen-based information and advice to assist in the delivery of GoTriangle's transit planning and operational services.

### **Providing Input and Advice to GoTriangle**

Advisory committee members will be selected to represent a broad range of residents. The Board will gain value from understanding a range of perspectives. It is important that advice and recommendations to the Board be presented showing the different views of committee members on key issues of concern.

Consensus recommendations should include the full range of stakeholder views. Majority report and minority report recommendations are appropriate if necessary. Proposed solutions and/or recommendations should be viable and cost-effective. If the committee has not provided a report and/or recommendation on an issue to be decided, the Board shall proceed with its business in a timely fashion in the absence of a report and/or recommendation. The Board, at its sole discretion, may or may not act on information and advice provided by the Committee.

The Committee shall present a comprehensive written report annually to the GoTriangle Board.

GoTriangle staff may assist with the written record to insure that all ideas are expressed in a clear and concise manner.

### **Membership and Structure**

The committee shall consist of thirty (30) members to carry out the objectives and duties. The Board shall seek a committee composition that consists of fourteen (14) Wake County residents, nine (9) Durham County residents, and seven (7) Orange County residents. The membership from each county will be representative of the demographics of that county including, but not limited to, socioeconomic diversity and geographic diversity of the population of the county.

### **Meetings**

The committee shall meet at least four (4) times per year. A written report from the meeting shall be provided to the Board within fourteen (14) days of the meeting.

The contact person for GoTriangle may assist with coordinating these meetings and helping secure meeting space at GoTriangle.

The initial meeting of the full Advisory Committee shall be in Spring/Summer 2018.



### Terms and Removal of Members

The Committee members shall be appointed by the GoTriangle Board. The Wake County Board of Commissioners shall nominate 6 members, the Durham Board of Commissioners shall nominate 5 members and the Orange County Board of Commissioners shall nominate 4 members. The additional nominations shall be chosen from applicants that have applied directly to GoTriangle.

Each term of a member shall be for a period of two (2) years and no member shall serve more than two (2) terms; provided, however, that the first term of the initial cohort of committee members shall expire on December 31, 2020. Thereafter, all subsequent terms shall be for a period of two (2) years.

The Committee shall choose a Chairperson to serve for a period of two (2) years.

COVID-19 NOTICE: Due to the unique situations presented by COVID-19, committee members whose terms expired in 2020 can choose to continue membership through 2021, with a one-year extension. Those members can then reapply for 2022 membership through their respective boards for a two-year term. New or existing committee members appointed or reappointed in 2021 by their respective boards will serve a two-year term.

The Wake County Board of Commissioners, Durham County Board of Commissioners and Orange County Board of Commissioners shall each appoint one member of their Board of Commissioners to act as a liaison between their Board of Commissioners and the Transit Advisory Committee. The Commissioners shall serve as ex-officio, non-voting members of the Committee. Transportation directors for Wake, Durham and Orange counties shall also be ex-officio, non-voting members of the Committee.

The Chair of the GoTriangle Planning & Legislative Committee (Board Secretary) shall serve as a liaison between the Board of Trustees and the Transit Advisory Committee.

A committee member may be removed at the GoTriangle Board's discretion. A committee member who has two or more unexcused absences may be removed from the committee.

Committee members are expected to conduct themselves in a professional manner and be respectful of others. Abusive language or other types of unprofessional conduct will be grounds for immediate removal from the committee.

### Nomination Solicitations

Announcements for nominations will be distributed widely and will be specific about the duties and responsibilities. Nominations must be accompanied by adequate information on the amount and kinds of experience that qualify the nominee for the particular position. Nominations should be received on or before a deadline identified by the GoTriangle Board.



During an announced period for applying, candidates may send a letter of interest along with resume and application for the advisory committee to:

GoTriangle Board of Trustees  
 c/o Shelley ~~Blake~~Read Curran  
 General Counsel  
 GoTriangle  
 P.O. Box 13787  
 Research Triangle Park, North Carolina 27709

Wake County Board of Commissioners  
 c/o ~~Denise Hogan~~Yvonne Gilard  
 Clerk to the Board  
 Wake County Board of Commissioners  
 P.O. Box 550  
 Raleigh, NC 27602  
[Denise.hoganyvonne.gilyard@wakegov.com](mailto:Denise.hoganyvonne.gilyard@wakegov.com)

Durham County Board of Commissioners  
 c/o ~~Michelle Parker Evans~~Monica W. Toomer  
 Clerk to the Board  
 Durham County Board of Commissioners  
 200 E Main Street  
 Durham NC 27701  
[clerk@dconc.gov](mailto:clerk@dconc.gov)

Orange County Board of Commissioners  
 c/o ~~Thom Freeman~~Tara May  
~~Assistant to the~~Deputy Clerk to the Board  
 Orange County Board of Commissioners  
~~200 South Cameron~~300 West Tryon Street  
 P.O. Box 8181  
 Hillsborough, North Carolina 27278  
[tfreeman@orangecountync.gov](mailto:tfreeman@orangecountync.gov)  
[tmay@orangecountync.gov](mailto:tmay@orangecountync.gov)

#### Staff Coordinator

GoTriangle will designate a staff person who will assist in organizing and conducting meetings. The staff person will be responsible for sending the Committee members copies of information that is distributed by GoTriangle.

All meetings will be conducted in accordance with Robert's Rules of Order.



### **Open Public Meetings Act**

Transit Advisory Committee meetings shall be open public meetings.

### **External Communication**

The committee is created to provide input and feedback to the Board, and not for the purpose of influencing other entities.

The committee shall not communicate its positions and opinions to entities outside the Board without notifying GoTriangle.

The committee shall not meet with outside entities in their official capacity unless it has received prior approval by GoTriangle.

### **Compensation**

Advisors are responsible for their own travel and meal expenses unless otherwise expressly provided.

### **Adoption and Amendment to Guidelines**

These guidelines are adopted by a majority vote of the GoTriangle Board of Trustees. Amendments to these guidelines shall be made only by a majority of the GoTriangle Board of Trustees.

These guidelines are hereby adopted by the GoTriangle Board of Trustees this the 30<sup>th</sup> day of October 2017 and as amended March 28, 2018, and further amended July 25, 2018, ~~and~~ February 26, 2020, and April 28, 2021.



**GoTriangle Board of Trustees**  
**Operations & Finance Committee Meeting Minutes**  
**April 1, 2021**  
Held Remotely via WebEx

**Committee Members Present:**

Corey Branch	Steve Schewel
Vivian Jones, Committee Chair	Stelfanie Williams
Michael Parker	

**Committee Members Absent:**

Valerie Jordan	Jennifer Robinson
----------------	-------------------

**Other Board Members Present:**

Will Allen III	Sig Hutchinson
----------------	----------------

Committee Chair Vivian Jones called the meeting to order at 8:32 a.m. A quorum was present.

**I. Adoption of Agenda**

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

**II. Approval of Minutes**

**Action:** A motion was made by Branch and seconded by Parker to approve the minutes of the March 4, 2021, meeting.

**Action:** Upon vote by roll call, the two prior motions were carried unanimously.

**III. RTP Connect Pilot Evaluation**

Jennifer Green's presentation is attached and hereby made a part of these minutes. She shared the history of service in the Research Triangle Park area, which began as fixed route shuttle service and served about 180 riders per day up until 2016. She said at that time ridership began to decrease rapidly. In 2018 GoTriangle initiated its first pilot with OnDemand microtransit service; however, ridership continued to decline with complaints about long wait times and long travel times.

The RTP Connect pilot program began in August 2019. Service is provided through a partnership with Uber and Lyft. Customers book trips directly through the providers' mobile application and receive up to \$10 off trips that meet the program criteria: trips must start or end at the RTC and connect to any points

within the RTP zone. In February 2021 the zone was extended to include Boxyard RTP, made possible by a partnership with Research Triangle Foundation.

Scott Levitan, president and CEO of Research Triangle Foundation, expressed appreciation to GoTriangle for the partnership and stated he believes Boxyard RTP will generate a tremendous ridership increase for RTP Connect.

Green reviewed the goals and objectives of the pilot program and key findings:

- *Increase ridership within the RTP service area*
  - *Increase daily passenger trips* – Ridership immediately increased to 99 passengers per day, but plummeted to 15 in March 2020 due to the Covid-19 pandemic. Indications shows there is potential to reach the goal of 180 passengers per day.
  - *Improve service productivity* – This metric has remained stable or increased as trips are only provided when requested.
- *Provide a cost effective service*
  - *Reduce GoTriangle expenses* – GoTriangle resources within the RTP area have been reduced and reallocated to higher ridership express services.
  - *Reduce subsidy per trip* – Cost per passenger is below \$10.
- *Provide first/last mile connections to-and-from the Regional Transit Center*
  - *Most customers transfer to regional transit routes* – Based on a study by a UNC graduate student researcher in February 2020, up to a third of the RTP Connect trips are not connecting to transit and 20% of customers are taking two RTP Connect trips in their one-way journey.
  - *Encourage new customers to use transit* – 43% of RTP Connect riders are new transit riders to GoTriangle, attracting new riders at a higher rate than the system average.
- *Improve customer satisfaction*
  - *Customers report high satisfaction* – 83% of customers rater the service very high, noting the benefits of saving money and providing access to folks without a car. RTC wait times and lack wayfinding are listed as the biggest negatives.
- *Provide equitable transit access*
  - *Improve transit access for underserved populations* – The rider base is comparable to the base for the RTP with the exception of lower participation for the black population in the pilot compared to RTP shuttles.

Green stated that evaluation of key performance metrics against targets has shown the RTP Connect to be successful in meeting the program goals. She highlighted additional considerations of the program:

- Lyft and Uber currently do not offer shared rides, so GoTriangle can't submit the passenger trips to the National Transit Database.
- Lack of data availability about deadhead miles makes the environmental impacts of the partnership with ride hailing companies unclear.
- The planning and implementation of the pilot program has required participation of staff in many GoTriangle departments.

Green stated that staff, in collaboration with the Research Triangle Foundation, will be developing a proposal for permanent service design in the next few months, followed by procurement of services for the next phase of RTP Connect. She said that other areas within the GoTriangle service area have been identified for further study for OnDemand service and collaboration with other entities initiating microtransit.

Steve Schewel asked for more into about the challenge of environmental reporting related to the deadhead miles. Green explained that deadhead miles are the times between customer drop-off and when the next rider is picked up (non-revenue service). She said there is no data for this time, but some studies estimate it to be 40% of total revenue hours. Matthew Frazier added that this suggests ride hailing services could increase vehicle miles traveled rather than reduce it. He said this needs to be evaluated in more detail, but the data is not available. Green said adding shared rides is something that would be of interest in the next phase and could lower those deadhead miles.

Schewel reference the statistic that one third of the trips were not connecting to transit and asked the goal. Green stated when the pilot was proposed initially the Board wanted to focus on the first/last mile. She said this number indicates other purposes for the program and different trip purposes such as providing mobility from apartments surrounding RTP and for employees trying to reach other services throughout the day.

Levitan suggested the data could help in approaching apartment owners for additional support of the program.

Schewel added he looks forward for additional information on the equity impacts of the service. Green shared that initial exploration indicate warehouse jobs in the RTP area whose shift times do not match the hours of the RTP Connect program, which was set up to support the nine to five commuter market into RTP. She said longer service hours and more days of the week are things to explore for the program.

#### **IV. Sole Source Purchase of Streets CAD/AVL System**

Patrick Stephens requested approval of a sole source contract with Trapeze Software Group, DBA Trip Spark Technology, for the replacement of GoTriangle's

CAD system. He said the initial project budget was \$3 million, but the expected cost is \$2.875 million, which includes installation and first year maintenance and hosting fees and contingency. Stephens added that the current AVL system is no longer supported by the vendor. He justified the request for a sole source after a Request for Information determined that no single vendor could integrate our Trapeze current systems without some replacement or duplication. He said this purchase will improve service delivery through better route management and have better integration with the maintenance, scheduling and yard management systems.

Michael Parker asked if there are opportunities to coordinate with other systems in the region using this kind of software. Stephens said Cary also uses Trapeze, Raleigh a different system and Durham is in the process of researching. Parker responded that he would like to see the different transit systems in the region work more effectively together.

**Action:** On motion by Parker and second by Schewel the Committee voted to recommend Board approval of a Sole Source purchase and award a contract to Trapeze Software Group Inc., dba TripSpark Technologies, for the replacement of GoTriangle's computer aided dispatch and automatic vehicle location (CAD/AVL) for a maximum dollar amount of \$2,875,000, and authorize the President/CEO to execute the contract consistent with those terms. Upon vote by roll call, the motion was carried unanimously.

#### V. Classification & Compensation Study

Kristen Dixon shared data regarding GoTriangle's workforce as context for the recommendations from the classification and compensation study:

- GoTriangle has 252 employees, with an average tenure of 7 years.
- 80% is over age 40 with 25% at or approaching retirement eligibility.
- Current policy allows for payout of up to 75% sick leave balance at separation totaling over \$160,000 in 2019-2020.
- GoTriangle spent \$2.7 million in overtime costs from 2018-2020, with costs increasing 148% from 2016 to 2019; overtime grew on average 37% annually since 2016 (with the exception of 2020 due to Covid-19).
- GoTriangle has 34 different salary grades and just over 85 different jobs.
- 63% of GoTriangle's workforce was hired into a position with a starting rate of \$15.25 per hour or below.
- GoTriangle had 131 separations from 2019-2020: 65% were voluntary, 91 were in positions earning \$15.25 per hour or less, 75 were in the operations department.
- Operations has the highest turnover rate with separations typically occurring within 3.5 years.



## GoTriangle Operations &amp; Finance Committee

April 1, 2021

## Meeting Minutes

- Operator pay was last adjusted in 2017; training rate is \$13-14.50 per hour based on experience.

Mark Holcomb of Evergreen Solutions presented the study findings and recommendations, which are attached and hereby made a part of these minutes.

Holcomb explained the process of the study and said in addition to the recommendations today, next steps will include updated job descriptions and FLSA determinations, the creation of career ladders for select departments and recommendations for policy revisions.

Holcombe shared the following takeaways from the employee survey:

- Job stability was the top reason given for employee satisfaction.
- Employees also find satisfaction from work that contributes to their community with meaningful work and the benefits package.
- Health insurance is the top benefit as rated by employees, followed by paid time off and the retirement plan.
- Over 70% of employees believe their job is important and believe in the mission and purpose of GoTriangle.
- Approximately 85% of employees do not have a clear path to promotion.
- Employees' priorities for the study were related to individual pay – merit increase percentage, annual base pay and pay ranges of classifications

Holcombe said GoTriangle's current pay structure is well-defined with a simple and consistent progression between grades. He also praised GoTriangle for progressing employees along the ranges. He noted several weaknesses:

- More than 20% of employees are capped at the maximum of their range
- 16% of employees are approaching grade maximum
- 10% of employees are near their grade minimum, most in operations

The following peers were surveyed:

NCDOT	Raleigh
GoDurham	Durham
Raleigh Transit Authority	Charlotte
FAST (Fayetteville)	Cary
GRTC (Richmond)	Wake County
Sound Transit (Seattle)	Durham County
COTA (Columbus)	University of North Carolina
DART (Dallas)	NC State University

**Results:**

- GoTriangle pay ranges significantly lag the market at minimums and also lag at the midpoints; ranges are more competitive at the maximum of the range.
- GoTriangle's employee-only health care cost is cheaper for employees than the market average.
- GoTriangle's contribution to retirement accounts is higher than peer average.
- GoTriangle's vacation and sick time accruals match the market, but payouts upon separation are significantly more generous.
- GoTriangle's annual tuition reimbursement amount is significantly lower than peer average.

**Recommendations:**

- Update pay plan with 10% increase to the minimum, midpoint and maximum.
- Make individual reclassification and pay grade reassignments for positions even further behind market average.
- Implement \$15 per hour starting wage.
- Implement methodology for realignment based on employees' time with GoTriangle.
- Update job descriptions and FLSA status.
- Develop career ladders for certain departments.
- Consider policy changes to bring benefits closer in line with the market.

**Additional recommendations for transit operations:**

- Increase starting wage to \$17 per hour.
- Speed up progression between levels for high performing employees.
- Implement new \$200 semi-annual performance bonus for operators, service attendants and customer information specialists.

Holcombe estimated the total annual recurring cost for all the recommendations at just under \$250,000.

Corey Branch asked if staff had reviewed these recommendations and when could they reasonably be implemented. Charles Lattuca responded that the recommendations would be incorporated into the FY22 budget.

Stefanie Williams asked if GoTriangle conducts exit surveys and if that information was made available to Evergreen. She also encouraged GoTriangle to consider about pathways to employment particularly in regards to operators. Carolyn Lyons responded that exit discussions are held with employees, but the

information was not shared with Evergreen; however, it is being used in a parallel project related to diversity and inclusion.

Williams asked if that is something Evergreen would typically look at in their studies. Lyons stated that it was considered but her experience is most employees leave because there is no opportunity for advancement. She noted this did come out in the employee survey conducted by Evergreen.

Parker asked about working conditions and environment for operators working split shifts. Patrick Stephens responded GoTriangle provides sleep rooms and break rooms for operators. He said some agencies are providing fitness rooms and study rooms.

Schewel also encouraged GoTriangle to be involved in trying to create a pipeline for jobs. He added that the city and county of Durham have adopted a minimum livable wage of \$16.98 per hour.

Vivian Jones asked if there are plans for conducting a regular classification and compensation study. She shared that the town of Wake Forest surveys a third of its positions every year to keep from getting behind.

**Action:** On motion by Parker and second by Branch the Committee voted to recommend that the Board approve the 2021 Classification and Compensation Pay Plan and designate the President/CEO the authority to administer the new Plan based on the findings of the Study. Upon vote by roll call, the motion was carried unanimously.

## **VI. FY22 Budget**

Sandra Freeman presented updated information on the FY22 budget, which is attached and hereby made a part of these minutes. She noted that the recommendations from the classification and compensation study had not been incorporated into the budget, but would be for the April budget workshop.

Freeman said since the last meeting staff had identified \$4.5 million in additional grant revenue, in addition to reducing department expenses, bringing the projected budget deficit to \$246,000. She pointed out the budget does not include any capital at this point. She also said the budget assumes the resumption of fare collection on July 1.

Freeman asked for direction on moving forward to increase GoTriangle's share of the vehicle rental tax that also is split with the three county transit plans. Parker stated his concerned with making changes to the split this late in the budget preparation cycle. He suggested starting the conversations this year for implementation in FY23.

Freeman stated that staff would continue to make sure all sources of revenue have been identified and also potential for further reductions in expenditures. Additionally, capital requests will be considered, focusing on available grant revenue to fund those.

**VII. Adjournment**

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

\_\_\_\_\_  
Vivian Jones, Committee Chair

Attest:

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

Draft



Connecting all points of the Triangle

## MEMORANDUM

**TO:** GoTriangle Board of Trustees Operations & Finance Committee  
**FROM:** Talent Services  
**DATE:** March 26, 2021  
**SUBJECT:** Classification and Compensation Study Update and Recommendations

### Strategic Objective or Initiative Supported

#### Action Required

Staff requests that the Operations & Finance Committee recommend that the Board approve the 2021 Classification and Compensation Pay Plan and designate the president & CEO the authority to administer the new Plan based on the findings of the Study.

#### Background and Purpose

The last study was conducted in 2014. The 2017 Organizational Assessment Report identified the completion of a classification and compensation study as one of six (6) strategic priorities for Talent Services.

Staff selected Evergreen Solutions to conduct and facilitate the current classification and compensation study. Evergreen brings significant experience in organizational analysis and compensation evaluation within the transit industry.

The Executive Summary details recommendations that position the organization to respond competitively in varied situations. Staff requests Board approval of the following recommendations effective July 1, 2021:

- Adjust the Pay Plan by 10% increase to Min, Mid, and Max
- Realign/Reclassify certain position with pay grade reassignments
- Implement a Hybrid Methodology which includes realignment and Bring to Minimum

Once the class and pay plan is approved, the Chief Talent Officer and the CEO will recommend policy changes and administer the Plan based on the findings of the Study.

## Conclusions

The study outcomes provide GoTriangle the opportunity to address long-standing historical pay challenges and practices that no longer support the needs of the organization. Our aim is to be nimble and adaptable, while at the same time create fair, equitable and fiscally-responsible pay policies and practices. The implementation of the above recommendations will help position GoTriangle as an employer of choice making it easier to attract, retain and motivate quality talent.

## Financial Impact

The estimated cost to implement the hybrid methodology and the service award program is \$249,849. The 2014 classification and compensation study's estimated financial impact was \$218,000.

## Attachments

- Classification and Compensation Study Presentation

## Staff Contact

- Kristen Dixon, 919-485-7503, [kdixon@gotriangle.org](mailto:kdixon@gotriangle.org)



# Classification and Compensation Study GoTriangle Project Summary



**Presented by:  
Mark Holcombe**



**March 18<sup>th</sup>, 2021**

# *Overview*

- **Study Goals**
- **Project Phases**
- **Employee Surveys**
- **Current System Review**
- **Compensation Survey**
- **Next Steps**



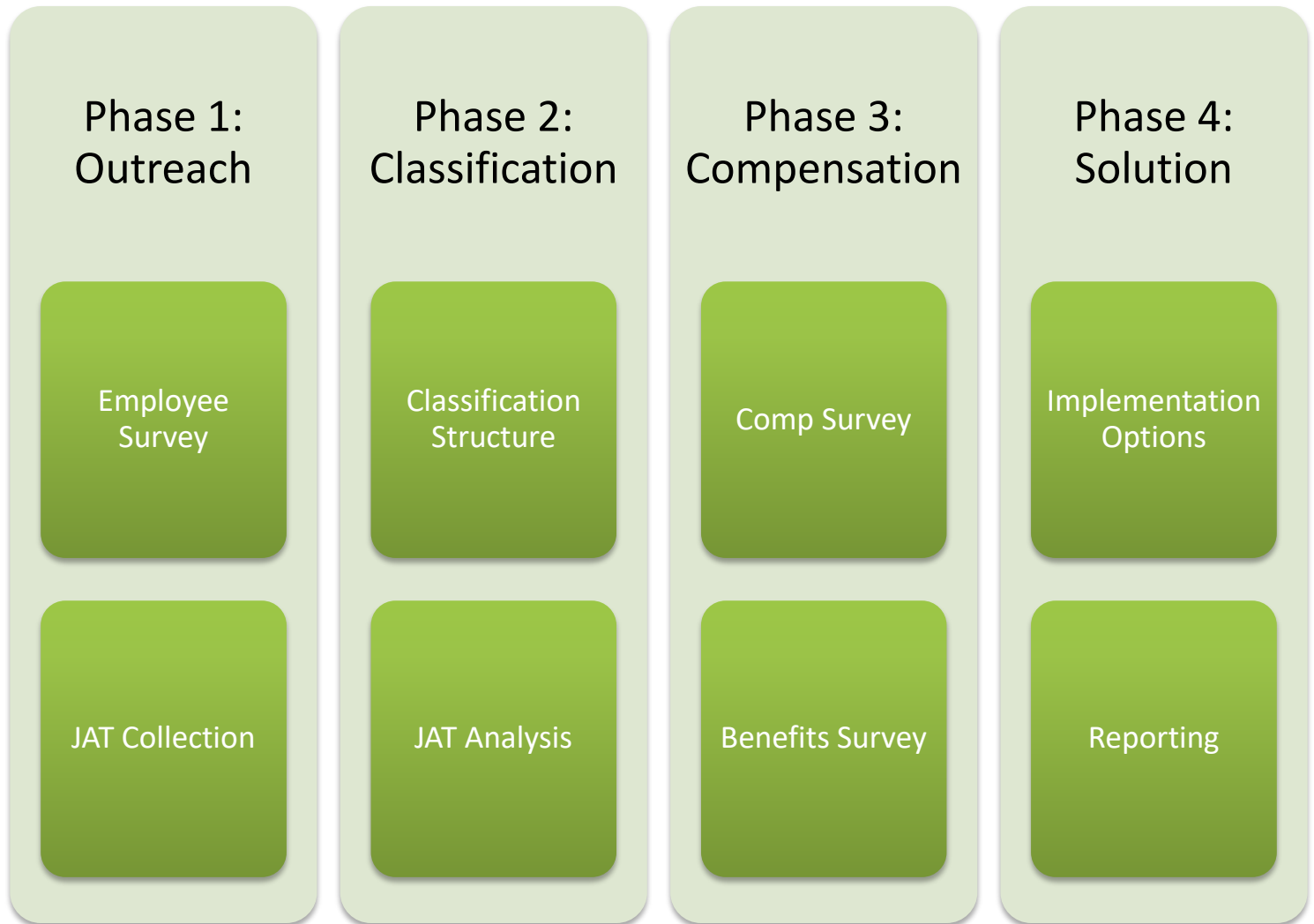


# *Study Goals*

- **Review current classification and compensation system to ensure internal equity**
- **Survey peer organizations to ensure external equity**
- **Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally**



# *Project Phases*



# *Next Steps*

- Next steps to be provided to GoTriangle after meeting with the Board and implementing the study findings include:
  - Updated Job Descriptions
  - FLSA Determinations
  - Career Ladders for select departments
  - Policy Revisions



# *Employee Survey Comments*

- **Job Stability** – Employees indicated on the virtual employee survey that stability was the most important thing that was keeping them satisfied with their jobs at GoTriangle.
- **Employee Retention** – The second and third most important factors given by employees was the opportunity to contribute to their community with meaningful work and the benefits package offered to employees.
- **Benefits** – Of all their total benefits, employees selected the health insurance benefits as the most important benefit, followed by paid time off and the retirement offering.
- **Job Worth** – more than seventy percent of employees indicated that they believe the mission/purpose of GoTriangle makes them feel that their job is important.



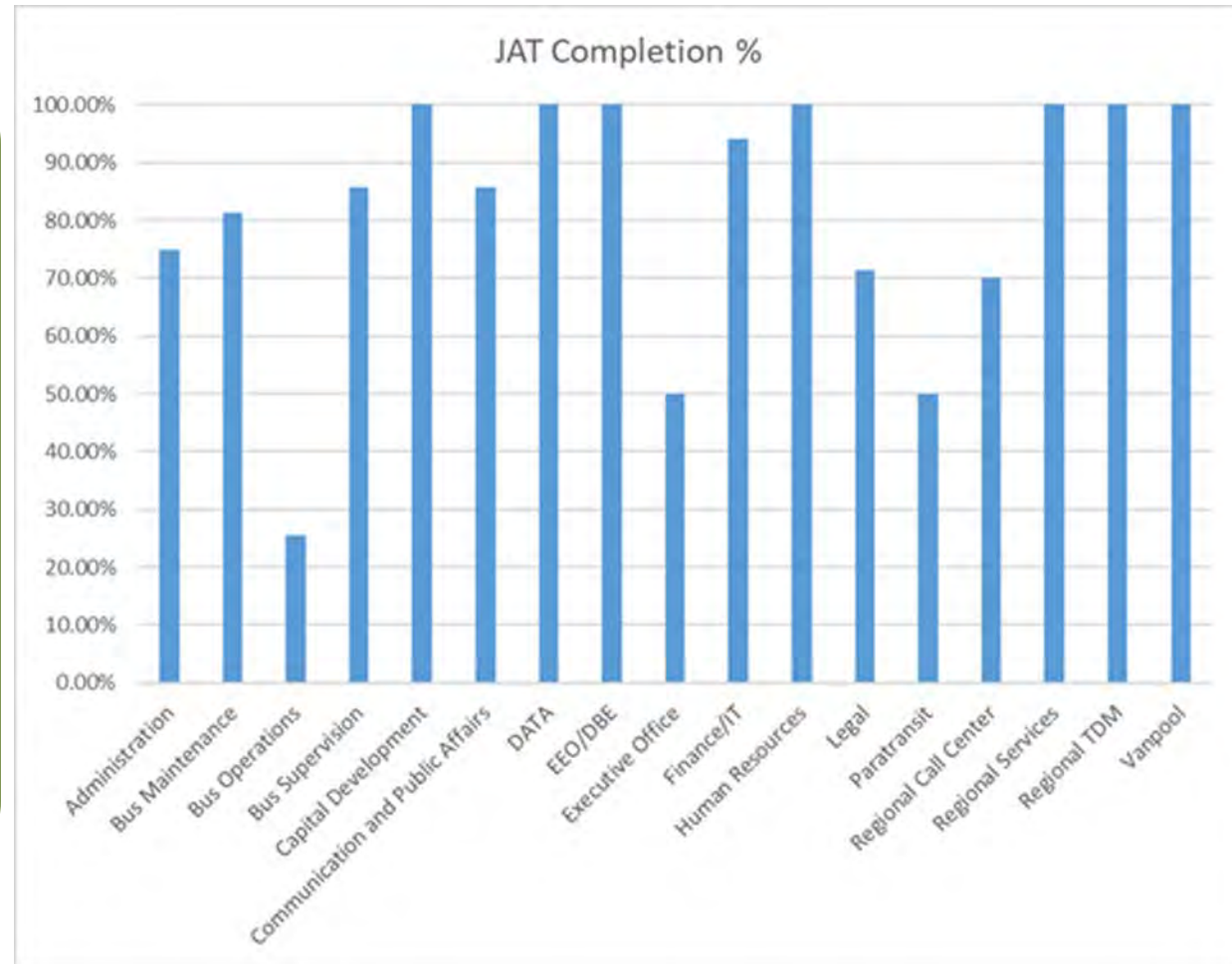
# *Additional Comments*

- **Career Pathing** – Approximately eighty-five percent of employees at GoTriangle indicated that they do not have a clear path to promotion.
- **Employee Compensation** – When asked about which factors in the study employees wanted Evergreen to focus on, the top responses were about employees' individual pay. The merit increase percentage, annual base pay, and the pay ranges of GoTriangle classifications were listed as the top priorities for employees.
- **Employee Recognition** - Fifty-two percent of employees indicated that they had received recognition for doing good work in the past week.



# *JAT Completion*

- 14/17 departments at GoTriangle had at least 70% JAT participation.
- More than 93% of all classifications had at least one submission.
- More than 97% of JATs were reviewed by the direct supervisor.
- Every single job had either a JAT or a JD to cover their position in the study.



# *Current System Review*

- **Strength:**

- GoTriangle has a well-defined pay structure with a simple and consistent progression between grades.
- GoTriangle has done a good job of progressing employees through the internal structure and avoiding keeping employees near the minimum of their ranges.

- **Weakness:**

- More than twenty percent of employees are capped at the maximum of their ranges.
- An additional sixteen percent of employees are approaching the grade maximum but are not currently capped out.
- GoTriangle has an unbalanced distribution of employees in their pay ranges with only ten percent of employees near their grade minimum.



# Comp Survey

- Salary and benefits surveys resulted in data for 16 peers.
- All responses were adjusted for cost-of-living differentials.
- Salary ranges and average actuals were collected from the respondents.
- A total of sixty-nine jobs were benchmarked representing all of GoTriangle.

Target Respondents
NCDOT
GoDurham
Raleigh Transit Authority
FAST (Fayetteville)
GRTC (Richmond)
Sound Transit (Seattle)
COTA (Columbus)
DART (Dallas)
Raleigh, NC
Durham, NC
Charlotte, NC
Cary, NC
Wake County, NC
Durham County, NC
University of North Carolina
NC State University





# Comp Survey Results

## Market Comparison Results

Unadjusted Results (no cost-of-living adjustment)			Adjusted Results (cost-of-living adjusted)			Average Actual Salary Comparison
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Differential to the Market
-22.3%	-12.0%	-5.4%	-24.1%	-12.9%	-6.3%	0.6%

On average, GoTriangle:

- Significantly lags the market at the minimums of its pay ranges;
- Lags the market at the midpoint of its pay ranges;
- Slightly lags the market at the maximums of its pay ranges.

GoTriangle is significantly behind the market at the minimums of the pay ranges due to past organizational decisions. Pay ranges get much more competitive at the maximums of the ranges, and actual average salaries meet the market average.



# *Benefits Results*

- GoTriangle was competitive with the market in the overall benefits analysis. Some key findings include:
  - GoTriangle's employee-only health care cost is cheaper for employees than the market average for PPO or HMO plans.
  - GoTriangle contributes a higher percentage to employee retirement accounts than the peer average.
  - GoTriangle matches the market closely for vacation and sick time accruals, but is significantly more generous than peers in terms of sick and vacation time payouts upon separation.
  - GoTriangle's annual tuition reimbursement amount is significantly lower than the peer average reimbursement.



# *Recommendations*

- Update Pay Plan – 10% increase to Min, Mid, and Max
- Individual reclassifications and pay grade reassignments
- Implement a \$15 market-competitive starting wage
- Implementation Methodology includes Bring to Minimum and a realignment based on an employees time with GoTriangle (hybrid)
- Update Job Descriptions and FLSA status
- Provide career ladders for certain departments based on differentiation in job duties
- Evaluate benefits offerings and consider updating policies including tuition reimbursement and sick/vacation leave payout policies



# *Transit Ops Recommendations*

- Bus Operator starting wage of \$17.00/hour
- Adjust Operator progression between levels
- New \$200 semi-annual Service Bonus for Operators, Service Attendants, and Customer Information Specialists



# Cost Summary

Total Annual  
Recurring Cost:

\$200,248.89  
(Salaries)  
+ \$49,600\*  
(Service Bonus) =

**\$249,848.89**

Type	Cost	Employees	Average
Bring to Min	\$ 19,605.34	11	\$ 1,782.30
Recommended Hybrid Parity Option	\$ 200,248.89	63	\$ 3,178.55

- Bring to Minimum = place employees into new ranges only.
- Recommended Hybrid Parity Option encompasses all recommendations discussed previously (Bring to Min, Operator \$17 Min, \$15 market-competitive starting wage, etc.).

Type	Cost	Employees	Average
Transit Operations	\$ 171,377.37	50	\$ 3,427.55
Other	\$ 28,871.51	13	\$ 2,220.89

- This breakdown shows the costs associated with the implementation and how that impacts Transit Operations and all other GoTriangle departments.

Type	Cost	Employees	Average
Service Bonus	\$ 49,600.00	124	\$ 400.00

- \*Total annual cost for the Service Bonus assuming all employees qualify



# *Next Steps*

- Next steps to be provided to GoTriangle after meeting with the Board and implementing the study findings include:
  - Updated Job Descriptions
  - FLSA Determinations
  - Career Ladders for select departments
  - Policy Revisions



**GoTriangle Board of Trustees**  
**Planning & Legislative Committee Meeting Minutes**  
**March 24, 2021**  
Held Remotely via Webex

**Committee Members Present:**

Will Allen III, Chair  
Brenda Howerton

Sig Hutchinson  
Renée Price

**Committee Members Absent:**

Michael Fox

**Other Board Members Present:**

Valerie Jordan

Michael Parker

Committee Chair Will Allen III called the meeting to order at 1:42 p.m.

**I. Adoption of Agenda**

**Action:** On motion by Hutchinson and second by Howerton the agenda was adopted.

**II. Approval of Minutes**

**Action:** On motion by Howerton and second by Price the minutes of the February 24, 2021, meeting were approved.

**Action:** Upon vote by roll call, the two prior motions were carried unanimously.

**III. Statewide Passenger Rail Program Update**

Charles Lattuca introduced Julie White, NCDOT Deputy Secretary for Multimodal Transportation. Her presentation is attached and hereby made a part of these minutes.

White recognized Ryan Brumfield, Interim Director of the Integrated Mobility Division (formerly the Bicycle and Pedestrian and Public Transportation Divisions), also on the call.

White gave a history of the S-Line project:

- 1992 FRI designates the Southeast Corridor
- 2002 Tier I (Charlotte to DC) receives Record of Decision
- 2017 Tier II (Raleigh to Richmond) receives Record of Decision
- 2020 NCDOT receives \$47.5 million Consolidated Rail Infrastructure and Safety Improvements Program (CRISI) grant for the purchase of the right-of-way from Ridgeway to Raleigh

White added that NCDOT also is interested in the section of the line south of Raleigh, but while open to discussing access, CSX is not interested in selling this segment.

White shared other updates:

- \$900,000 FTA TOD planning grant; Wake Forest, Franklinton, Raleigh, Apex, Sanford and Henderson have committed matching funds to participate in the effort.
- \$1 million FRA grant to establish the Southeast Corridor Commission to coordinate the development of a high performance rail system south of DC. The group, which consists of DC and the states of Virginia, North Carolina, Tennessee, South Carolina, Georgia and Florida, is seeking permanent funding.
- Phase 1 of Charlotte Gateway Station, a multi-modal transit hub and destination center, should be completed in 2023 and includes railroad infrastructure and platforms. Phase 2 includes the station and multi-use development.
- Piedmont service will return to full service April 5.
- A fourth round trip will be added to the Piedmont in 2024 with the opening of Charlotte Gateway Station. Improvements from Greensboro to Cary for a fifth round trip are being studied.
- The Piedmont Renewal and Investment in Modern Equipment (PRIME) program will use a \$150 million FRA grant to purchase modern equipment for Piedmont passenger service. Previously the program used up fitted and remodeled old train cars. The new vehicles are expected to have cutting edge touchless technology.
- NCDOT just submitted a \$66.61 million grant request for the Infrastructure for Rebuilding America (INFRA) program for grade separations, new railroad bridges, at-grade crossing closures, curve realignments and 15.5 miles of double tracking between Durham and Cary. She noted this last improvement would benefit GoTriangle's commuter rail project.

#### **IV. 15-501 Corridor Transit Enhancement Opportunities**

Jay Heikes' presentation is attached and hereby made a part of these minutes. He stated it is the same presentation from last month which had to be cut short. The intent today is to have a conversation about regional coordination on the 15-501 corridor.

Heikes pointed out that the discontinuation of the D-O LRT project leaves Durham to Chapel Hill – one of the most important regional corridors – without a planned high capacity project. He said over 70,000 jobs are concentrated along the 15-501 corridor and before COVID-19 trip length was increasing by one minute annually.



Planning & Legislative Committee  
Meeting Minutes  
March 24, 2021

Data indicates that the top destination for Orange County residents is UNC, followed by Duke and then downtown Durham. For people coming into Orange County, UNC again is the top destination with a lot of those people coming from Durham. Heikes added that NC-54 also is an important corridor between Durham and Chapel Hill. Parker shared that 42,000 people come into Chapel Hill every day, 15,000 people leave and only 7,000 residents also work there.

Heikes reminded the Committee of potential elements in high capacity transit projects and said with a rail project it all has to be built at once, but with bus service there are opportunities for an incremental, phased approach. He said when a major road has planned improvements it offers the opportunity to coordinate infrastructure investments in a cost effective way. He shared the example of Minneapolis' red line BRT.

Heikes then shared specific potential transit advantages for the 15-501 corridor:

- Dedicated lane
- Use of shoulder
- Transit signal priority
- Enhanced bus stops
- Sidewalk and crosswalk improvements

He said with the number of ongoing plans, studies and projects within the corridor, there are good opportunities to think about how to add onto existing NCDOT projects to provide further transit enhancements.

Heikes said a potential next step upon substantial completion of the county transit plans would be a major investment study to look at the corridor holistically. Parker added that a study should not be solely focused on the 15-501 corridor but rather on high capacity, high speed connections between Chapel Hill and Durham. He added that the D-O LRT project was not so much a benefit for Chapel Hill residents as it was for UNC and the hospital to get their employees to jobs, which was a source of tension in the County.

Price commented that any project should also consider the last mile and how to connect to the spine.

**V. Adjournment**

**Action:** Chair Allen adjourned the meeting at 2:50 p.m.

\_\_\_\_\_  
Will Allen III, Committee Chair

Attest:

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

Draft

## MEMORANDUM

**TO:** GoTriangle Board  
**FROM:** Planning and Capital Development  
**DATE:** April 21, 2021  
**SUBJECT:** Regional Transit Center (RTC) Relocation Strategy

### Strategic Objective or Initiative Supported:

- 1.2 Pursue service improvements and expansion opportunities

### Action Requested

Staff requests that the Board adopt the Regional Transit Center relocation strategy.

### Relocation Strategy

Staff recommend the adoption of a relocation strategy for the Regional Transit Center, inclusive of the following:

- Preferred location: Intersection of NC 54 and the NCRB railroad tracks. This location is intended to facilitate convenient first- and last- mile transit connections between the bus network, Bus Rapid Transit, Triangle Bikeway, Greater Triangle Commuter Rail, and Research Triangle Park.
- Conceptual Program: Transit center with covered platform for fixed-route buses, separate covered platform for para-transit and microtransit, enhanced passenger amenities, park-and-ride spaces, and a footprint for a future development adjacent to the site which could accommodate GoTriangle administrative space, among other uses.
- Implementation approach: Initiate design and implementation activities for the transit center. Commit local share of design, and acquisition, and construction costs in the FY22 county transit plan annual workplans. Continue to evaluate the relocation of GoTriangle administrative offices to the new Regional Transit Center in coordination with project design as well as the Regional Fleet and Facilities study.

The Planning & Legislative Committee unanimously recommended that the Board adopt the relocation strategy at its January 27, 2021, meeting.

## Background and Purpose

The GoTriangle Strategic Plan and the county transit plans for Wake, Durham, and Orange counties identify the need for the relocation of the Regional Transit Center to improve route efficiency, connect to planned capital investments, and improve passenger amenities. The Regional Transit Center serves as a hub and park-and-ride for ten bus routes that directly serve Raleigh, Durham, Research Triangle Park, Chapel Hill, Cary, Apex, Morrisville, and RDU Airport. Nearly 1,000 passengers board a bus at the Regional Transit Center each weekday. At its October 23, 2019, meeting, the GoTriangle Board of Trustees authorized consulting services to complete a feasibility study to identify and evaluate potential sites and produce conceptual site plans for a relocated facility. The Planning and Legislative Committee received an update on the study progress and provided direction to staff at its October 28, 2020, meeting.

Over the past year, the consultant and GoTriangle staff have completed an existing conditions assessment, identified site operational and location criteria, conducted public and stakeholder engagement, performed a site search, and evaluated six final candidate sites. Three sites, “HUB RTP”, located at the northwest corner of Davis Drive and NC 54; “Park Point”, located at the northwest corner of the existing railroad tracks and NC 54; and “Triangle Metro Center,” located at the southwest corner of the existing railroad tracks and NC 54, scored the highest among final candidates. The sites were scored based on improved access to the freeway network, proximity to planned bus rapid transit and commuter rail, access to employment, ease of site acquisition and construction, and the potential for transit-oriented development as well as access to existing retail and services.

At its October 28, 2020, meeting, The Planning and Legislative Committee expressed a strong preference for a site that provides a direct connection to the planned commuter rail station, expressed support for integrating the transit center within a transit-supportive development, and requested that staff further evaluate the “Triangle Metro Center” site at the southwest quadrant of NC 54 and the NCCR tracks. “Triangle Metro Center” was a planned station location from the legacy regional rail project in the early 2000s. Following the meeting, staff undertook further evaluation of the three final sites, including coordination with the respective owners of each site, to assess the following: viability of public-private partnership, potential timing, real-estate needs, site access, potential risks, and cost. The results of the further evaluation confirmed that the “Park Point” and “Triangle Metro Center” sites remain the highest scoring sites, based on the technical criteria and that relocation to either site would be viable. The “Park Point” and “Hub RTP” sites additionally present an opportunity for public-private partnership. The proposed conceptual program has a cost estimate range \$25-30 million, in inflated year of expenditure dollars. This range can be adjusted by adding or removing elements included in the program. Vertically integrating the program into a development could add \$10 million to the cost for ventilation and a load-bearing structure above the transit center.



## Next Steps

Once the GoTriangle Board adopts the relocation strategy, staff would proceed with design and implementation efforts, including the following:

- Initiate site and facility design, including continued coordination with the commuter rail study as well as coordination with the bus rapid transit extension major investment study
- Develop a grant strategy, apply for federal grants, and secure local funding
- Continued coordination with the property owner and evaluation of public-private partnership opportunities, including the potential relocation of administrative space
- Coordination with the soon-to-be-underway Regional Fleet and Facilities Study
- Completing environmental review, including adoption of a locally preferred alternative
- Continued stakeholder coordination and public engagement

## Project Need

The Regional Transit Center opened on Slater Road in December of 2008, adjacent to the Plaza office building that GoTriangle had recently purchased. It has always been envisioned as a temporary facility until a permanent transit center could be located and constructed. As GoTriangle grew service and ridership over the intervening years, the increased usage of the Regional Transit Center has highlighted its limitations. Onsite, buses mix with other traffic, creating conflict points with other buses, vehicles picking up or dropping off passengers, drivers accessing the park-and-ride and adjacent properties, and pedestrians. Overhead high-voltage electrical lines prevent the installation of improved passenger amenities such as more substantial overhead canopies to protect riders from the elements.

The distance of the Regional Transit Center from I-40 and NC-147 necessitates the overlap of several bus routes along I-40 and Slater Road, resulting in duplicative routing and added time and operating cost to travel to and from I-40. The current site lacks a signalized entrance and buses experience significant delays entering and exiting the Regional Transit Center driveway as well as delay at nearby intersections during peak periods. As Imperial Center, Perimeter Park, and surrounding areas continue to add office space and traffic grows, the time and operating cost of serving the current facility will also continue to increase. Finally, the current location of the Regional Transit Center is not proximate to planned investments in bus rapid transit along NC 54 or commuter rail. Relocation to a new location is necessary to address the onsite and offsite limitations of the current Regional Transit Center.

## Financial Impact

Adoption of this strategy has no financial impact. Local share for project implementation is anticipated to be split between the county transit plans in Wake (70%), Durham (20%) and Orange (10%). Funding is included in the draft Wake and Durham workplans for FY22 and included for future consideration in Orange, which would commit 90% of the local share to support pursuit of federal grant opportunities such as RAISE.



## Attachments

- Draft Presentation
- Draft RTC Relocation Feasibility Study Summary Report

## Staff Contacts

- Jay Heikes, Sr. Transportation Planner, 919-314-8741, [jheikes@gotriangle.org](mailto:jheikes@gotriangle.org)
- Meg Scully, Manager of Planning and TOD, 919-485-7455, [mscully@gotriangle.org](mailto:mscully@gotriangle.org)
- Katharine Eggleston, CDO, 919-485-7564, [keggleston@gotriangle.org](mailto:keggleston@gotriangle.org)



# RTC Relocation Study GoTriangle Board

April 28, 2021



# Requested Board Action

Adopt a relocation strategy:

- ▶ Preferred relocation site
- ▶ Conceptual program
- ▶ Implementation approach





# Regional Transit Center Relocation Study

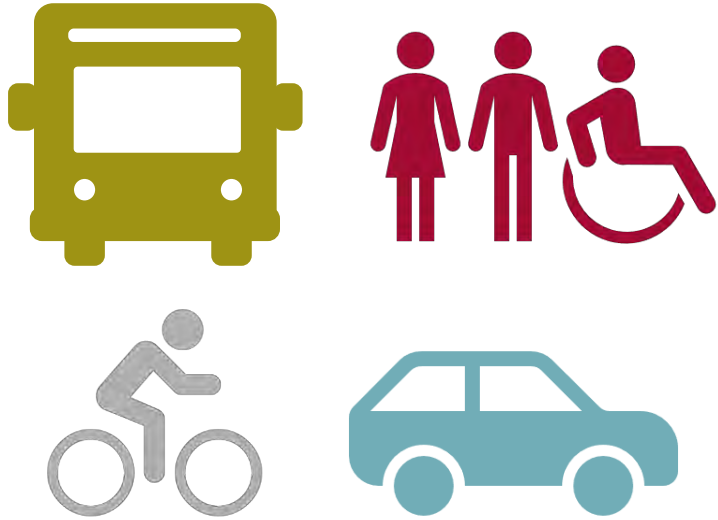


# Agenda

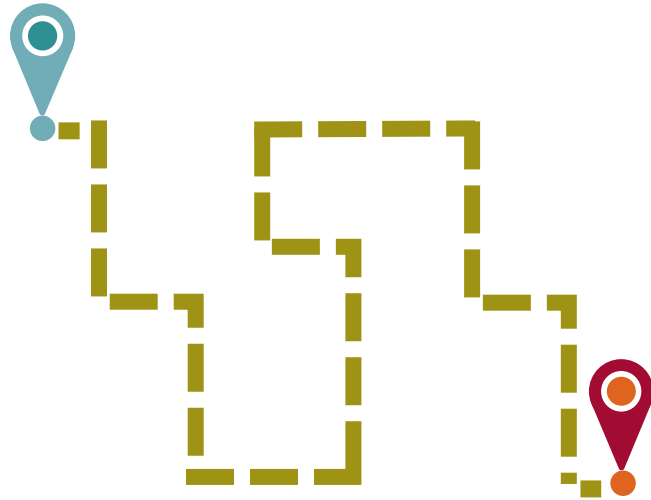
- ▶ Study Purpose
- ▶ Site Search & Evaluation
- ▶ Preferred Site Location
- ▶ Conceptual Program
- ▶ Implementation Approach
- ▶ Next Steps



# Study Purpose



**Safety & Accessibility**



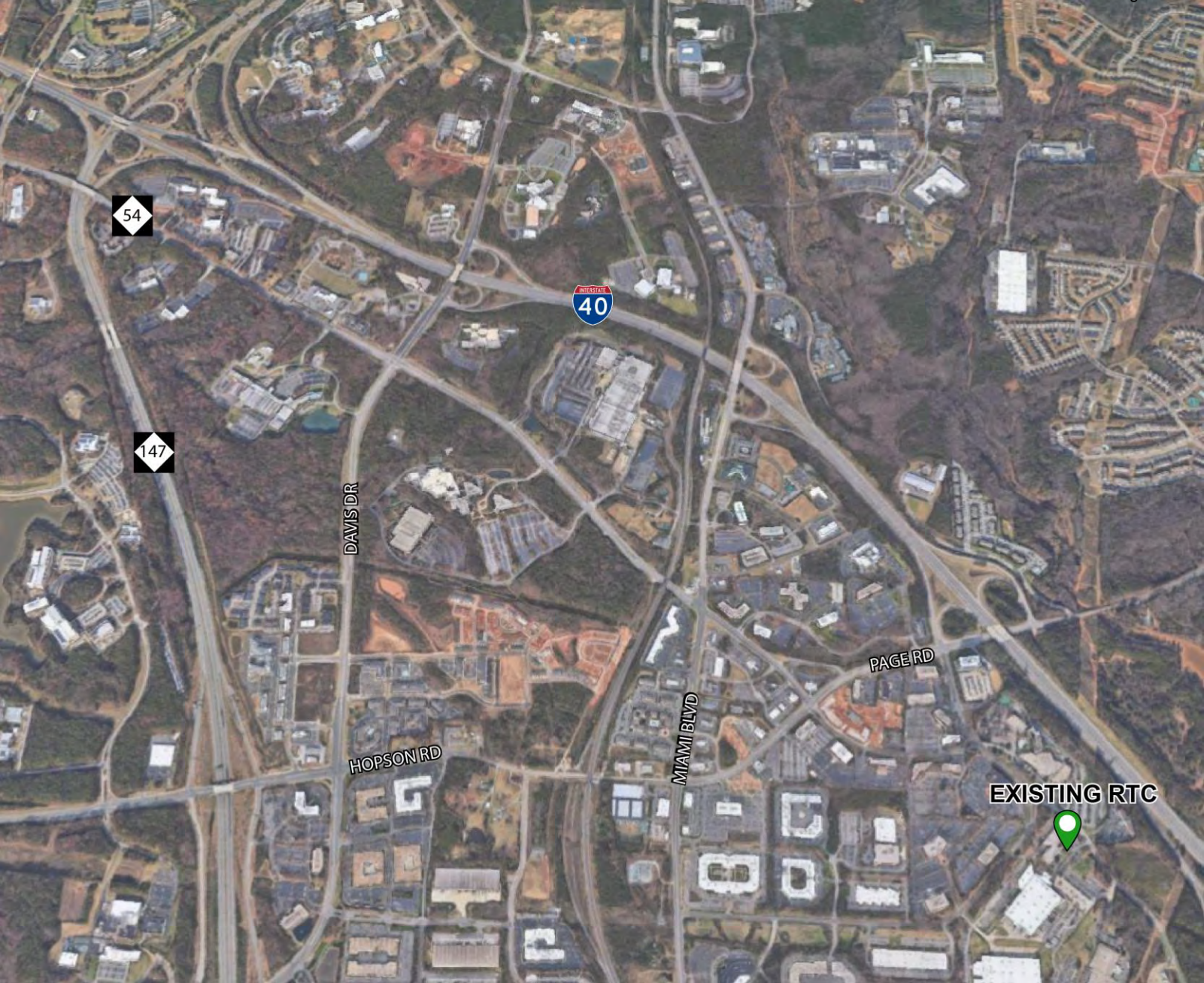
**Access & Connections**



**Speed & Reliability**

**Purpose:** Evaluate opportunities to relocate and improve the Regional Transit Center to enhance functionality, connectivity, and reliability.

# Existing Regional Transit Center



# Existing Conditions



- ▶ Serves 10 routes
- ▶ 1,000 daily boardings
- ▶ 100 daily park & ride users
- ▶ Own headquarters building
- ▶ Lease park & ride and RTC



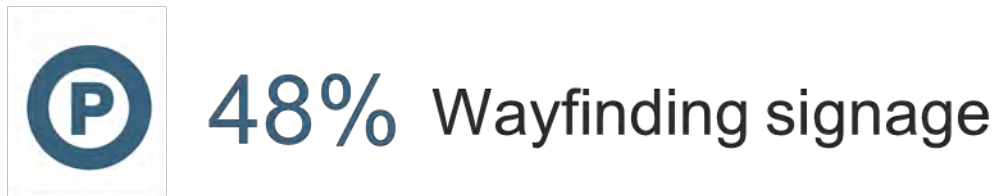
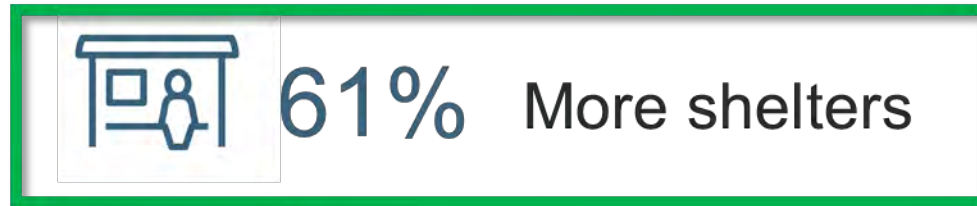
# Safety and Accessibility

- ▶ Platform space limited and constrained
- ▶ Limited separation between users
- ▶ Buses share driveway with other vehicles



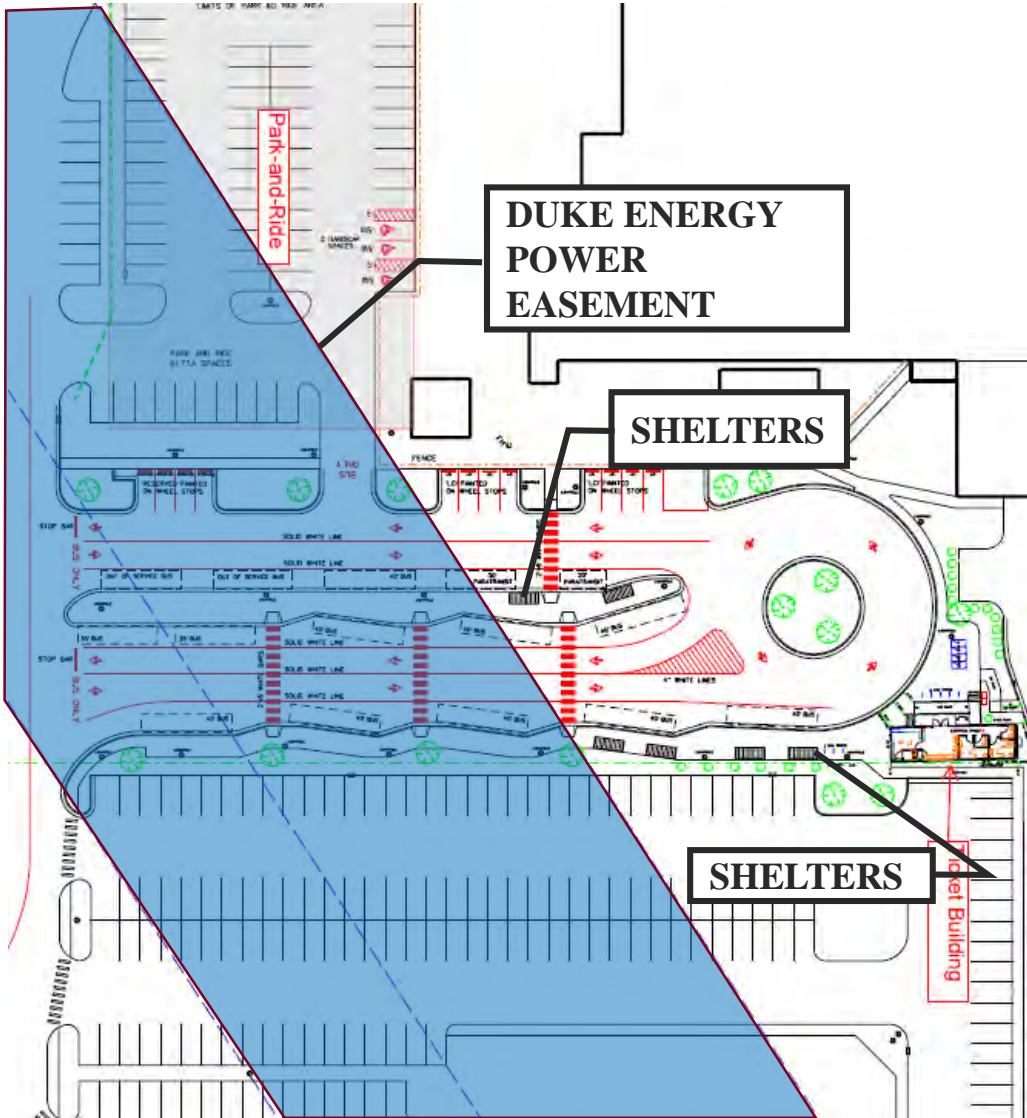
# Passenger Amenities

What would improve the experience outside on the bus platforms? (Choose all that apply)



# Passenger Amenities

- ▶ Limited shelter coverage
- ▶ Duke Energy Easement precludes ability to add more shelters on site





# Access

What would improve the experience at the RTC?



60% Shops and Services Nearby



# Connectivity



# Reliability



**56%** Arrive late and/or miss transfer due to delays

- ▶ Shared, unsignalized entrance to the site causes delays for buses
- ▶ Boarding platform location creates access conflicts between cars and buses



# Speed



82% Rated improving bus speeds as important or very important

- ▶ Access to freeway network
- ▶ Multiple areas of delay





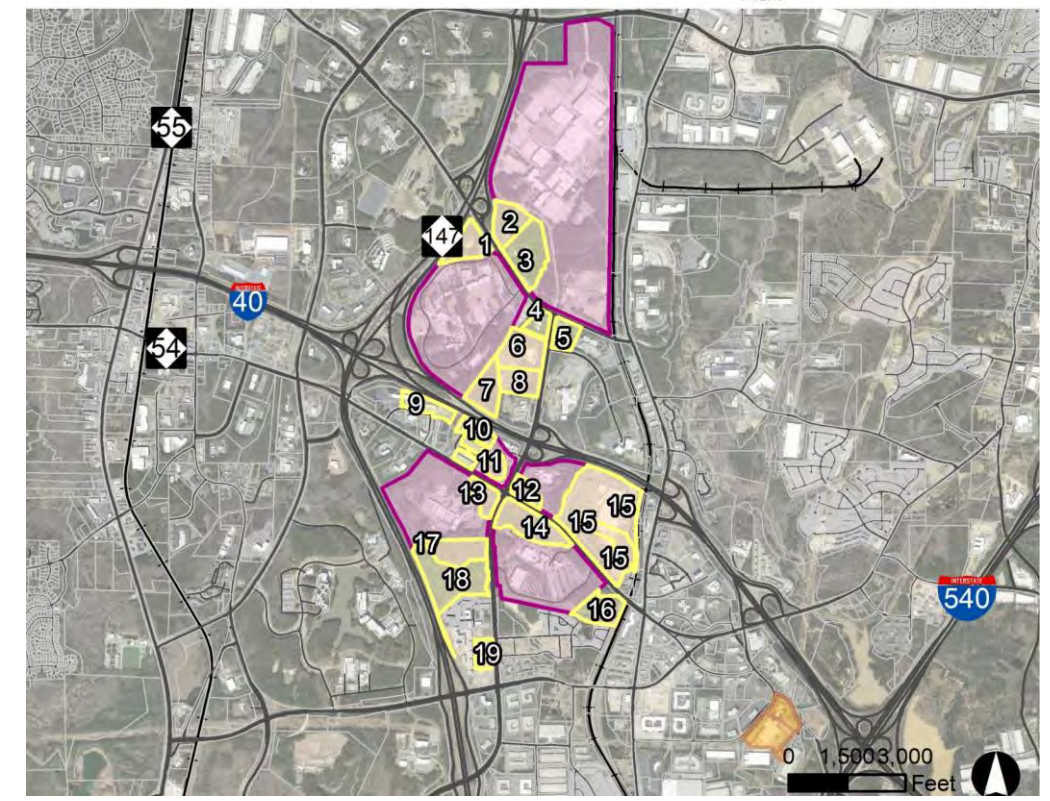
# Site Search and Evaluation



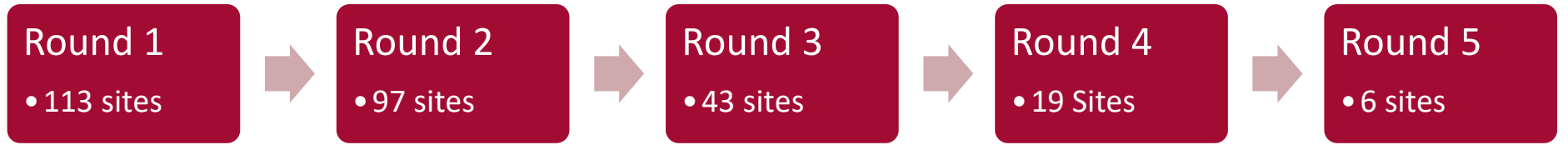
- Regional Transit Center
- Identified Parcel
- Parcels to be Subdivided
- Parcel
- Rail

# Site Requirements

- ▶ Multiple points of entry
- ▶ 1 mile max. from I-40
- ▶ Close to other major freeways
- ▶ Signalized and dedicated entrance
- ▶ 200 park-and-ride spaces min.
- ▶ **Without headquarters: 7 acres min.**
- ▶ **With headquarters and/or potential Joint Development: 14 acres min.**



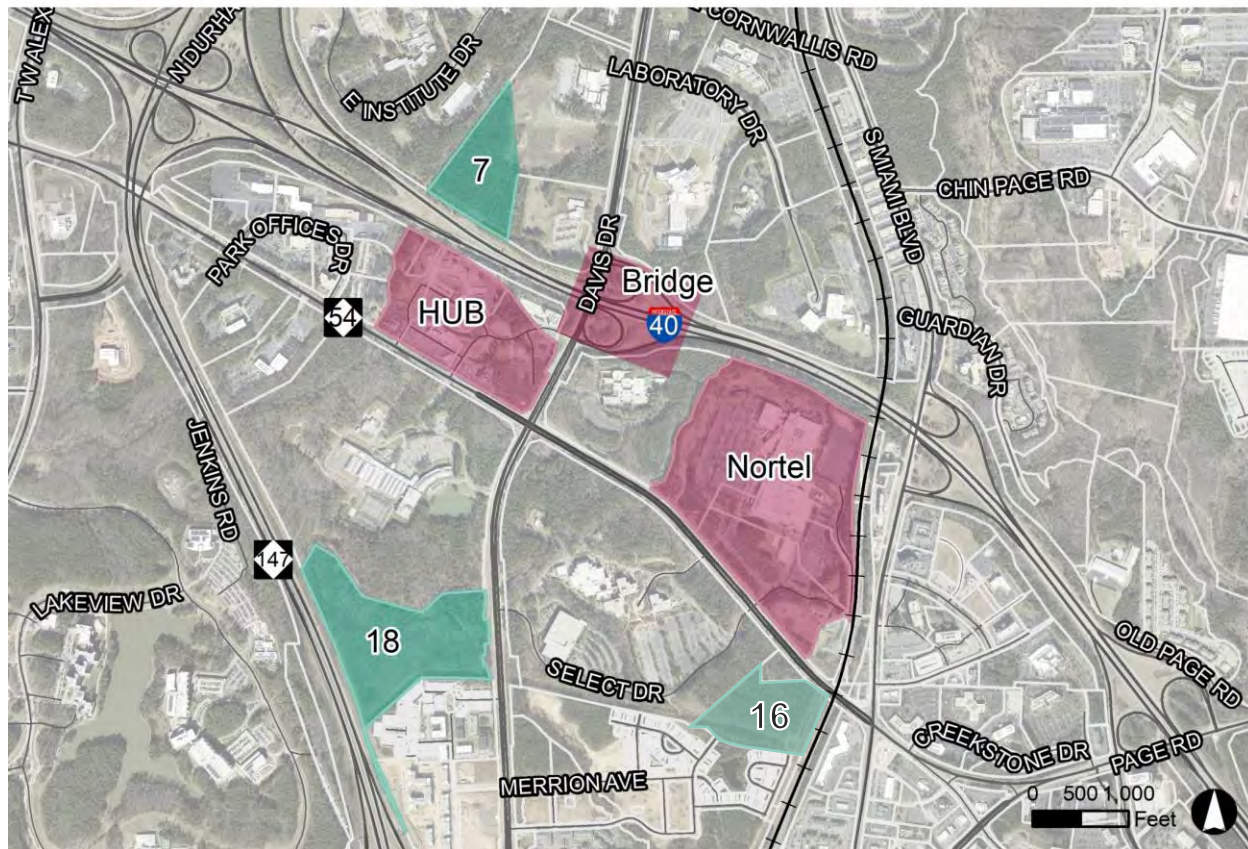
## Parcel Search Process



# Parcel Search Process – Results

Regional Transit Center Relocation Study  
Context Map

 Potential Site	 Rail
 Opportunity Site	 Parcel



- ▶ Parcel search process yielded 6 potential sites
- ▶ 3 sites are GoTriangle identified opportunity sites

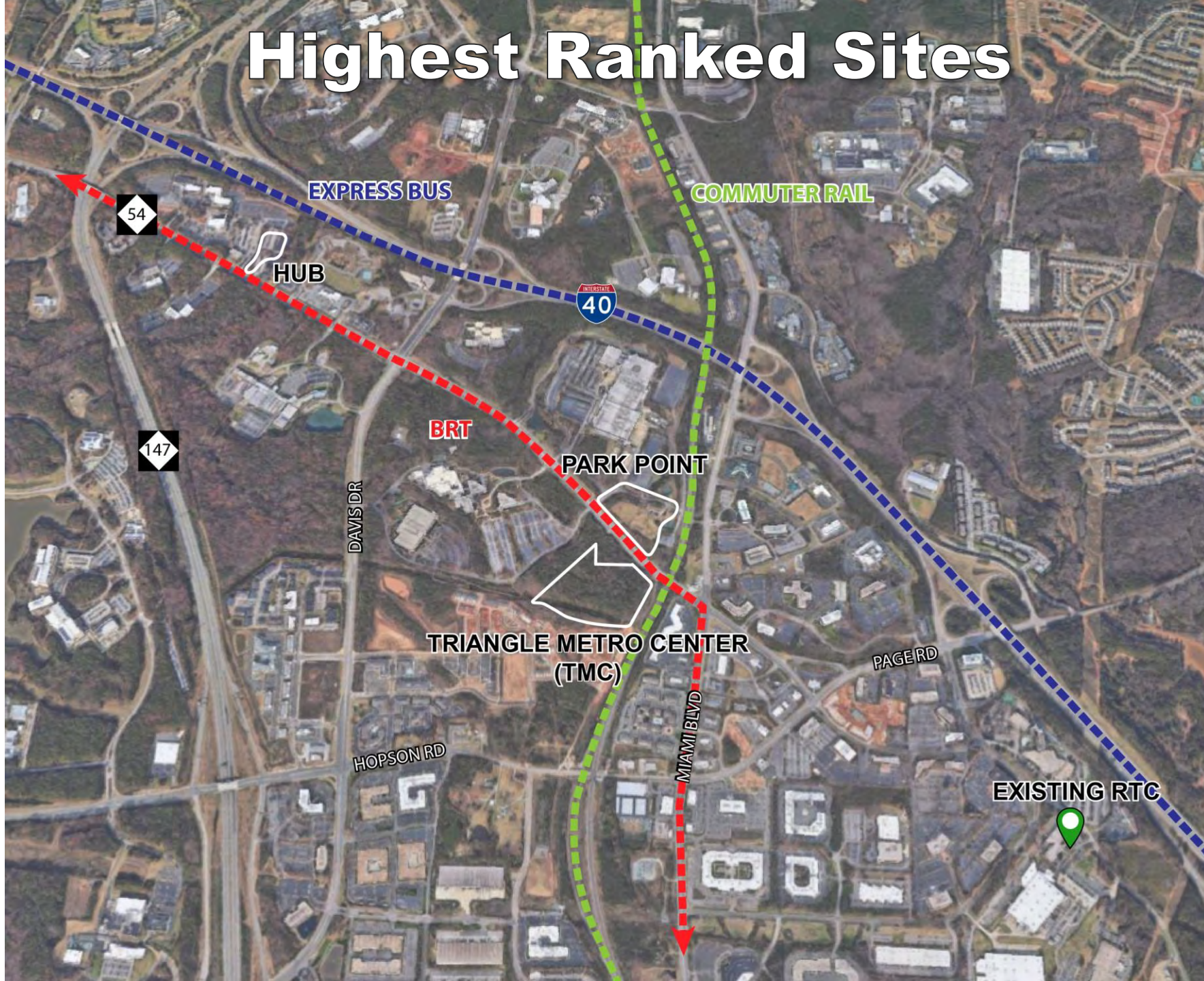


# Top Scoring Sites





# Highest Ranked Sites



# Location Evaluation



	Goal	HUB	Park Point	TMC	Existing
<b>Mobility (30%)</b>	Reduce travel time to and from highway network	3.80	3.80	3.00	2.60
<b>Community (20%)</b>	Improved access to goods, services, and potential development	4.50	4.50	3.00	1.25
<b>Viability (20%)</b>	Ease of acquisition and constructability	3.40	3.40	3.80	2.40
<b>Walk Access (10%)</b>	Access to existing employment	2.00	3.00	4.00	1.00
<b>Multimodal (20%)</b>	Provide connections to commuter rail and BRT	3.60	5.00	5.00	1.35
	<b>Total</b>	<b>3.64</b>	<b>4.02</b>	<b>3.66</b>	<b>1.88</b>

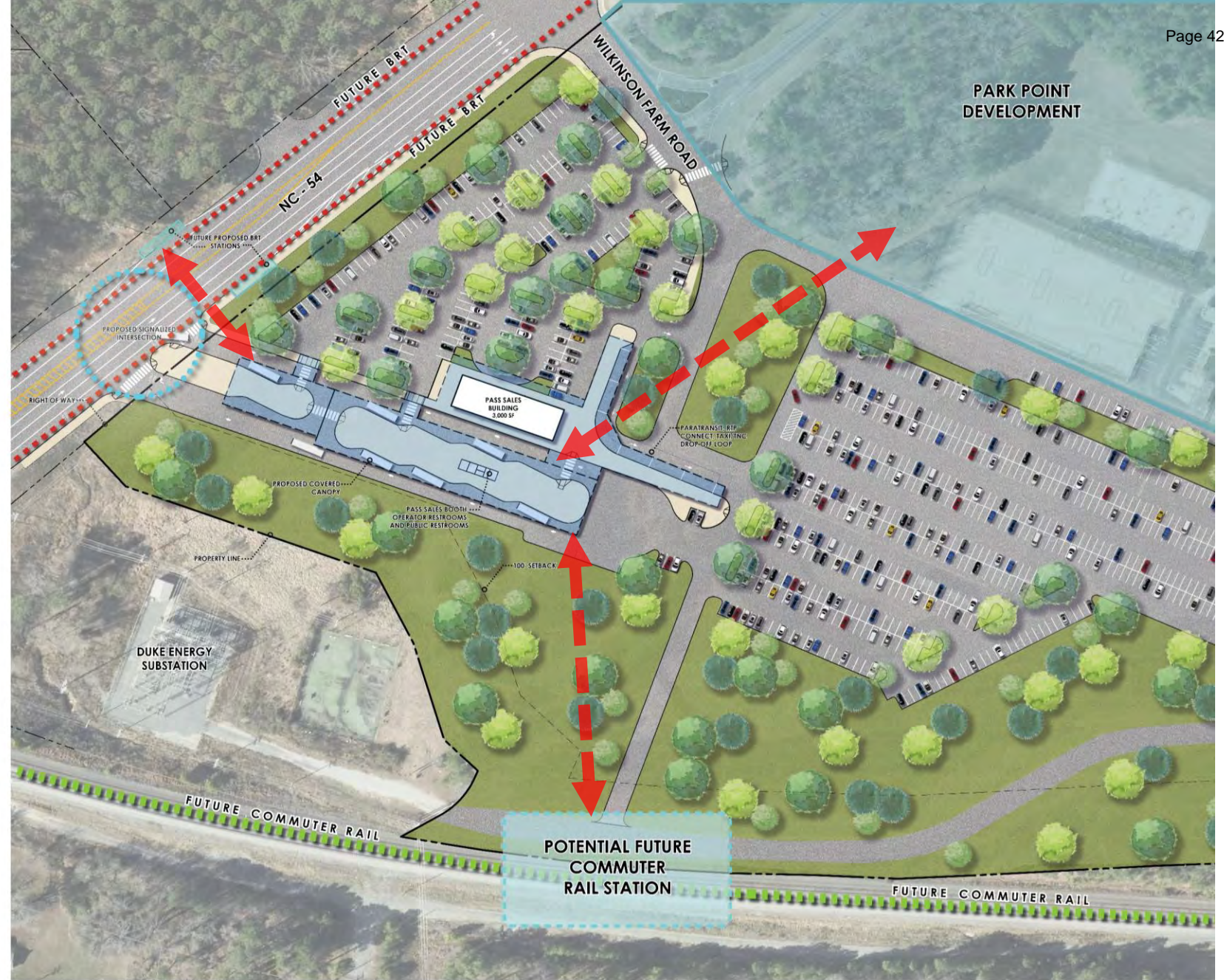
# Conceptual Program:

The following design concepts and renderings are illustrative and they are intended to convey the approximate size, connections, capacity, and level of investment in the facility. They are not indicative of final site layout and are subject to change.



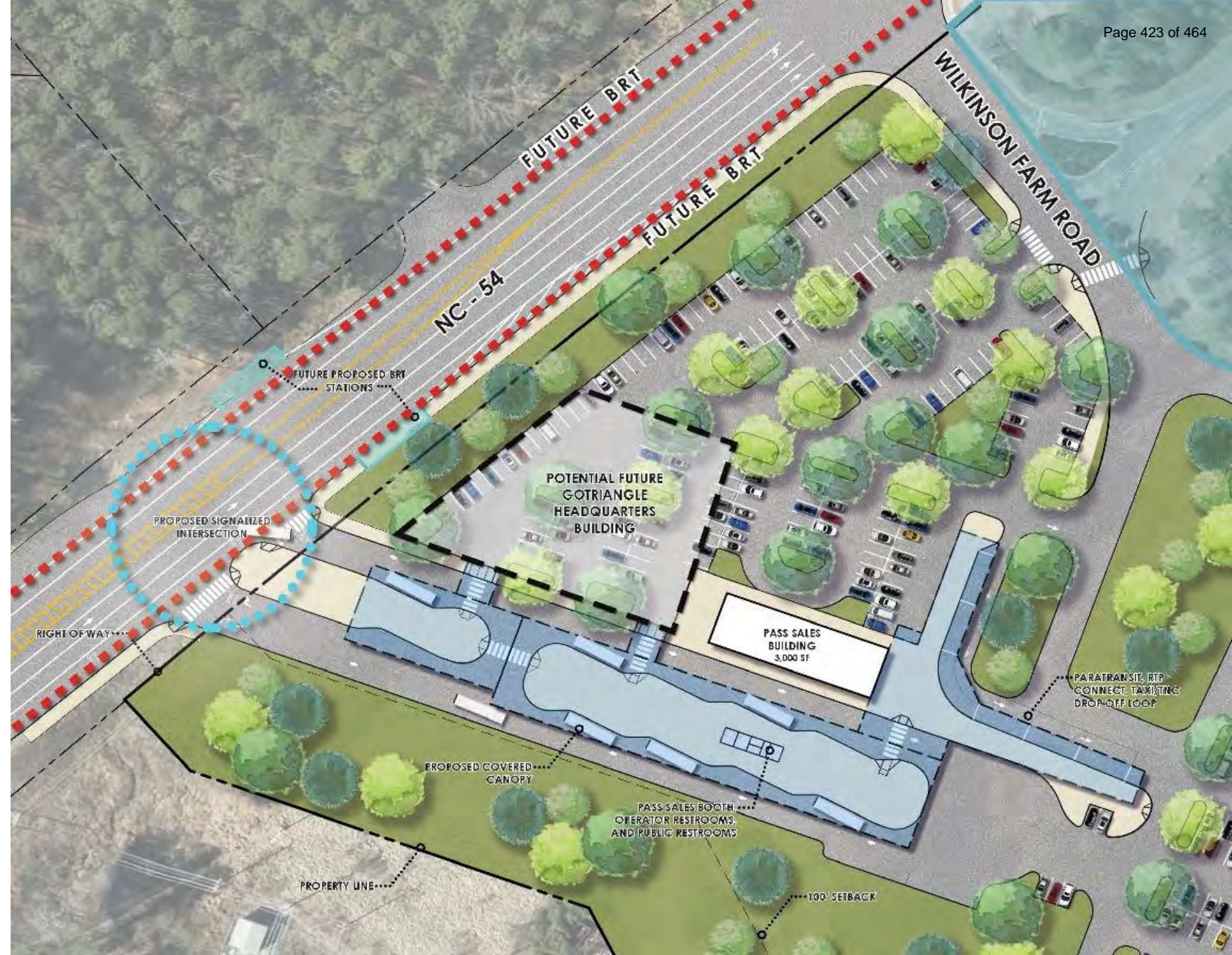
# Conceptual Program

- ▶ Bus-only driveway and traffic signal at NC 54
- ▶ Access to planned Bus Rapid Transit, Commuter Rail, Triangle Bikeway
- ▶ First / mile last mile connectivity to Hub RTP

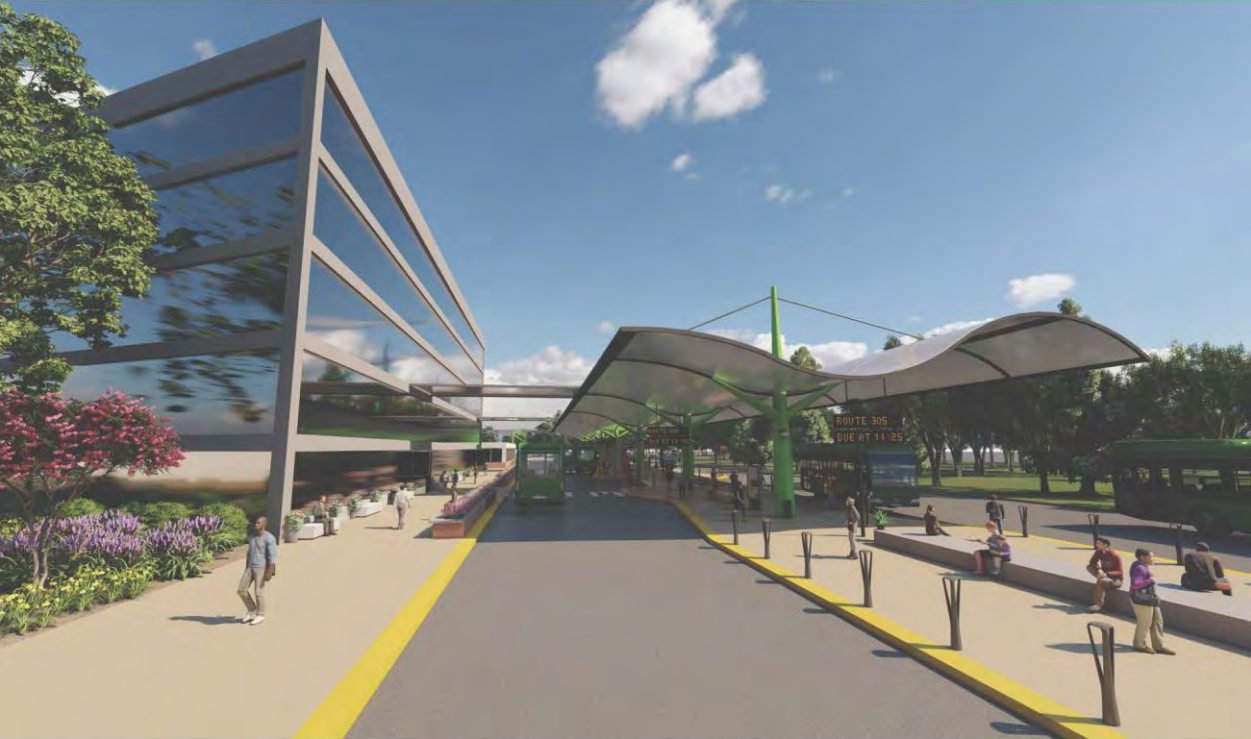


# Conceptual Program

- ▶ 10 Bus Boarding Bays
- ▶ 2 Out-of-Service Bays
- ▶ Drop-Off Loop
- ▶ Pass sales booth & comfort station on boarding platform
- ▶ 5,000 SF Waiting room / meeting space / office
- ▶ Potential administrative building on site



# Renderings

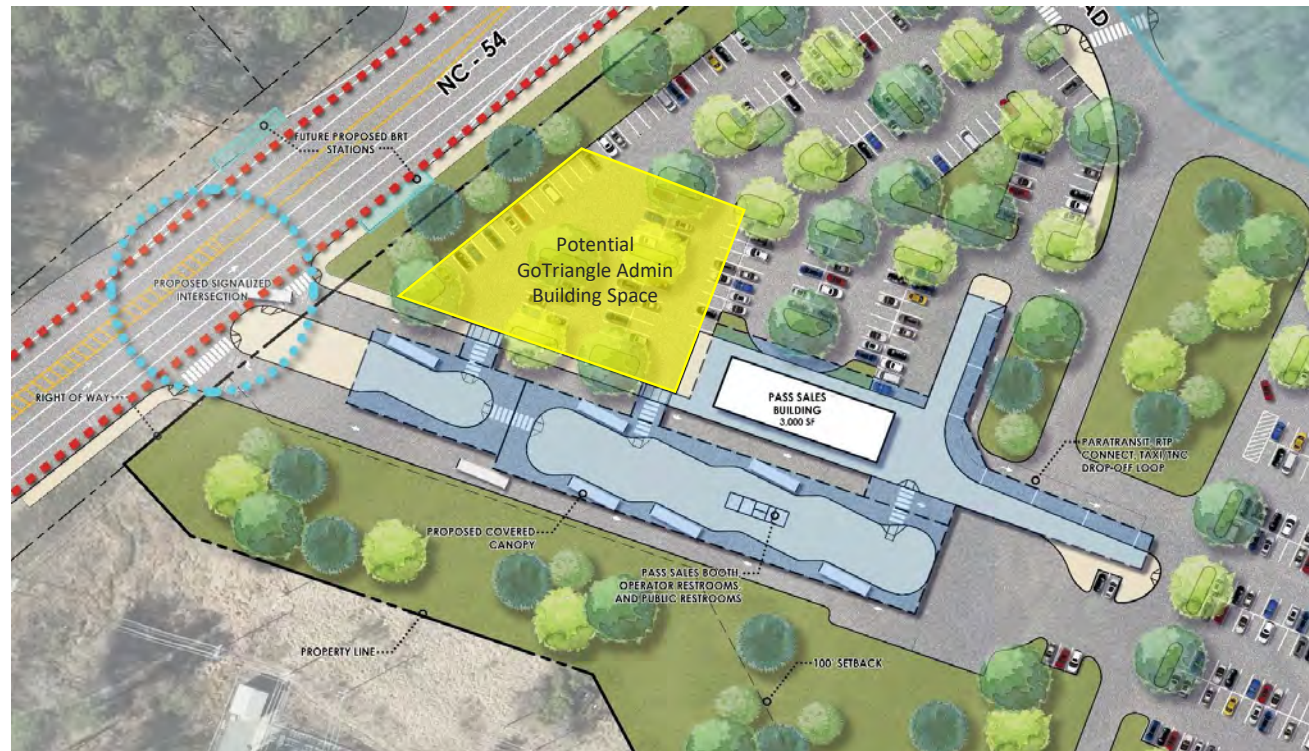


# Implementation Approach



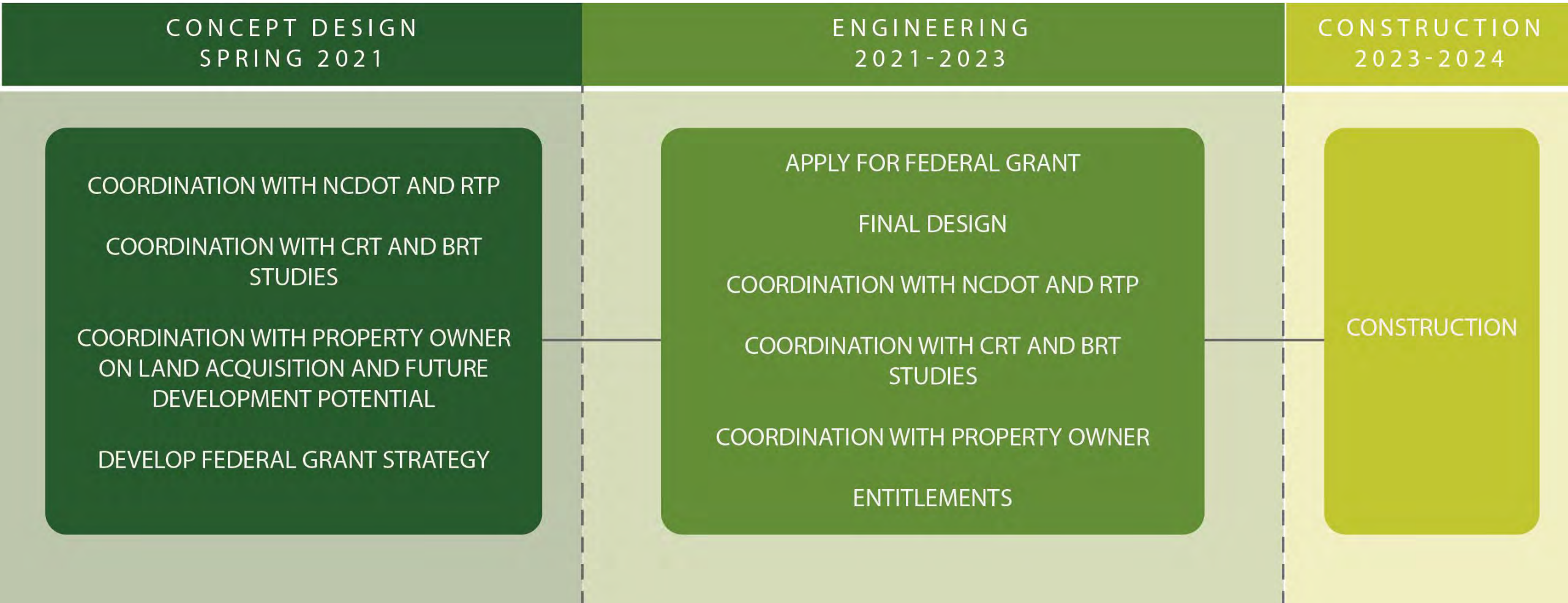
# Implementation Approach

- ▶ Begin design and implementation of transit center
- ▶ Fund design and land acquisition in FY22 County Transit Plan annual workplans
- ▶ Continue to evaluate potential relocation of GoTriangle admin space to the new regional transit center location





# Next Steps



# Requested Board Action

Adopt a relocation strategy:

- ▶ Preferred relocation site
- ▶ Conceptual program
- ▶ Implementation approach



# Regional Transit Center Relocation Study

## Executive Summary



## Study Purpose

GoTriangle has occupied the current Regional Transit Center (RTC) at 4600 Emperor Boulevard in Durham since 2008, with the intention of relocating to a site more easily accessible from major highways, and adjacent to planned investments in bus rapid transit and rail service.

GoTriangle began the RTC Relocation Study in 2019 to evaluate opportunities for relocating the RTC to provide enhanced functionality, connectivity, reliability. In alignment with this purpose, the following goals were set:

► **Safety & Accessibility:**

Improve safety and accessibility for all users and vehicles

► **Access & Connectivity:**

Increase transit access to regional destinations and multi-modal connections

► **Speed & Reliability:**

Provide a better experience for riders and increase operational efficiency

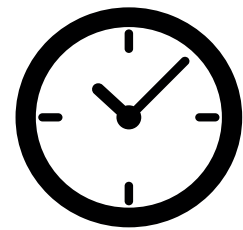
### Safety and Accessibility



### Access & Connectivity



### Speed & Reliability



## Existing Conditions

The existing RTC is served by ten bus routes, with over 1000 riders passing through each day. In addition, there are more than 100 daily park and ride users that use this facility. The GoTriangle headquarters building is also located on-site and is owned by GoTriangle, while the park and ride and RTC facility are on leased property.

The current RTC has operational and access challenges, including delays due to congestion, a shared entrance, exit and circulation paths for buses and cars, and 1.5-mile distance through several signalized intersections to reach I-40, all of which contribute to reliability challenges for passengers and GoTriangle.

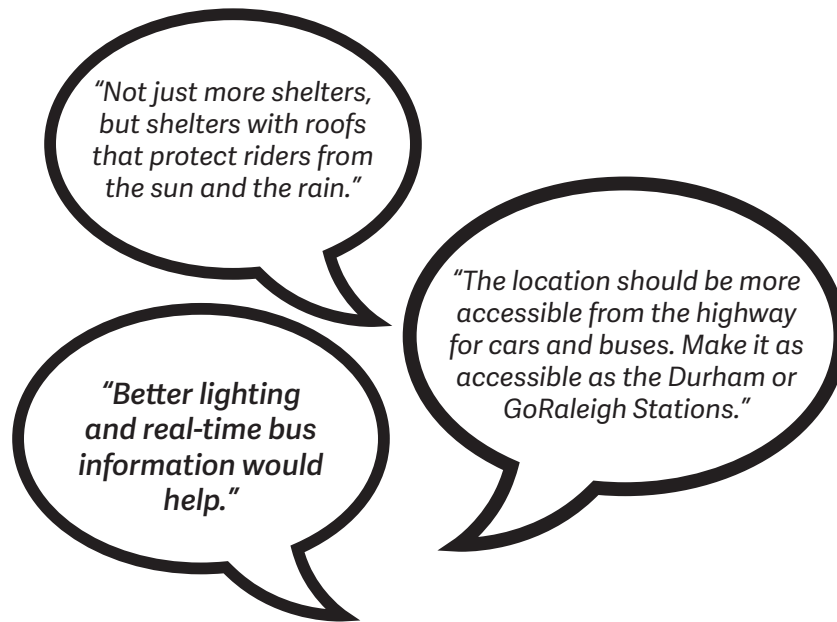
The number and layout of platforms are insufficient to serve the amount of activity at the RTC. The platform space is constrained with minimal separation between passengers and transit vehicles which poses safety challenges and presents an uncomfortable experience for riders. Lastly, the shelters are insufficient to protect riders from the elements and are unable to be expanded due to the proximity of overhead high-voltage transmission lines. All of the operational, access, and safety challenges contribute to the late arrival of buses at the RTC and cause issues for transit riders accessing bus routes. Adequate resolution of all of these existing challenges is not feasible on the current site without a complete reconstruction, but can be addressed through the development of a new facility.



Figure 1 - Existing RTC Location

## Public Outreach

GoTriangle conducted several types of virtual public outreach in the Spring of 2020 as a result of the COVID-19 pandemic. Educational content was shared with the public through PowerPoint, Video, Social Media, and the GoTriangle website. An online survey launched in April 2020 and was open for comment until June 2020. This outreach resulted in over 3,100 responses from 102 participants who shared an additional 60 written comments. Robust in-person and online public engagement will be included in future phases of the project, including effective strategies for ensuring equitable participation learned during the pandemic.



## Rider Experience

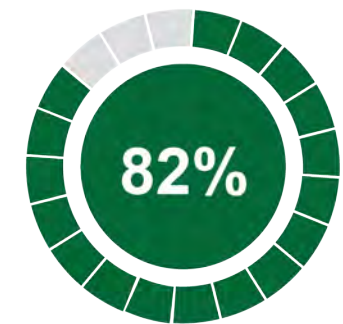
As a result of the virtual public outreach, the following feedback was gathered. This feedback was used to inform the evaluation criteria for site selection.



Missed a connection due to a bus delay

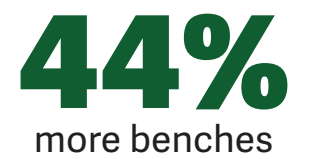
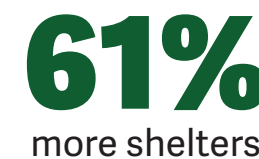


Would like to have shops and services near the RTC



Indicated bus speed is "Important" or "Very Important"

When asked what could improve rider experience at platforms, the survey respondents offered the following insights:



## Site Selection Process

To assess possible locations, a parcel search was conducted resulting in initial list of 113 sites. Using an iterative and criteria-driven search process, including proximity to the highway network lease of access, and size of site, the list was eventually reduced to six potential sites.

### Site Evaluation

A scorecard was developed to evaluate the most likely RTC locations, including a no-build option to remain at the existing RTC location.

The categories included:

- **Mobility** - increase bus speed and reliability
- **Community** - proximity to shops, services, and opportunities for walkable redevelopment
- **Viability** - support for cost effective delivery of the project
- **Accessibility** - promote access to existing nearby jobs
- **Multimodal** - provide connections between planned investments in BRT and rail

The final three sites were the HUB, Park Point, and Triangle Metro Center (TMC), as shown on Page 7. Each of these sites were additionally identified as opportunities for public-private partnership to leverage the transit investment to support transit oriented development. The study team coordinated with NCDOT, RTP, and Durham County Transportation and Planning staff to assess the ability of the final three sites to meet the site evaluation criteria and support the components of the conceptual program.

The scorecard on page 8 shows the results of these criteria applied to the final three sites plus the existing regional transit center.

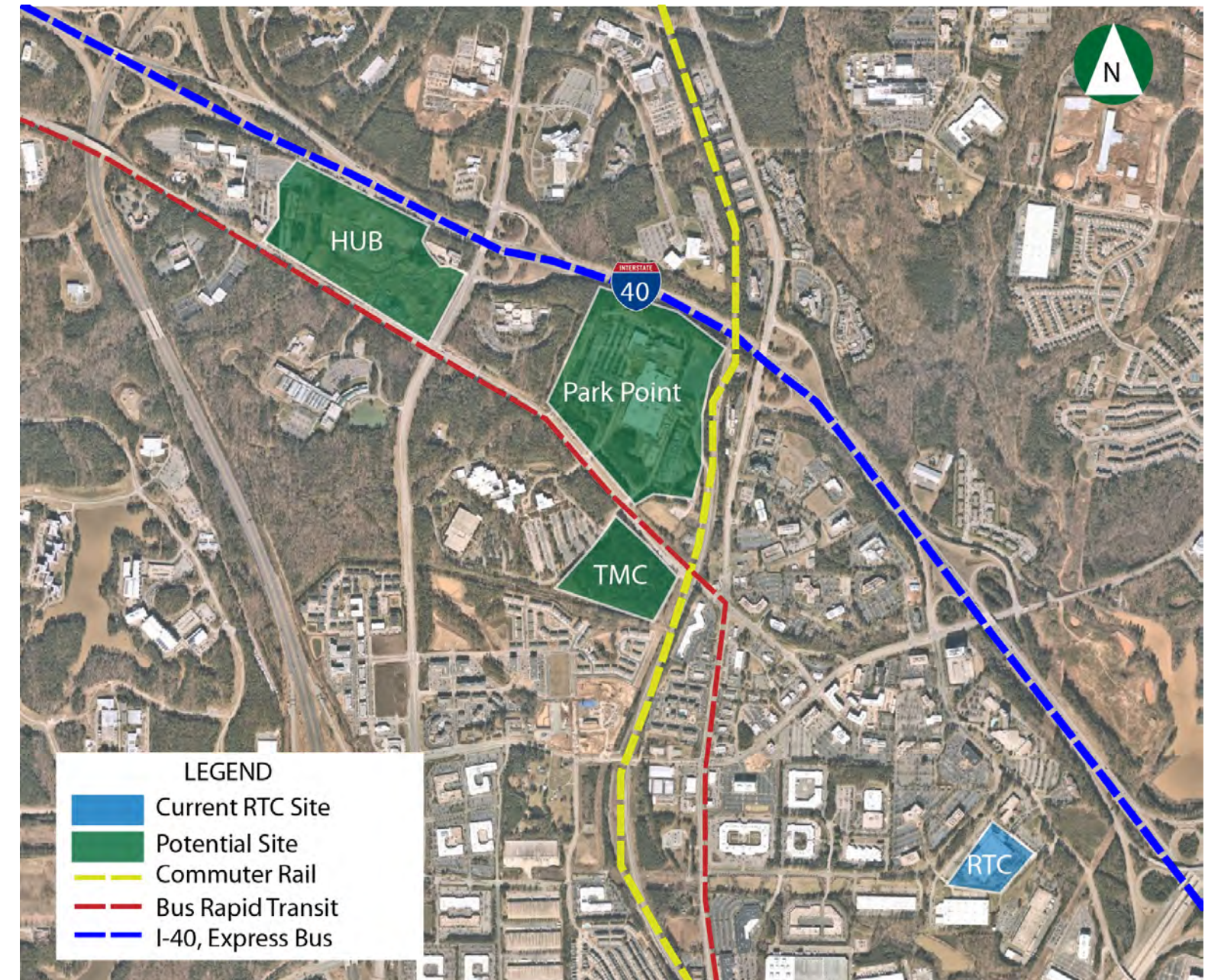
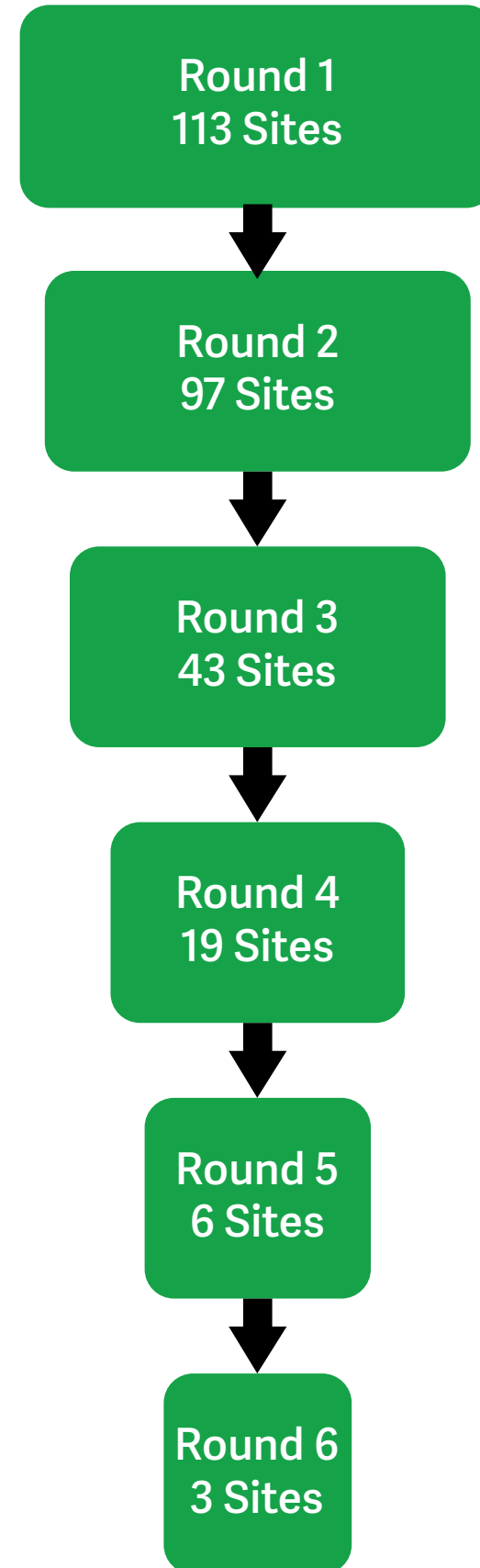


Figure 2 - Final Three Potential Sites

Goal	HUB	Park Point	TMC	Existing
<b>Mobility</b> Increase bus speed and reliability				
<b>Community</b> Locate near shops, services, and opportunities for walkable redevelopment				
<b>Viability</b> Support cost effective delivery of the project				
<b>Accessibility</b> Promote access to existing nearby jobs				
<b>Multimodal</b> Provide connections between planned investments in BRT and rail				
<b>Average</b>	3.64	4.02	3.66	1.88

Figure 3 - Site Evaluation Scorecard Results

## Conceptual Program

The conceptual program includes ten bus boarding bays, with the potential for two additional bays, plus two bays for buses that are out-of-service. On-site amenities include an enclosed building with a waiting area, a drop-off loop for paratransit riders, microtransit (Morrisville's system will also connect here), and taxi area, and a boarding platform with a pass sales booth and comfort station.

The platform will be covered with a canopy and will have several pedestrian crosswalks to the parking area. A future BRT line is planned to run along NC-54 as shown in the concept design. A signalized intersection is proposed for the bus-only entrance to facilitate efficient movements for the buses exiting the RTC. This signalized intersection will also be beneficial in the event that the BRT stops are located in the same vicinity, providing a safe and comfortable crossing of NC-54 between the BRT stops and the RTC.

The cost estimate for the conceptual program ranges from \$25-30 million and will be refined as the conceptual program is finalized and engineering proceeds.



Figure 4 - Site Concept

## Next Steps

A timeline for the next steps is shown here. The project design will kick off in the summer of 2021, with construction beginning in 2023 and continuing through 2024. Throughout concept design, the team will closely collaborate with NCDOT, the county transit plans, local service providers, and Research Triangle Park (RTP) to ensure that any overlapping projects are considered. This includes close coordination with the future commuter rail, bus rapid transit, and Triangle Bikeway projects, as a key feature of the preferred location is connectivity to other modes of transportation to enhance access to destinations in and around Research Triangle Park. To fund the facility, GoTriangle will secure local funding from the county transit plans and seek federal grants.

CONCEPT DESIGN SPRING 2021	ENGINEERING 2021-2023	CONSTRUCTION 2023-2024
<ul style="list-style-type: none"> <li>Coordination with NCDOT, RTP, and the Property Owner on land acquisition and future development potential</li> <li>Coordination with CRT and BRT studies</li> <li>Development of a federal grant strategy</li> </ul>	<ul style="list-style-type: none"> <li>Apply for federal grant funding</li> <li>Complete the final design</li> <li>Ongoing coordination with NCDOT, RTP, and the Property Owner</li> </ul>	<ul style="list-style-type: none"> <li>Construction</li> </ul>



Figure 5 - Site Concept Renderings





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

Contract #	Contractor (or subject if no contractor listed)	Contract Amount	Subject	Comments	GC Executed (S Curran)	Pres/CEO Executed (C Lattuca)
21-023	NCDOT	\$0	Encroachment Agreement	Right of Way Encroachment Agreement – Orange County Site 706.	03/02/2021	03/02/2021
21-024	NCDOT	\$0	Encroachment Agreement	Right of Way Encroachment Agreement – Orange County Sites 701, 702, 703, 704, 705, 706.	03/03/2021	03/03/2021
21-026	Triangle J Council of Governments	\$0	Grant Cover Letters	Grant Agreement with the Triangle J Council of Governments for the TDM, GoPerks and Local Service Provider for the Wake County Hot Spot.	03/09/2021	03/11/2021
20-073	Perkins + Will	\$259,221	Durham Station Improvements Project	Durham Station Improvements Project. This compensation shall not exceed \$259,221 in addition to \$39,239 LNTP. The term is from the effective date for 12 months.	03/15/2021	03/15/2021
21-028	Town of Apex	\$0	Exempt Site Plan Application	Exempt Site Plan application with the Town of Apex.	03/16/2021	03/16/2021
20-048	Town of Cary	\$0	Amendment One to General Operating Agreement for Transit Plan Administration	Adding project TO002-AR for FY21.	03/17/2021	03/19/2021
20-104	Whitley Contracting, Inc.	\$387,341.50	Go Durham Bus Stop Improvements	Bus Stop Improvements (Construction Group B). The term shall be for a maximum of one hundred and twenty (120) calendar days from the issuance of the NTP.	03/22/2021	03/23/2021
20-096	Town of Rolesville Express	\$0	Wake Transit Local Area Roles & Responsibilities Agreement	Operation, funding and maintenance of public bus service for the Town of Rolesville Express ("Route 401X") with the respective responsibilities and duties of the Parties as listed in this Agreement. The term shall be from the Effective Date until 06/30/2025 (5-year term).	03/22/2021	03/23/2021
21-016	CAMPO	\$0	Capital Planning Special Capital Funding Agreement	General Capital Funding Agreement for Capital Planning with CAMPO. The budget is outlined in Exhibit A. The term shall be from the Effective Date until 09/30/2023.	03/26/2021	03/26/2021
15-014	Piedmont Authority for Regional Transportation / City of Mebane	\$0	Interlocal Agreement Extension Amendment	Extension of Interlocal Agreement with Piedmont Authority for Regional Transportation and the City of Mebane for Bus Services.	03/28/2021	03/31/2021
19-107	TELICS	\$8,830	Task Order No. 07 Appraisal Services	On-call Real Estate Services contract with Telecommunication & Industrial Consulting Corporation (TELICS). The term shall not exceed 30 days from its inception.	03/28/2021	03/31/2021

## HR Board Report – April 2021

### NEW HIRES

LeAndrea McBryde – Customer Information Associate I

Ky’Waun Warner – Customer Information Associate I

Omar Elmaghradi – IT Intern

LaRonda Eury – Bus Operator I

Kenneth Terrell – Bus Operator I

Sharon Williams – Building Custodian

### PROMOTIONS

Kerisha Pettiford – Transit Amenities Specialist

### SERVICE AWARDS

None

### RECRUITING

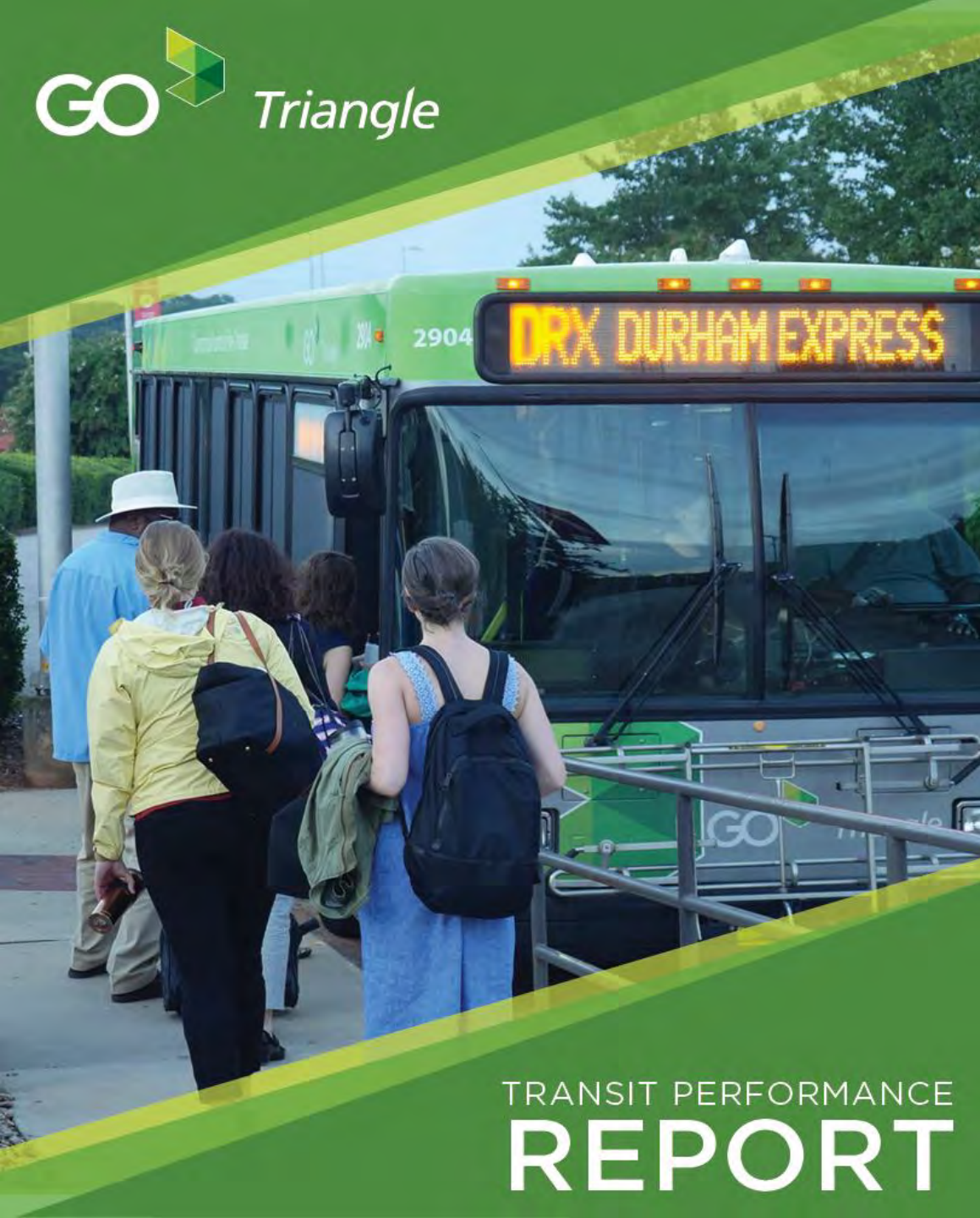
Bus Operator I

Electronics Technician II – Transit Vehicle

Paratransit Operator I

Service Attendant

Wake Transit Communications Coordinator



March 2021

TRANSIT PERFORMANCE  
**REPORT**



## Fixed Route

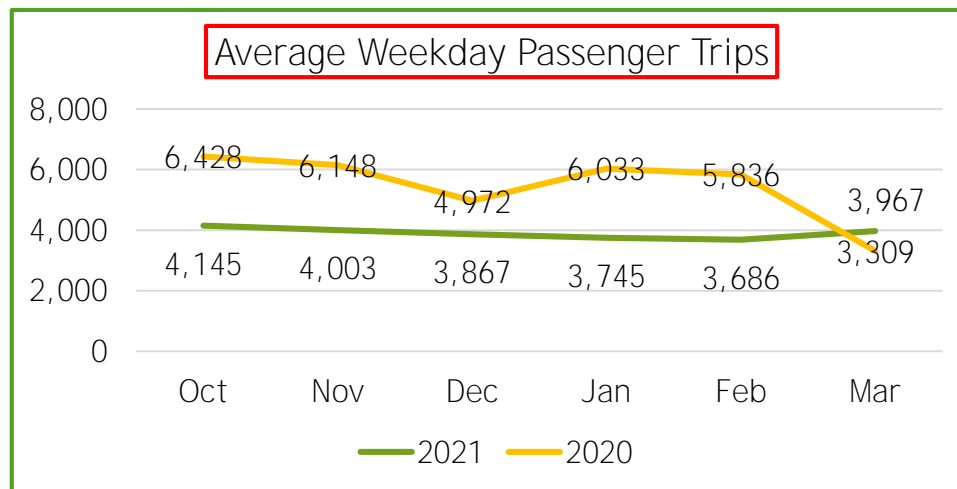
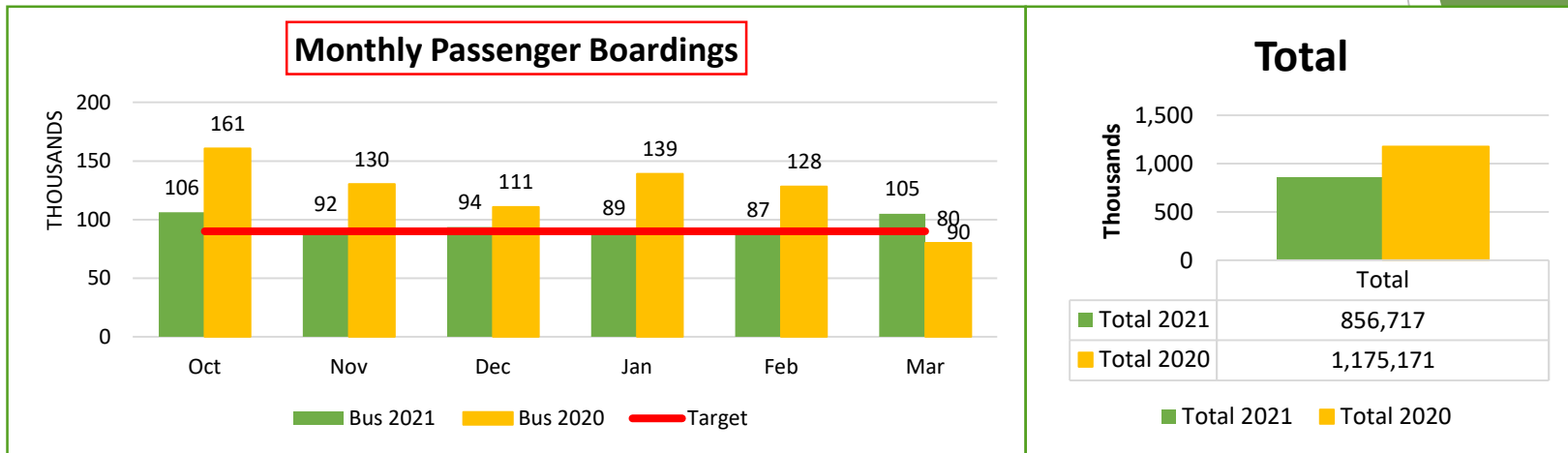
Consists of vehicles operating along a defined route on a consistent schedule

# Fixed Route Year-to-Year Summary

	YTD 2021	YTD 2020	Mar 2021	Mar 2020
Passenger Boardings	856,717	1,175,171	105,043	80,032
Passengers/Revenue Hour	8.6	10.8	8.8	6.8
On-Time Performance	92.3%	87.1%	92.4%	92.4%
Total Mechanical Failures	46	55	2	7
Mean Distance Between Failures	51,905	45,691	136,692	38,410
Bus Total Miles	2,387,645	2,513,004	273,383	268,867
Collisions per 100,000 Revenue Miles	0.8	1.1	0.9	0.9
Verified Complaints per 100,000 Passengers	1.5	4.9	0.0	3.7

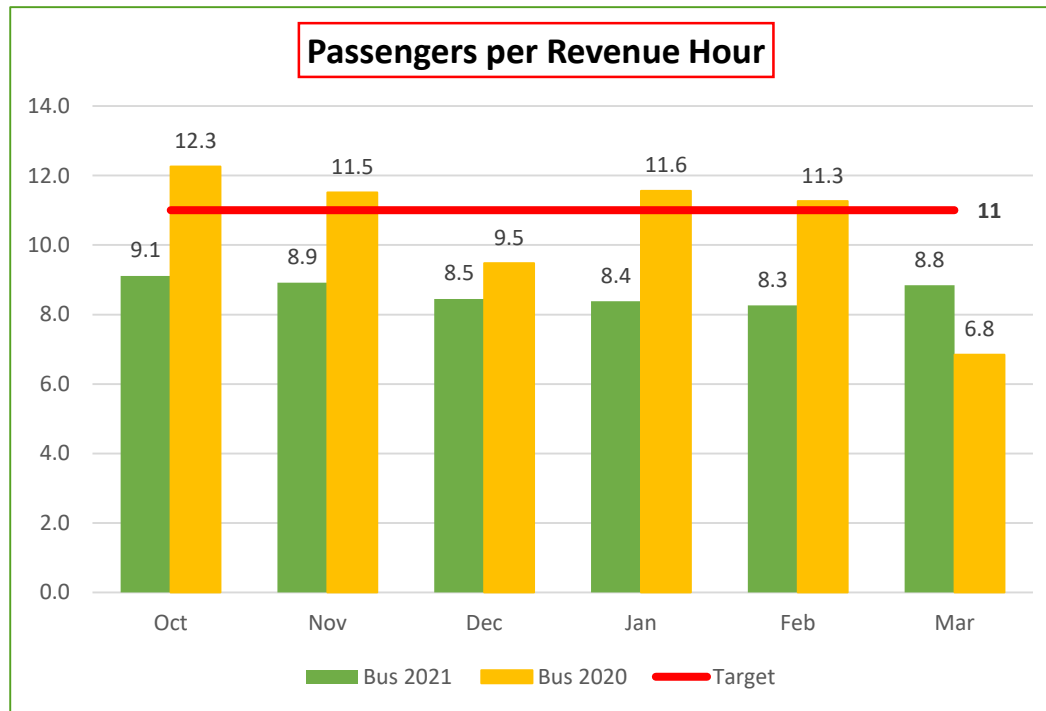
# Passenger Boardings

- ▶ Defined as the number of times passengers board public transportation vehicles
- ▶ All years shown are fiscal years



# Passengers per Revenue Hour

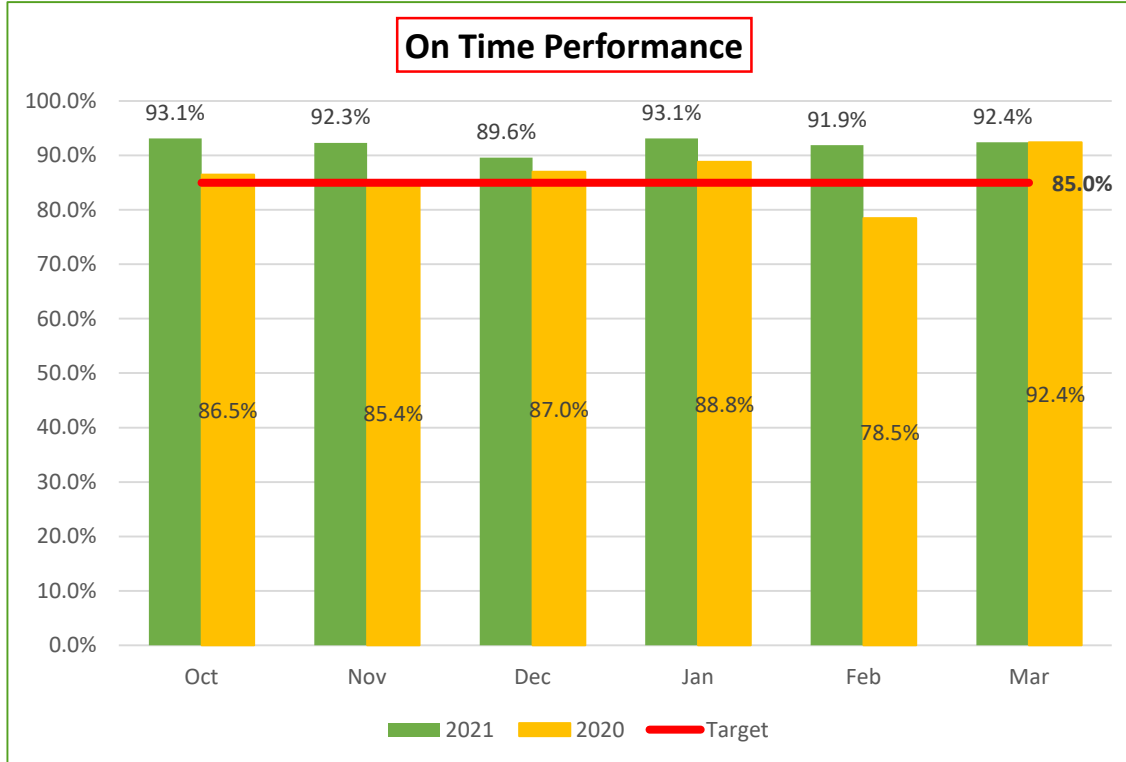
Measures total fixed route bus ridership, divided by total fixed route bus revenue service hours





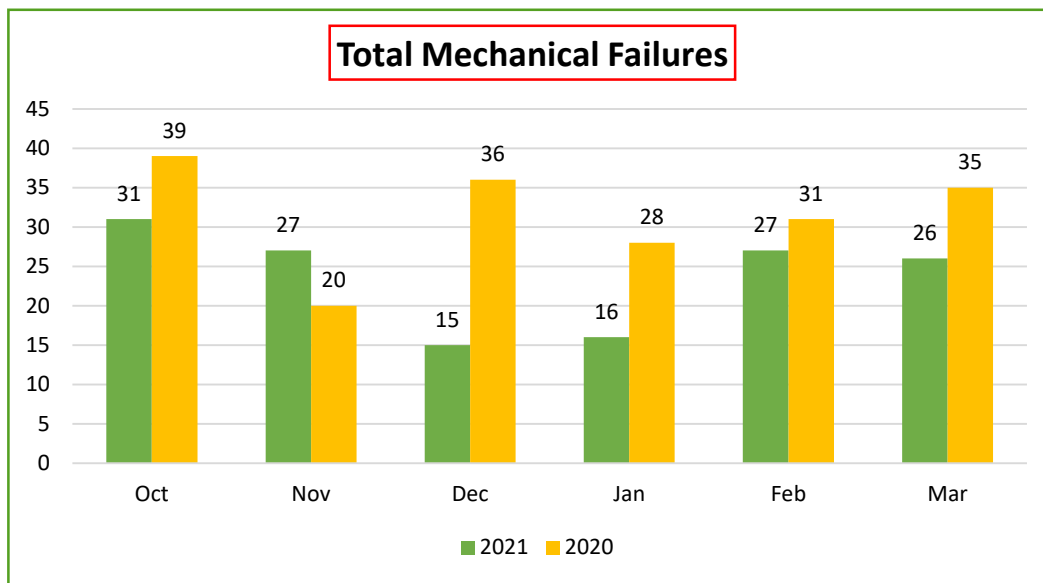
# On-Time Performance

Measures on-time performance of fixed route bus service. On-time is defined as bus arrival at the stop between one minute early and five minutes late.



# Mechanical Failures

Measures the total number of mechanical failures, major and other, of the bus fleet.

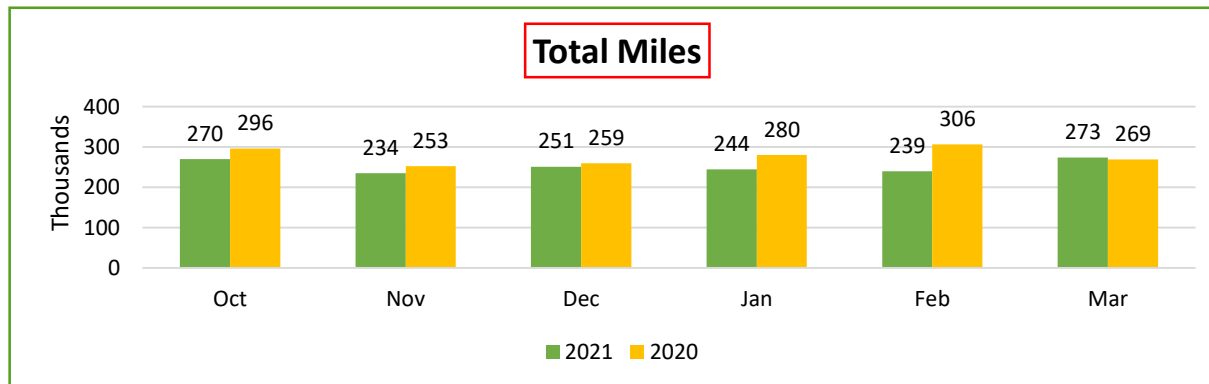
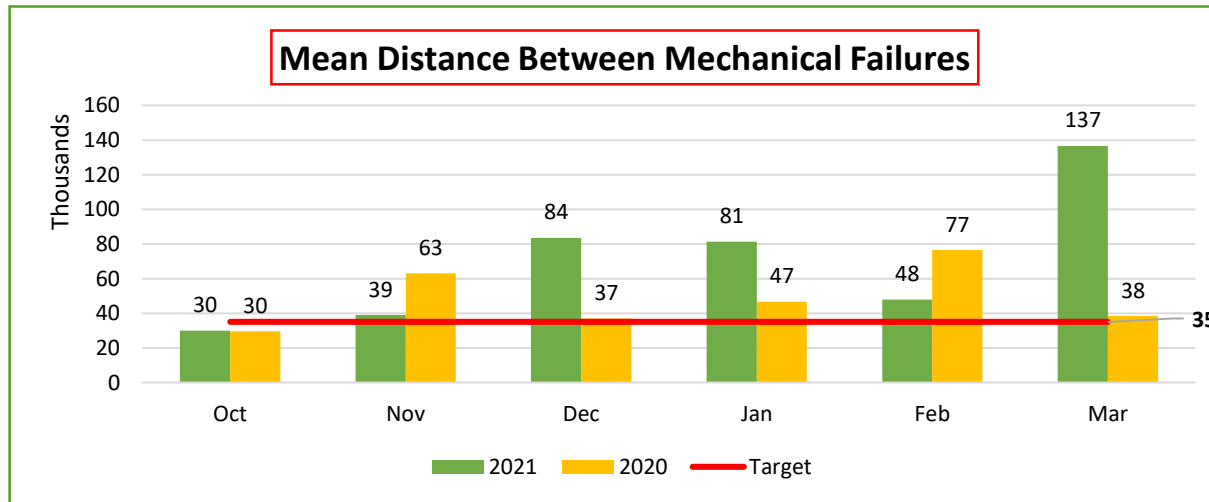


FY 2021						
	Oct	Nov	Dec	Jan	Feb	Mar
Major	9	6	3	3	5	2
Other	22	21	12	13	22	24
Total	31	27	15	16	27	26

FY 2020						
	Oct	Nov	Dec	Jan	Feb	Mar
Major	10	4	7	6	4	7
Other	29	16	29	22	27	28
Total	39	20	36	28	31	35

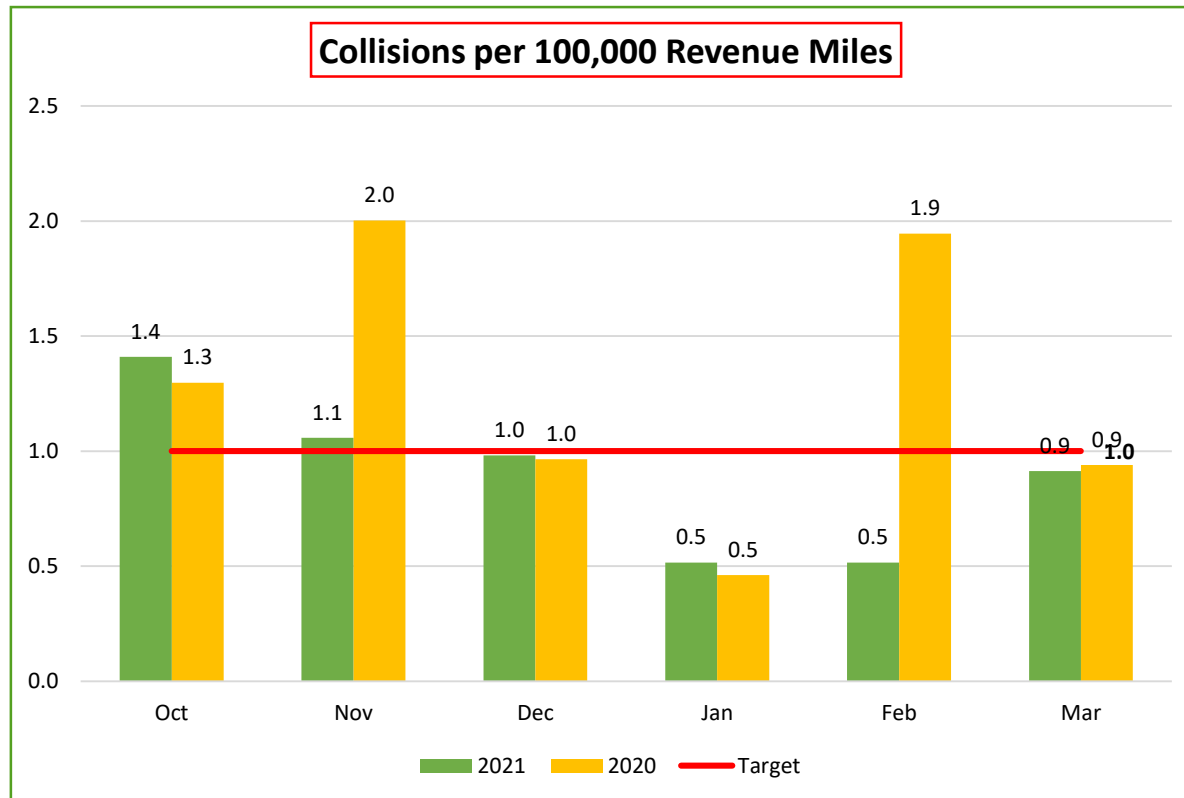
# Mean Distance Between Failures

Measures the miles between major mechanical failures on the fixed route fleet (Note: Higher Bus Mean Distance Between Failures is better.)



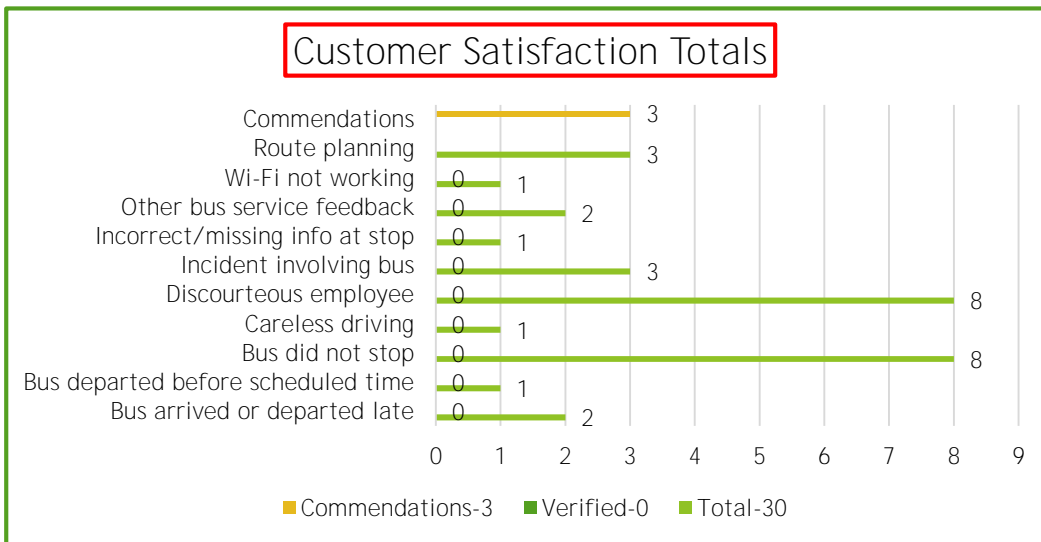
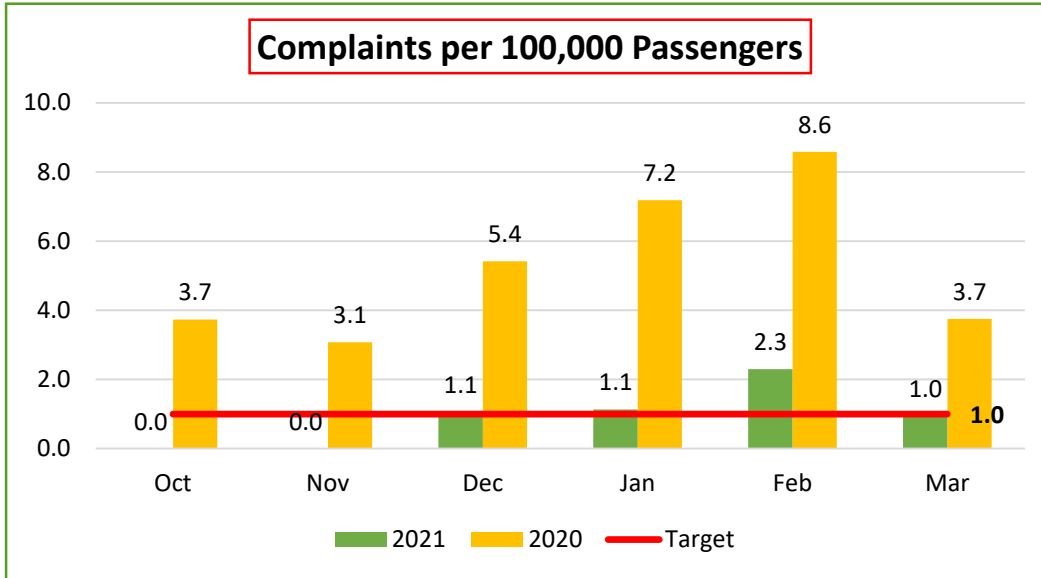
# Collisions per 100,000 Revenue Miles

Measures the number of preventable collisions involving bus service per 100,000 miles.



# Customer Satisfaction

Measures verified customer complaints about bus service per 100,000 bus passenger boardings.





## Paratransit

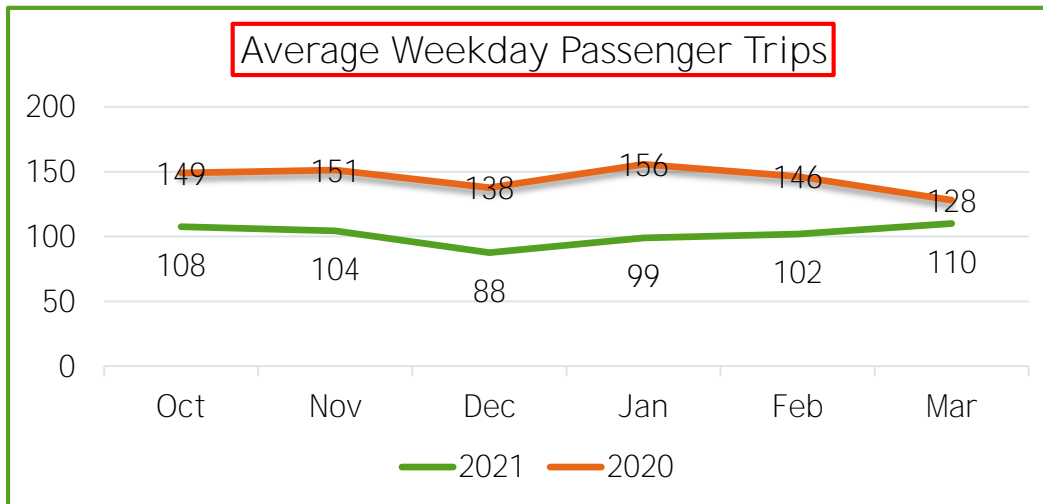
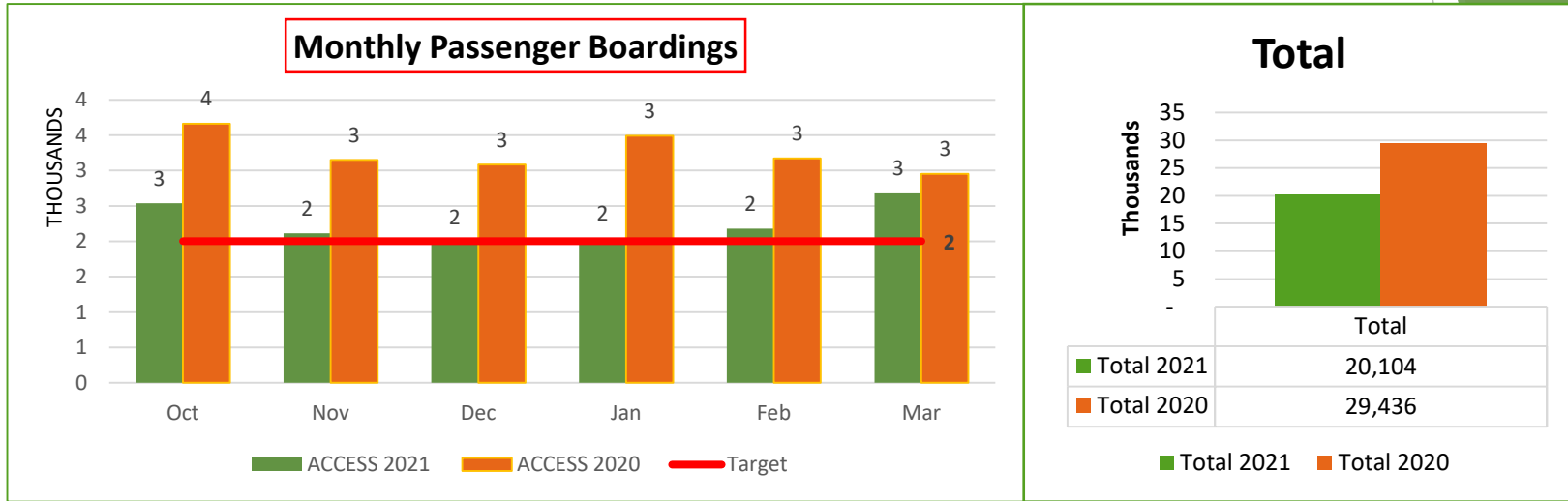
ADA service where passengers request trips and vehicles respond to the request.

# Paratransit Year-to-Year Summary

	Mar 2021	Mar 2020	YTD 2021	YTD 2020
Passenger Boardings	2,677	2,952	20,104	29,436
Passengers/Revenue Hour	2.09	2.24	2.16	1.85
On-Time Performance	90.1%	92.4%	93.3%	85.0%
Total Mechanical Failures	0	1	0	3
Mean Distance Between Failures	No failures	No failures	No failures	1,122,069
ACCESS Total Miles	44,877	42,358	395,595	489,157
Collisions per 10,000 Revenue Miles	0.3	0.0	0.1	0.0
Verified Complaints per 10,000 Passengers	0.0	1.9	0.1	5.4

# Passenger Boardings

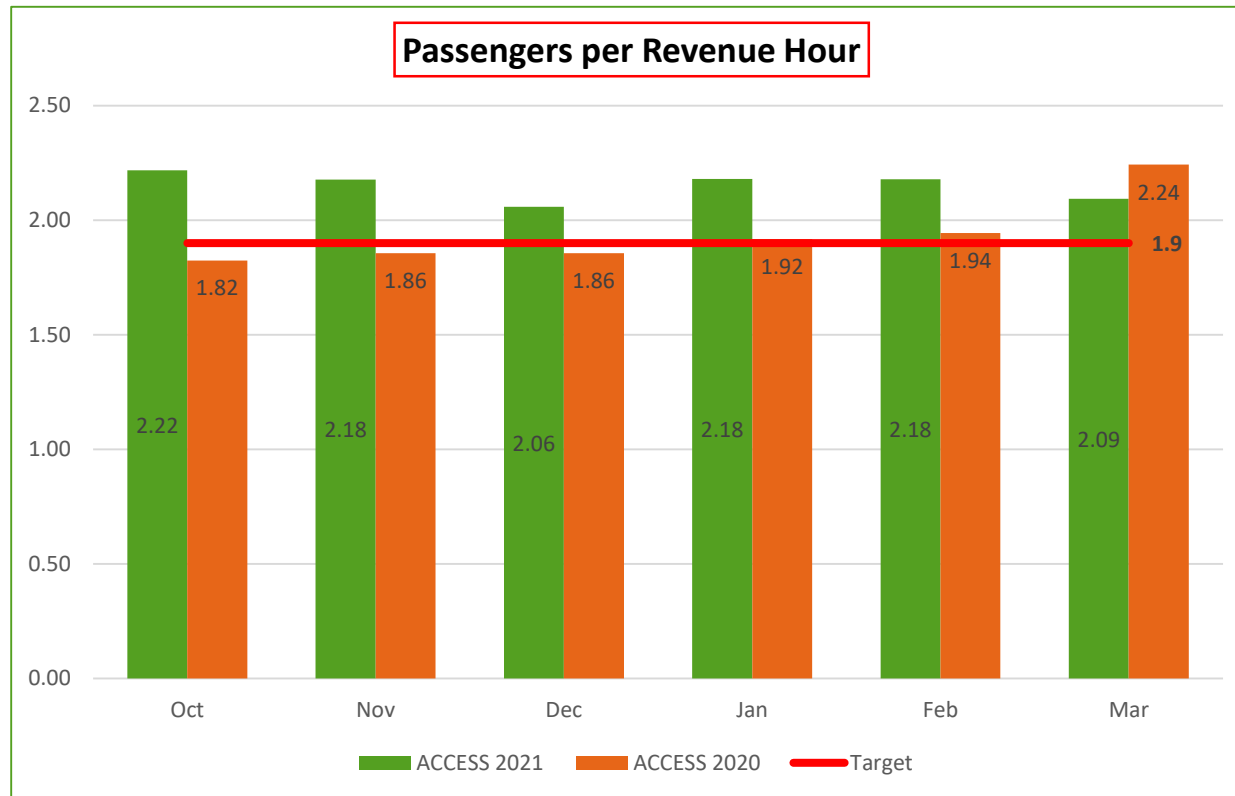
Defined as the number of times passengers board public transportation vehicles





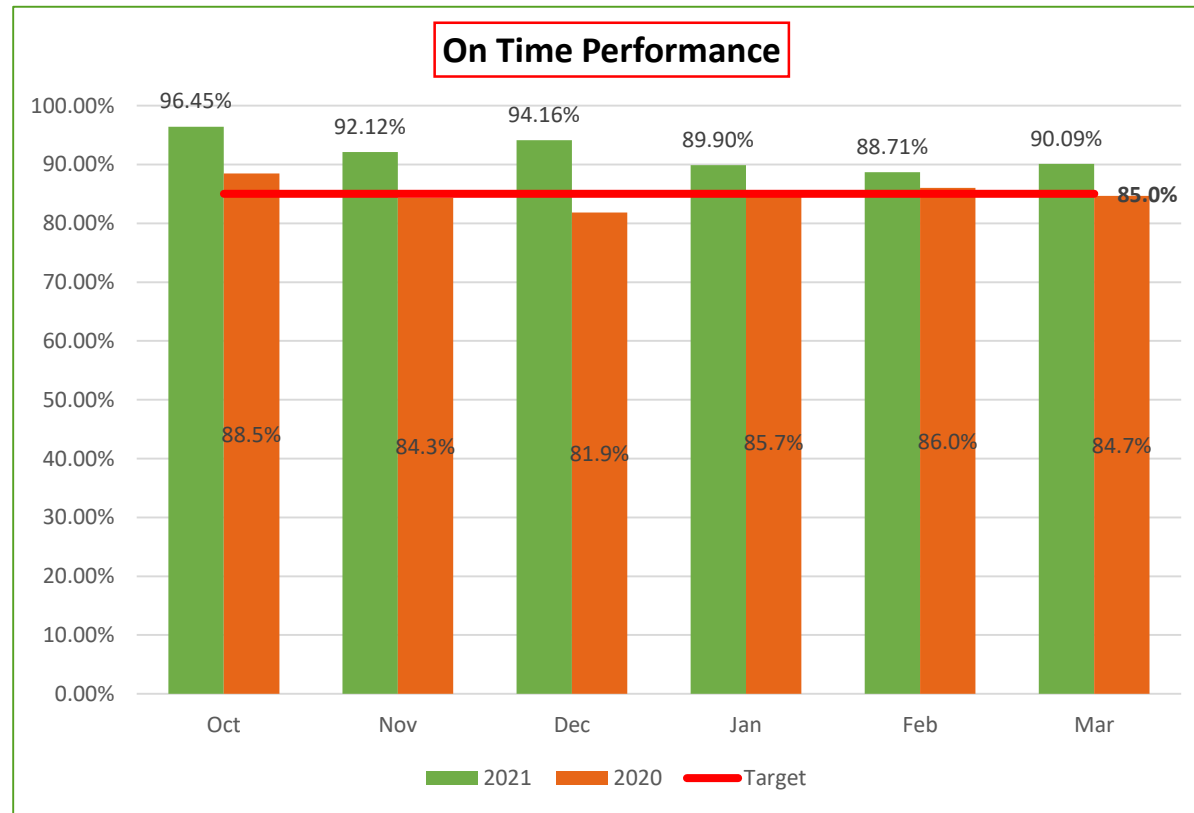
# Passengers per Revenue Hour

Measures total ridership, divided by total service hours.



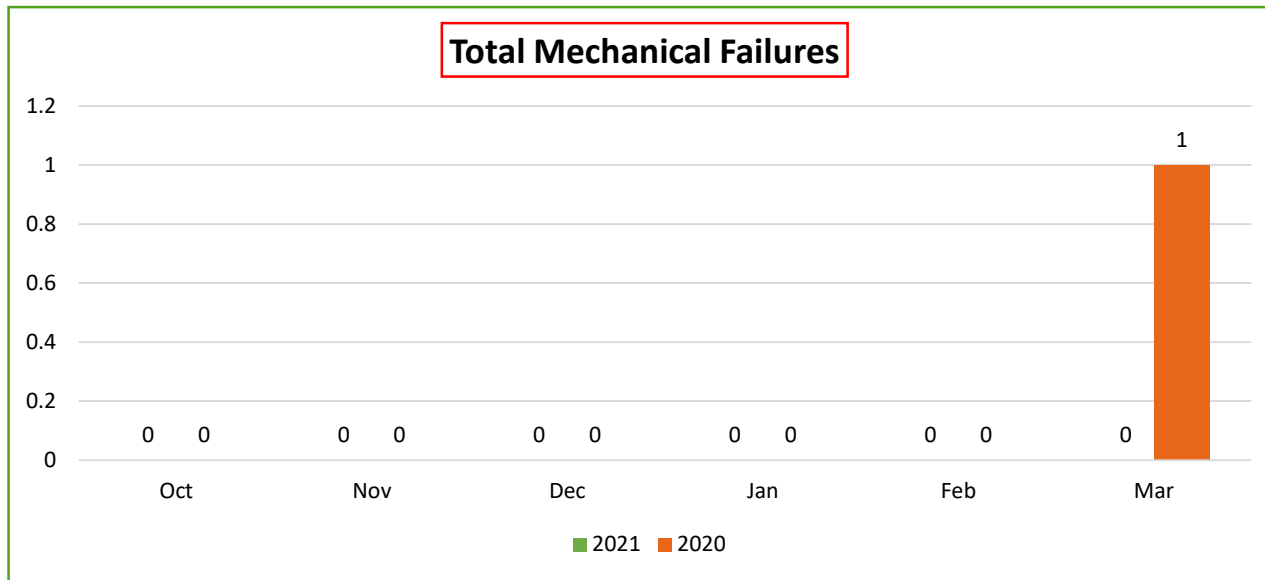
# On-Time Performance

Define as being picked up within 30 minutes of requested pickup time.



# Mechanical Failures

Measures the total number of mechanical failures, major and other, of the paratransit fleet.

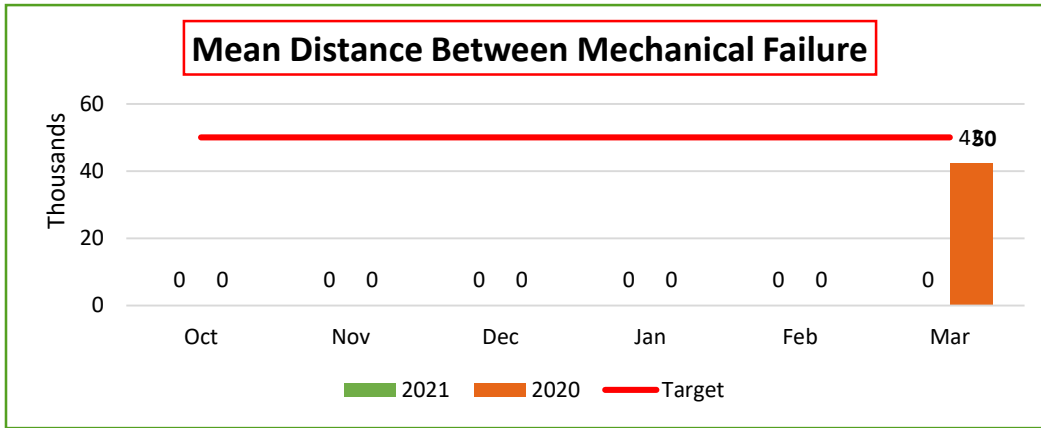


FY 2021						
	Oct	Nov	Dec	Jan	Feb	Mar
Major	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total	0	0	0	0	0	0

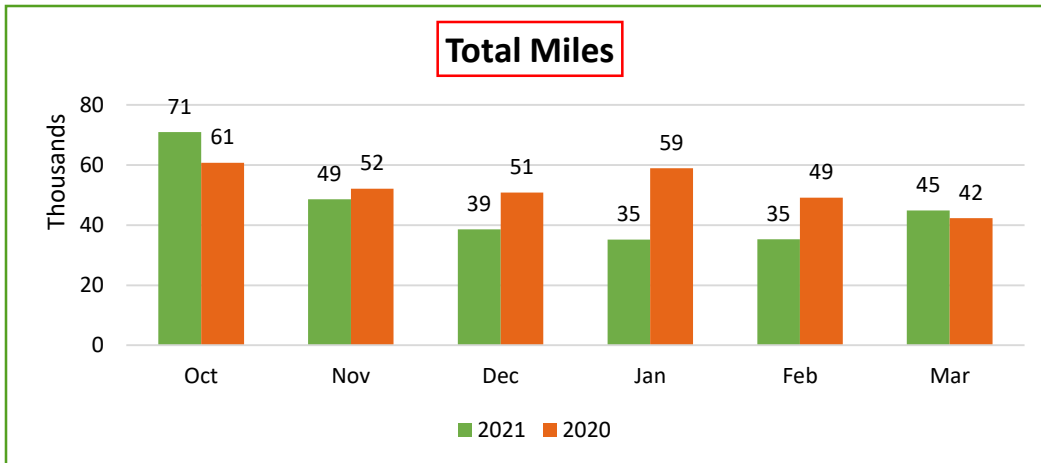
FY 2020						
	Oct	Nov	Dec	Jan	Feb	Mar
Major	0	0	0	0	0	1
Other	0	0	0	0	0	0
Total	0	0	0	0	0	1

# Mean Distance Between Failures

Measures the miles between major mechanical failures on the Paratransit fleet. (Note: Higher Mean Distance Between Failures is better.)

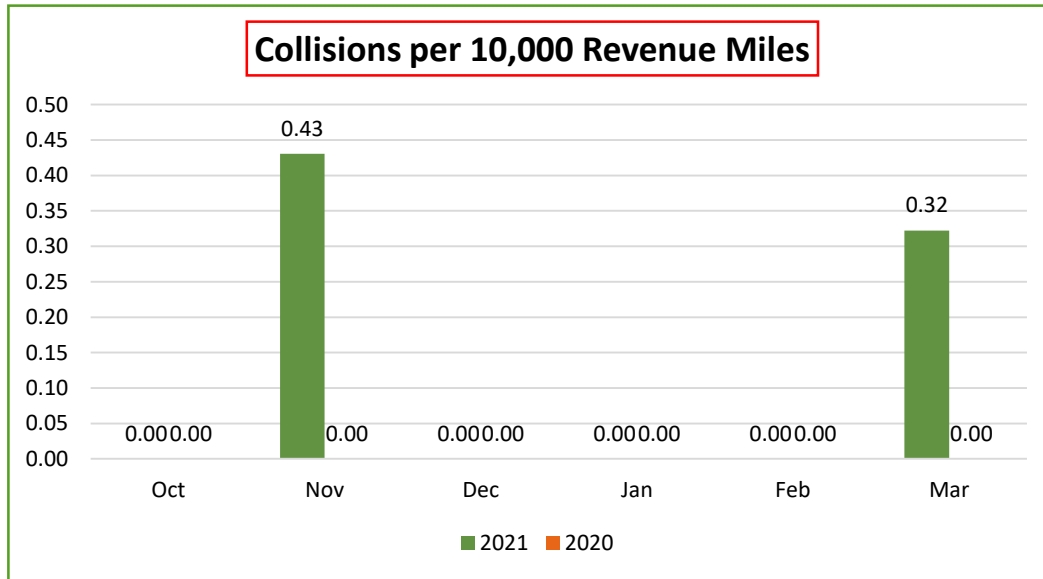


(0 indicates no mechanical failures for the month. There were no failures for February.)



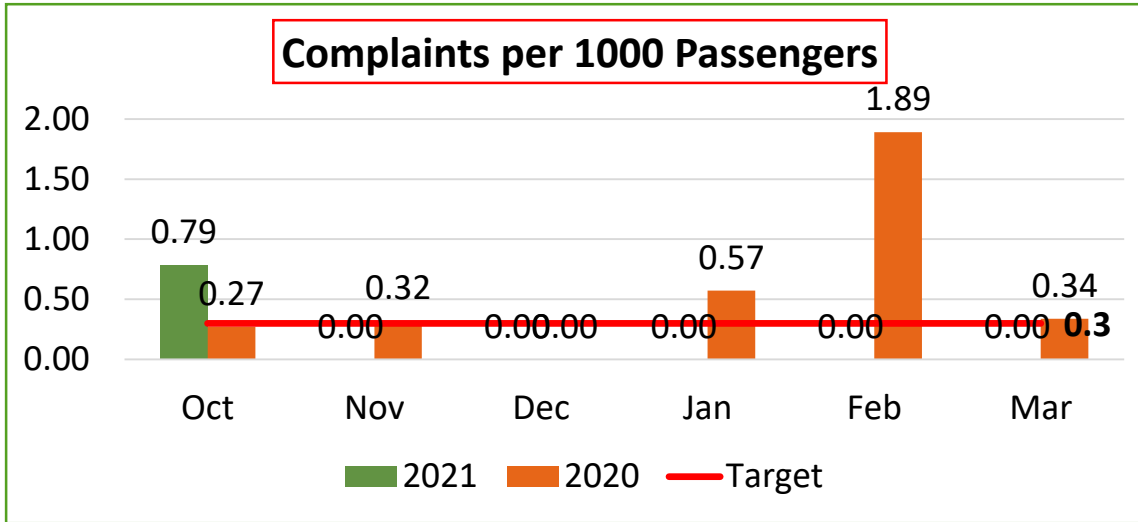
# Collisions per 10,000 Revenue Miles

Measures the number of preventable collisions involving paratransit service per 10,000 miles.



# Customer Satisfaction

Measures verified customer complaints about paratransit service per 1,000 passenger boardings.



## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Planning and Capital Development  
**DATE:** April 14, 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(s)

- 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 substantially complete. The new Glenview Station bus stop went into service on September 7, and a ribbon-cutting ceremony took place on September 8.

Upcoming Activities – Punch list items at Glenn View Station bus stop, including landscaping and street pavement painting [are now complete](#). And, the final bus stop is scheduled for [construction as part of the next group of 17 bus stops to be completed in the coming months with a notice to proceed of April 14, 2021](#).

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

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

Status – The City of Durham has approved construction drawings for 35 stops, with an additional 14 stops under review. Construction of the first group of 16 bus stop improvements is [substantially complete](#). [GoTriangle issued a Notice to Proceed for the next group](#) of 17 GoDurham bus stop improvements [on April 14, 2021](#); and GoTriangle has begun real estate acquisition activities for [19 additional](#) stops.

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](#).

### 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 – Owner reviewed and provided feedback on the pocket park concept plan. Construction drawings are in review with the City for approval.

Upcoming Activities – Pending construction drawing approval, GoTriangle will schedule necessary right-of-way acquisition activities.

#### **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 – 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 performing appraisals on the properties as a step in a resolution of related issues](#). 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.





Upcoming Activities – Plan approval is expected within 60 days following resolution of the real estate issue. Orange County will schedule a Neighborhood Information Meeting when final plans are available, to inform neighbors of the upcoming construction project.

Schedule Risks – As noted above, a need for additional real estate agreements was identified during site plan review. Coordination with Orange County and NCDOT staff 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 is complete and have been turned over to Orange County for [construction, Orange County forecasts construction to start by the end of FY21](#). 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 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 – A task order for design of 23 stops was issued in early May 2020, and design is nearly complete. [Eight stops remain in design and plan review with NCSU, Town of Cary, the City of Raleigh and the Town of Apex. Four of the stops require right of way and two of these stops are in review with NCR.](#)

Upcoming Activities – [Bids were received](#) to construct an initial group of 12 or more bus stop improvements that do not require Right-of-Way acquisition. [A Notice to Proceed to construct this group of 12 is scheduled for issuance in early May 2021.](#)

#### **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. Coordination with the Durham VA Medical Center and Duke University regarding stops on Erwin Road and on campus [is ongoing](#). [Design is nearly complete and is scheduled to be submitted to the City of Durham for review in April 2021.](#)

Upcoming Activities – GoTriangle will continue to coordinate with RTP stops at HUB RTP, and will initiate design of additional stops in the coming months. Coordination will continue with Duke, Duke Health, and the Durham VA.

#### **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 as well as developing an agreed upon scope for the remaining design work. GoTriangle has completed an RFQ process to select a preferred design review consultant to assist in project delivery. The NEPA/Section 106 process is anticipated to reach conclusion in the coming quarter. The developer agreements are progressing and are anticipated to be completed later this calendar year.](#) Coordination with FTA, City of Raleigh, SHPO, NCDOT and other stakeholders is ongoing to confirm third-party requirements affecting the project definition. Monthly federal oversight meetings are continuing with the PMOC assigned to the project.



Upcoming Activities – Completion of the developer agreements, [Interim Design Phase \(beginning of Design Development phases\)](#), [onboarding of design review consultant](#), coordination activities, management meetings, and agreement negotiations will continue on the project. [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 Joint Development Agreement is 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, JDA project structure and negotiations, final rezoning commitments, 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 – NCDOT has completed sign designs, cost estimates, and plans. [NCDOT confirmed in April that the agreement on an approach for project completion is still under review. As an element of the proposed agreement, NCDOT will commit to have the signs made if GoTriangle will commit to provide funds in advance for that task. NCDOT will also work to expedite the sign fabrication; and proposes to install the signage, with reimbursement from GoTriangle. The formal agreement with NCDOT is anticipated to be complete by May 2021.](#)

Upcoming Activities – [NCDOT staff are working with GoTriangle to finalize approval of agreement details for procurement of sign fabrication and responsibility for contracting services to install the signs. Upon execution of the agreement, a schedule for fabrication and installation of the signage will be confirmed.](#)

#### **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 – [The core review team continues to meet and coordinate efforts with other initiatives and projects in the City that are being developed adjacent to Durham Station. Initial phases of data collection and validation as well as programming for the improvements are complete, and the consultant is working with GoTriangle/GoDurham marketing staff to reach out with updates on the project to ridership. The consultant team is confirming approval of the conceptual design phase of work and is moving into developing the final schematic packages for this effort.](#)

Upcoming Activities – [Marketing/community outreach to provide an update on the project status. Moving into the final phase of work for this effort to develop a Schematic Design package for the improvements. Continuing coordination of the design efforts, and provide conceptual level cost estimates for the work.](#)



## 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 – GoTriangle signed a lease agreement with the Town of Wake Forest to lease the SunTrust lot until June 30, 2021. A bus stop has been added at this location. [Design of the Bent Tree Plaza Park and Ride is scheduled to begin in May 2021. Scoping of improvements to Apex park and rides in coordination with the Town is underway.](#)

Schedule Risks – Ongoing coordination with GoRaleigh and Wake County to identify a new location off US 1 halted because of COVID 19.

### **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 – Initial public engagement, including a web and social media presence and a survey was completed in June as a part of GoTriangle’s virtual engagement initiative. Identification of site operational requirements is complete. The consulting team has identified and screened initial alternative sites that meet those criteria and prepared preliminary evaluation criteria for each of those sites in coordination with GoTriangle. Four virtual workshops with stakeholder groups have been conducted to date. The site selection evaluation is complete, yielding two final alternative partnership-based relocation sites and stakeholder engagement is ongoing. A third site will be carried forward for continued consideration resulting from stakeholder engagement. Site visits and virtual design coordination workshops were completed with property owners in December. Due diligence and further evaluation of the three final sites as well as development of a conceptual program “test-fit” site layouts were prepared in January. Refinements to the conceptual program and stakeholder coordination are ongoing in February. In January 2021, the GoTriangle Planning and Legislative Committee reviewed preliminary study results and recommended a relocation strategy which will be forwarded to the Board at its April, 2021 meeting.

Upcoming Activities – Remaining tasks include recommendation of a relocation strategy, consisting of a final preferred site, conceptual layout, and implementation approach, to the GoTriangle Board in April. Once this study is complete, and a relocation strategy adopted by the GoTriangle Board, additional planning, design, and land acquisition efforts may proceed. [Additional tasks identified to be incorporated into the feasibility study scope include support of grant applications and preparation for environmental review.](#)

Schedule Risks – The primary risk to continued progress is potential postponement of community/rider and stakeholder engagement related to COVID-19.



**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 – Initial public engagement, including a web and social media presence and a survey was completed in June as a part of GoTriangle’s virtual engagement initiative. Search criteria for new park and rides in Northern Wake and West Raleigh, identified in the Wake Bus Plan, have been finalized. The consulting team has identified and screened initial alternative sites for the two new park and rides that meet those criteria and prepared preliminary evaluation criteria for each of those sites in coordination with GoTriangle. 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 – Remaining tasks for a new park and ride lot in Northern Wake, selection of a preferred site, and development of a conceptual design for the preferred site. The need for additional coordination with Wake County and NCDOT regarding land use regulation and site access prior to selecting a preferred site has been identified. Projected budget at completion of this study is less than originally budgeted; remaining funds will be used to conduct feasibility, site selection, and conceptual design for two additional park and ride lots included in the Wake Transit Plan – Gorman Street and Wake Forest.

Schedule Risks – The primary risk to continued progress is potential postponement of community/rider engagement related to COVID-19.



## 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 – [The consultant continues to develop and resolve project related issues, including confirming furniture and information technology scope, and is working with GoTriangle to complete construction documentation and prepare for permitting and contractor procurement.](#)

Upcoming Activities – [The project schedule and budget are being updated with the consultant team. GoTriangle and the consultant will finalize construction documentation and obtain construction permits and site plan approvals. In early calendar 2021, GoTriangle will prepare for procurement of a contractor to perform the construction. Grant funding reporting is ongoing for the project.](#)

### 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 – At its November meeting, the GoTriangle Board of Trustees authorized GoTriangle to enter into negotiations with the selected consultant. GoTriangle staff has finalized the scope, schedule, and cost and [a notice to proceed was issued on April 5.](#)

Upcoming Activities – Kickoff activities are scheduled for [April 20.](#) [Staff and consultant will finalize the detailed schedule, develop a stakeholder engagement plan, and initiate data collection and an existing conditions assessments in the coming month.](#)



## 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 2021. Study activities across a range of tasks were initiated in June and were ongoing through the summer. Priority activities in this phase of work are as follows:

- Railroad Coordination – GoTriangle and NCRR resolved initial discussions regarding liability, indemnification, and insurance. NCRR has requested that Norfolk Southern complete capacity modeling no later than December 1, 2021. [GoTriangle is working with NCRR, NCDOT, and Norfolk Southern to bring the capacity modeling agreement to the GoTriangle board for approval this month.](#)
- Engagement with “resource partners” including local governments, institutions, and other regional partners – GoTriangle is continuing meetings with municipalities individually and as a group with institutional partners on a monthly basis as needed.
- Community Engagement – GoTriangle completed interviews with focus groups composed of a variety of community members, organizations and businesses as a follow-up on to the first phase of engagement, and is planning for a second phase of engagement in late spring 2021.
- Schedule Management – The initial baseline schedule is complete; GoTriangle and the consultant are meeting monthly to formally assess progress and manage interfaces between dependent tasks.

Schedule Risks – To date, it appears that 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. Without mitigation, continued delay in initiating 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 downtown Durham and downtown Cary, and quantification of necessary levels of contingency required to address FTA risk management guidelines. These are key priorities with the next steps defined in the MOU.

