



2025-2028 STRATEGIC PLAN
**A Blueprint to Build Trust,
Increase Collaboration,
and Connect the Region**





2025-2028 STRATEGIC PLAN

A Blueprint to Build Trust, Increase Collaboration, and Connect the Region

Dear Community Members, Regional Partners, and Employees

We are excited to introduce the GoTriangle 2025-2028 Strategic Plan, a blueprint that will guide our actions and establish alignment and the framework needed to develop a unified transit vision for the Triangle region. This plan represents a listen first approach and GoTriangle's collective response to feedback from the many stakeholders that engaged throughout this process.

At the heart of this plan are three foundational principles: **trust, collaboration, and connectivity**.

- **Trust** is essential for building a reliable and inclusive transit network that meets the needs of all our customers in Orange, Durham and Wake counties. By focusing on improving customer connectivity and implementing transit enhancements, we aim to create a transit system that fosters confidence and satisfaction in its services. To do this we know that we must have the highest standards of integrity around financial responsibility. This plan focuses on implementing priorities to improve our financial health.
- **Collaboration** among local governments, MPOs, partner transit agencies, businesses, and key stakeholders is essential to addressing the unique needs of each county while ensuring we move towards the ability to provide a unified, regional approach. This plan represents our shared commitment to working together to improve mobility and create opportunities for GoTriangle's workforce to become an employer of choice.
- **Connectivity** will be the backbone of this plan, linking people across the region, enabling easier access to work, education, healthcare, and recreation. Our goal is to ensure that we serve all communities within our service area, and that all residents, regardless of location, have access to a variety of reliable transit options.

This strategic plan establishes a future vision of GoTriangle to be the region's trusted mobility partner; it's a promise to work hand-in-hand with you to create a regional transit system that will serve the needs of today and pave the way for a more connected and economically attractive future for our region.

We are committed to continuing this journey with you, and together, we will seek to connect people and the region with high quality transit and regional planning services.

We invite you to join us in this exciting new chapter as we build greater trust, collaborating for the benefit of our region's transit customers, and connecting the Triangle region.

Sincerely,

Byron Smith
Interim CEO & President

Mary-Ann Baldwin
Chair



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FOREWORD

Where We Started

In 1989, the North Carolina General Assembly enabled the creation of the Research Triangle Regional Public Transportation Authority as a regional public transportation authority serving Durham, Orange and Wake counties. After a number of branding changes, in 2015, the agency adopted GoTriangle as their name along with a larger regional rebranding of the GO system with other transit agencies in Cary, Durham, Raleigh, and Wake County.

The Research Triangle Region is a loose grouping centered around major Universities in the region: the University of North Carolina at Chapel Hill, Duke University in Durham, North Carolina State University in Raleigh, and North Carolina Central University. For GoTriangle, it is defined as Orange, Durham, and Wake counties, plus a ten-mile buffer into the surrounding counties. The region is covered by two Metropolitan Planning Organizations, Durham-Chapel Hill-Carrboro in the west and the Capital Area in the east. Our ODX service into Alamance County has us operating in a third MPO – Burlington Graham MPO.

GoTriangle was at the forefront of three attempts to bring a larger rail project to the region. From the late 1990s until 2007, the region considered local service trains carrying people between Raleigh and Durham in the North Carolina Railroad (NCRR) corridor. The agency moved to a light rail corridor between Chapel Hill and Durham, the Durham-Orange Light Rail Transit project. It also proved to be infeasible, and was discontinued in March of 2019. A substantive review on the project conducted by the American Public Transportation Association (APTA) highlighted concerns about GoTriangle's ability to deliver large scale rail projects. Finally, the region revisited an altered version of the NCRR project, but it proved to be too costly under current conditions, and a decision was made in 2023 to not progress the project further.

With this history, and the need to update its previous strategic plan which served the agency between the years of 2017-2021, GoTriangle embarked on a journey to define its role in the region.

This resulting strategic plan serves to help define GoTriangle's purpose, how it will measure success, and the key activities and initiatives that it will deliver over the next three years and beyond.



GoTriangle is the regional transit provider serving the dynamic Triangle area of North Carolina. It balances the service needs and priorities of three counties—Wake, Durham, and Orange—home to a diverse population and vibrant communities including three major universities. Additionally, GoTriangle collaborates with three metropolitan planning organizations (MPOs).





Where We're Going

In January 2024, GoTriangle embarked on a journey to update its strategic plan. There are many ways to conduct a strategic planning process, but most are designed to provide an organization with:

- ▶ **Directional alignment:** Providing a road map for the agency to clarify its mission, vision, and values
- ▶ **Organizational alignment:** Aligning energy, effort, and resources between the Board of Directors, the Executive Leadership Team and the rest of the workforce
- ▶ **Definitions of success:** Establishing clear definitions of success and establishing priorities and timelines of when the agency desires to achieve desired results
- ▶ **Performance measurement:** Including an assessment of current conditions and the development of activities and work programs needed to improve customer satisfaction and community value compared to the current state
- ▶ **Communications platform:** Serving as a tool for communicating the organization's goals, priorities, and strategic success outcomes to its stakeholders it serves with an end goal of increasing trust, transparency and demonstrating value to the community.

Most healthy organizations see strategic plans as essential tools that serve as road maps and help guide and align organizations toward their desired future state. It is intended to be a living document that is revisited frequently to guide and align important policy and programmatic decisions.

A strategic plan does not:

- ▶ Provide a detailed daily operations plan nor does it typically include an exhaustive list of projects and activities that the organization undertakes over the life of the plan.
- ▶ Remain static: Good strategic plans are living documents that are reported on with regular cadence and updated annually to reflect the dynamic nature of a highly functioning organization.
- ▶ Address all anticipated issues that might arise over the course of the life of the plan, but rather provides strong definitions of success so leadership can evaluate opportunities and challenges as they arise.
- ▶ Replace the need for strong leadership at both a Board and C-Suite level of a public agency.
- ▶ Sit on the shelf: Rather it becomes the organizational road map or north star that aligns all important and strategic decisions the organization pursues including planning, budgeting, delivering and communicating to its stakeholders.



GOTRIANGLE LEADERSHIP



Mary-Ann Baldwin
Chair



Corey Branch



Susan Evans



Sally Greene
Secretary



Patrick Hannah



Vivian Jones
Treasurer



Michael Parker



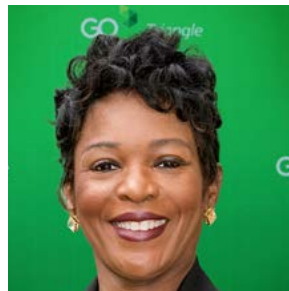
Jennifer Robinson



Leonardo Williams



Michael Fox



Valerie Jordan



Dr. Mike Lee

Also contributing to this Strategic Plan was Brenda Howerton, former Board Chair.

GoTriangle Leadership Team



Byron Smith
Interim CEO & President



Scott Thomas
Executive Vice President



Sharon Chavis
Chief Human Capital and
Compliance Officer



Eric Curry
Chief Communications
Officer



Katharine Eggleston
Chief Development Officer



Michelle Jeng
Chief Financial Officer



Vinson Hines Jr
Chief of Operations



Joy Malone
Chief Information Officer



Introduction

GoTriangle’s strategic planning process started with a clean slate. An extensive diagnostic phase, which employed a “listen first” approach, was designed to fully understand the organization’s strengths, opportunities for improvement, and significant barriers to its future success.

This “listen first” strategy emphasized the importance of active listening before taking action and was used to obtain productive feedback from the executive leadership team, the Board of Trustees, and more than 45 different stakeholder organizations across the Triangle region.

Several key themes emerged from these active listening sessions held between January and April 2024 including:

- ▶ **Clarity around GoTriangle’s purpose** within the region and the value it delivers.
- ▶ The strategic plan needs to serve as a **road map to identify GoTriangle’s future priorities**.
- ▶ There is a need for **better communication and coordination** between regional partners.
- ▶ Staff would benefit from **clarity around what success looks like** for project delivery.
- ▶ **Public trust is holding GoTriangle back**. The agency would benefit from a strategy to build trust across all three counties.
- ▶ **Strengthening regional partnerships and building trust** is the one of the most important elements of GoTriangle’s future success.
- ▶ Wake, Durham, and Orange counties have **different community values**.
- ▶ A **one size mobility solution does not work** in the very large region that GoTriangle serves.

“Listen First” Findings

Meetings with more than 45 regional stakeholders identified the following key strengths, weaknesses, opportunities, and threats about GoTriangle.



STRENGTHS

- ✓ Support for the existence of a regional transit agency
- ✓ Exceptional staff

WEAKNESSES

- ✓ Lack of demonstrated project delivery wins
- ✓ Land use and a decentralized region
- ✓ Culture of not owning past setbacks
- ✓ Lack of a single regional vision for transportation
- ✓ Lack of responsiveness
- ✓ Board structure and culture

THREATS

- ✓ Funding and rising costs
- ✓ Legislative barriers
- ✓ Lack of transparency and financial accountability
- ✓ Mistrust
- ✓ Too many competing responsibilities/agencies

OPPORTUNITIES

- ✓ Improve coordination and collaboration in a rapidly growing region
- ✓ Lean into implementation of a regional bus system
- ✓ Invest in transit operators and operations current needs
- ✓ Improve community engagement
- ✓ Improve communication
- ✓ Planning for the future while responding to current needs

The Strategic Planning Process

Based on the aforementioned feedback, the GoTriangle team advanced into a strategic planning process which sought to answer the following key questions:

1. **What actions will GoTriangle take to rebuild trust and deliver success?**
2. **How will GoTriangle define success for the region?**
3. **What metrics will GoTriangle track to ensure what the agency is doing will lead to success?**
4. **Who is responsible for the delivery of those activities and the performance it enhances?**

The Executive Leadership Team and the Board of Trustees played important roles in the development of this strategic plan and in answering these questions.

The exhibit below highlights the areas of strategic planning where the Board should influence and shape the process. The GoTriangle Board plays an active role in approving the Mission and Vision which helps provide clarity for the executive team, workforce, stakeholders, and community partners on the agency's overarching purpose and what GoTriangle strives to achieve in the future.

Similarly, the Board and the Executive Leadership Team must have clear alignment on what success looks like over the life of the strategic plan. Defining success is important because it provides clarity and direction for the workforce and sets clear expectations for regional partners and the communities GoTriangle serves. Many stakeholders identified a lack of clarity around what success looks like for GoTriangle as a key deficiency for the agency.

The Board also plays a key role in approving GoTriangle's budget and providing expenditure authority for the leadership team annual work plan priorities. Ideally, budget development should align with the strategic plan success outcomes and priorities.





Financial Priorities

GoTriangle’s annual budget and long-term budget processes should be informed by, and linked to, the priorities established in the strategic plan. The budget should prioritize funding for initiatives that directly support the goals in this plan.

In their Financial Process Analysis and Enhancement Services report, Deloitte provides specific recommendations to improve GoTriangle’s budgeting processes. The report recommends enhancing budget formulation and execution processes by developing prioritization criteria for funding requests.



Actions that must occur and outcomes that must be achieved in order for GoTriangle to realize its intended success are outlined in the strategic plan and can be used to evaluate and prioritize budget requests that align with GoTriangle’s pillars of success:

- ▶ Future Planning
- ▶ Customer Connectivity,
- ▶ Financial Responsibility,
- ▶ Transit Enhancements, and
- ▶ Employer of Choice

In addition to GoTriangle’s annual operating budget, this criteria can be used to score projects for inclusion in the agency’s capital budget, providing clarity in how GoTriangle’s capital resources are allocated.

While the budget should be aligned with the strategic plan, it must also have the flexibility to respond to emerging needs or changing circumstances.



GO TRIANGLE'S "WHY"

Community Voices at the Heart of Our Strategic Plan

GoTriangle's strategic planning process started with the community.

Over the past year, we have engaged deeply with the public and our stakeholders, gathering invaluable insights through multiple channels. The Short-Range Transit Plan effort included 750 responses to an online survey, 1,200 one-on-one interactions, focus groups, and participation in 25 in-person events. Additionally, we distributed printed materials to more than 250 organizations to ensure broad awareness and accessibility.

Beyond these efforts, we partnered with 45 stakeholder organizations to ensure the voices and perspectives from across the region shaped our strategic goals.

Every step of this process reflects our commitment to transparency, collaboration, and building trust with the communities we serve. Together, we are paving the way for a future rooted in shared understanding and collective progress.



Building trust starts with listening, and GoTriangle has made community input the cornerstone of our strategic planning process.



MISSION

Mission and vision statements provide clarity and alignment around an organization's purpose or its Why.

A mission statement seeks to answer why does the organization exist and what

are the core functions it provides for its customers and the community.

The resulting refreshed mission statement is:

**Connecting people and the region
with high quality transit.**

VISION

While mission statements speak to what an organization does day in and day out, vision statements seek to provide clarity and alignment around where the agency wants to go in the future.

What does it want to stretch itself to achieve? Thinking about where the agency wanted to be in three years the number

one factor we heard was rebuilding trust in the organization.

Trust with the Board, the workforce, stakeholders, and the community: Given the overwhelming feedback heard, the resulting vision statement for the next three years is:

To be our region's trusted mobility partner.

VALUES

Values serve as the guiding principles that define the beliefs, behaviors, and norms that shape GoTriangle's culture and drive decision-making across the agency.

The following values will serve to guide both the Board of Trustees and the GoTriangle workforce as GoTriangle strives to become the region's trusted mobility partner:

RESPECT

I will honor my team and community with my words, actions, and behaviors.

COMMUNICATION

I will promote an open, respectful dialogue with our customers, regional partners, and my teammates.

INTEGRITY

I will act ethically, and serve in a transparent manner while taking responsibility for my actions as GoTriangle serves Durham, Orange and Wake counties with high quality service.

TRUSTWORTHINESS

I will act with honor, making decisions based on information and data that is accurate and in alignment with our vision to become the region's trusted mobility partner.

RELIABILITY

I will honor the commitments that I make to my teammates, customers and regional partners. I am responsible for following through on the commitments I make. I am also responsible for clearly communicating in a timely manner when I know I will fall short of a commitment.

COMMUNITY MINDED

I recognize and honor that GoTriangle serves a diverse region. To serve the entire region, I will bring an attitude that prioritizes the well-being, needs and interest of the entire region first. I will actively participate in and contribute to the collective good working towards our vision of being a trusted mobility partner.

SAFETY

I own my role in ensuring GoTriangle is a safe and secure place to work and for providing safe, secure and clean services for our customers.

COLLABORATION

I will prioritize the importance of working together with our regional partners to support the exchange of ideas, collaborative problem solving, and leveraging shared resources for the benefit of stronger regional planning, better mobility solutions and economic prosperity for the region.

ORGANIZATIONAL EXCELLENCE

I commit to owning and living these values and to pursuing continual improvement, innovation and efficiency in the services that GoTriangle provides for the benefit of the customers and communities that we serve.



Joaquin

GO Triangle

What Will Success for GoTriangle Look Like In Three Years?

GoTriangle has identified the following core areas that are critical to its vision for success over the next three years, with Future Planning as the top priority, supported to a great extent by the other four pillars.

1. Future Planning
2. Customer Connectivity
3. Financial Responsibility
4. Transit Enhancements
5. Employer of Choice

Team alignment on efforts to move the needle on work plan projects, along with consistent monitoring of performance, is essential to ultimate success. Specific outcomes for success have been identified for each area and are outlined on the following pages.

60% of GoTriangle riders reported that they do not have a vehicle available for their use, approximately twice as many without access to a car in 2019 (31%).

Source: GoTriangle Onboard Customer Survey, 2023



Blueprint for a Unified Regional Transit Vision

Throughout the strategic planning process, GoTriangle heard many ideas for future projects and investments. Many ideas are tied to increasing service offerings or serving new or growing parts of the region. Delivering future improvements requires additional planning and likely additional funding sources.

Increased traffic congestion, a short of housing stock, shortage of resources and increased pressures on our existing infrastructure systems are all elements that point for the need for the Triangle region to come together and develop a broader unified regional transit vision. A vision that:

- Clearly identifies future investment priorities,
- Creates a regional partnership framework designed to improve communication between the region's transit providers, regional funding partners and other key stakeholders, and
- Provides clarity around roles and responsibilities of each governing body to deliver success to achieve this broader regional vision.

To be ready to help support the development of this broad unifying transit vision, GoTriangle acknowledges that we have work to do to address anticipated pressures and achieve larger regional priorities. GoTriangle must first refine current perceptions.

By building greater trust and transparency in the near term, GoTriangle's brand will be that of a trusted collaborator and convener – key attributes for being viewed a trusted mobility partner and leader.

This section outlines the key pillars of success that we have identified to serve as the building blocks that will guide GoTriangle's role in collaborating with other transportation partners to help shape the Triangle's mobility options over the next decade. **Key areas GoTriangle will focus on when planning for the future beyond the next three years:**

- **Set clear annual goals that guide near-term success and account for long-term planning needs.**
This requires the GoTriangle Board of Trustees and the Executive Leadership Team be intentional about setting time on its yearly calendar to prioritize defining what success looks like for the upcoming year.
- **Consider long-term (beyond five-years) financial sustainability when evaluating annual budgets and associated planning.**
The Financial Responsibility success outcomes speak to near-term priorities and initiatives that must be completed in the next two-three years to build trust and transparency. GoTriangle must also focus on

ensuring longer-term financial sustainability. If the region desires to implement larger capital projects in the future, it must start planning a financial road map.

- **Advance long-term planning activities that prioritize and align resources around future needs.**

Examples of such activities include:

- ✓ Completion of a Regional Bus Blueprint Study that evaluates future feasibility of regional Bus Rapid Transit corridors.
- ✓ Undertaking a Regional BRT Study and seeking work in partnership with agencies such as MPOs, NCDOT and the NC Toll Road Authority.
- ✓ Continue to support NCCR corridor infrastructure improvements utilizing federal funding in anticipation of a future date when the region is ready and qualifies for a major rail investment, including grade crossings, signaling/safety improvements and utility relocation.
- ✓ Consider planning for administrative office long-term needs such as overbuild on the mobility hub and sale of the Emperor Road GoTriangle Headquarters building.

- **Consider short-term and long-term educational and development of GoTriangle workforce and Board.**

For longer-term planning purposes, GoTriangle should consider investing in the skills of its leaders today so that talent is properly prepared to assume greater leadership roles in the future. This investment in education and leadership development would benefit GoTriangle's workforce and its Board members alike.

- **Be a good regional partner.**

As regional growth places increasing demands on transportation and infrastructure, GoTriangle should focus less on playing a leadership role in major capital projects and more on ensuring that regional initiatives are successfully achieved – even if that means taking a different role than it has traditionally. Building trust and transparency starts with a “listen first” mindset and a commitment to supporting others.

- **Monitor and adjust.**

Organizations with strong strategic plans don't allow the plan to sit on the shelf. Rather, they use it as a “north star” to guide investment decisions and budgeting practices, monitor progress on key initiatives supporting identified success outcomes, communicate progress to their stakeholders and customers, and ultimately hold each other accountable to honor their commitments.

FUTURE PLANNING



By rebuilding a foundation of trust and transparency and by fostering a high-functioning collaborative spirit, GoTriangle will be well-positioned to help support the development of a broader unified regional transit vision that will support our region's growing population.

Success Outcome Priorities

Definition

<p>Develop a Broad, Unified Regional Transit Vision</p>	<p>This vision addresses the growing population and transportation needs and the need for ongoing regional transit investments today and into the near future. To achieve this vision, GoTriangle acknowledges we must collaborate with regional partners to develop a mass transit solution tailored to the region's future needs. GoTriangle's role in supporting the development of this future vision includes:</p> <ol style="list-style-type: none"> 1. Development of a regional conveyor strategy that brings clarity around respective success definitions, regional priorities, schedule milestones, partner agency roles including clarity around a decision-making matrix for who might lead the future development of this regional vision, greater advocacy for transit funding, and thought leadership that brings resources to the region to facilitate on-going topics of interest for regional partners. 2. Execute an annual State of the Region forum to highlight the successes achieved and to provide a think tank for important regional discussions that positions the region to advance a common regional transit vision. 3. Sponsor regional symposiums and foster opportunities for new or expanded partnership and or voices to support their support for greater investment in transit including the business community, regional housing and economic development alliances, health care and educational institutions.
<p>Complete the Regional BusBlueprint Study (i.e. Rail/ Regional BRT).</p>	<p>The focus of this strategy is evaluate the region's infrastructure, policies, relationships and resources to determine if it is prepared for the effective future implementation of mass transit solutions (i.e., rail and or regional BRT). This strategy seeks to identify opportunities that exist today where greater partnerships and collaboration can help plan for potential mass transit investments in the future. For example, GoTriangle will continue to support NCRR corridor infrastructure improvements utilizing federal funding in anticipation of a future date when the region is ready and qualifies for a major rail investment, including grade crossings, signaling/safety improvements and utility relocation.</p> <p>Having a defined strategy that focuses on improving relationships, collaborating with regional rail partners, coordinating with the NCDOT, Amtrak, and other partners serves the region so that possible future solutions are not taken off the table today by not thinking proactively about opportunities that may be needed in the future..</p>
<p>Board Governance Strategy</p>	<p>The focus of this strategy is about living our value of collaboration and how this Board practices a mindset of regional agents, to ensure GoTriangle achieves its mission and vision. A strong board governance strategy will support a transition in leadership and help set the state for implementing a future broad transit while enhancing accountability and promoting transparency.</p>
<p>Strategic Communications</p>	<p>Develop a strategic communications strategy for the advancement of the priorities outlined within this strategic plan including building trust, improving collaboration, sharing and promoting regional mobility successes and telling stories of the impact that the region's mobility investments are having across the Triangle.</p>

These efforts include advancing rail, microtransit, and Bus Rapid Transit solutions, all designed to address the challenges of the Triangle's projected population growth, ongoing development, and increasing traffic congestion.

Activities, plans, and documents directly supporting this definition of success:

- FY25 Annual Budget
- CEO Search
- Board & Committee meetings and actions
- Rollout of Strategic Plan

Key projects GoTriangle will implement over the next three years to support achieving this success:

- Rollout of this Strategic Plan
- Complete the Bus Blueprint Study
- Annual State of the Region Summit
- Execution of Convenor Strategy
- Board/Executive Leadership Team Annual Retreat
- Asset planning for long-term facility needs
- Advocate for transit investments across the region
- Complete Mass Transit Readiness Assessment



CUSTOMER CONNECTIVITY



GoTriangle will focus on delivering high-quality regional and express service that connects our customers to life's opportunities across the region. We will focus on the priorities outlined below.

Success Outcome Priorities	Definition
Reliability	Increase in on-time performance at the end of line and decrease in missed trips.
Ridership	Increase in annual unlinked trips and passenger miles traveled.
Customer Satisfaction	Increase in the percentage of customers satisfied with GoTriangle services.
Regional Access to Life's Opportunities	Increase in number of people and jobs served by GoTriangle routes.
Equitable Transit Access	Increase in the percentage of riders with no or low income using GoPass.
Intuitive Experience	Ensure the system is easy to use by individuals with physical and communication barriers.

Activities, plans, and documents directly supporting this definition of success:

- Short Range Transit Plan approved in December 2023:
https://gotriangle.org/sites/default/files/gotriangle_srtp_final_231226.pdf
- Customer Survey, 2023
<https://gotriangle.org/surveys>
- Transit Asset Management Plan
- Safety & Security Management Plan
- Regular Service Changes that occur throughout the year
- GoTriangle FY25 Annual Budget

Key projects GoTriangle will implement over the next three years to support achieving this success:

- Implement service improvements in the short range transit plan including service expansion to improve reliability
- Improve service reliability and on-time performance
- Increase participation in the GoPass program
- Ensure vehicles are safe, clean and reliable
- Develop a fleet replacement plan
- Improve on-time performance for paratransit service and evaluate expansion of paratransit services
- Develop and implement a marketing strategy to attract new riders and bring back riders who stopped using GoTriangle services
- Expansion of the Transit Ambassadors Program



45% of GoTriangle riders said they had used Uber or Lyft in the past 45 days to replace a trip that they would have otherwise made on GoTriangle. This is significant increase from 2019 (25%).

Source: GoTriangle Onboard Customer Survey, 2023

FINANCIAL RESPONSIBILITY



GoTriangle will focus on building trust and greater transparency in its budgeting, financial forecasting and reporting processes and systems required to be a trusted mobility partner. We will focus on implementing the following priorities to improve our financial health:

Success Outcome Priorities	Definition
Tax District Administration Role	Separate the Tax District Administration role and duties from GoTriangle budget and finance management.
Systems & Data	Enhance MS Dynamics & integrate with related systems, replace and consolidate HR & Payroll systems, build internal IT capacity.
Reporting & Forecasting	Enhance published reports & develop dashboards, clear delineation between GoTriangle-managed funds and tax district funds, more robust cash management practices.
Operating Environment	Pursue opportunities to increase GoTriangle revenue sources.
Function, Policies & Processes	Enhance budget formulation and execution processes, establish formalized grants management function, implement new vehicle rental tax transfer process controls, enhance risk management practices, formalize procurement policies and utilize technology to increase efficiencies where possible.
Workforce/Organization	Implement budget & finance organizational structure changes, conduct workforce planning activities, establish transformation team.
Sustainable Long-term Funding Strategy	Develop a sustainable long-term funding strategy to assure sustainability of services beyond 2030.

Activities, plans, and documents directly supporting this definition of success:

- FY25 Annual Budget
- Findings of the Deloitte GoTriangle Consolidated Insights Report, August 2024
- GoTriangle Annual Comprehensive Financial Report
https://gotriangle.org/sites/default/files/publications/acfr-2023_research-triangle-regional-public-transportation-authority-north-carolina_dba-gotriangle_final.pdf
- Wake, Durham, and Orange counties Interlocal Agreements
- GoTriangle Tax District Administration Interlocal Agreements

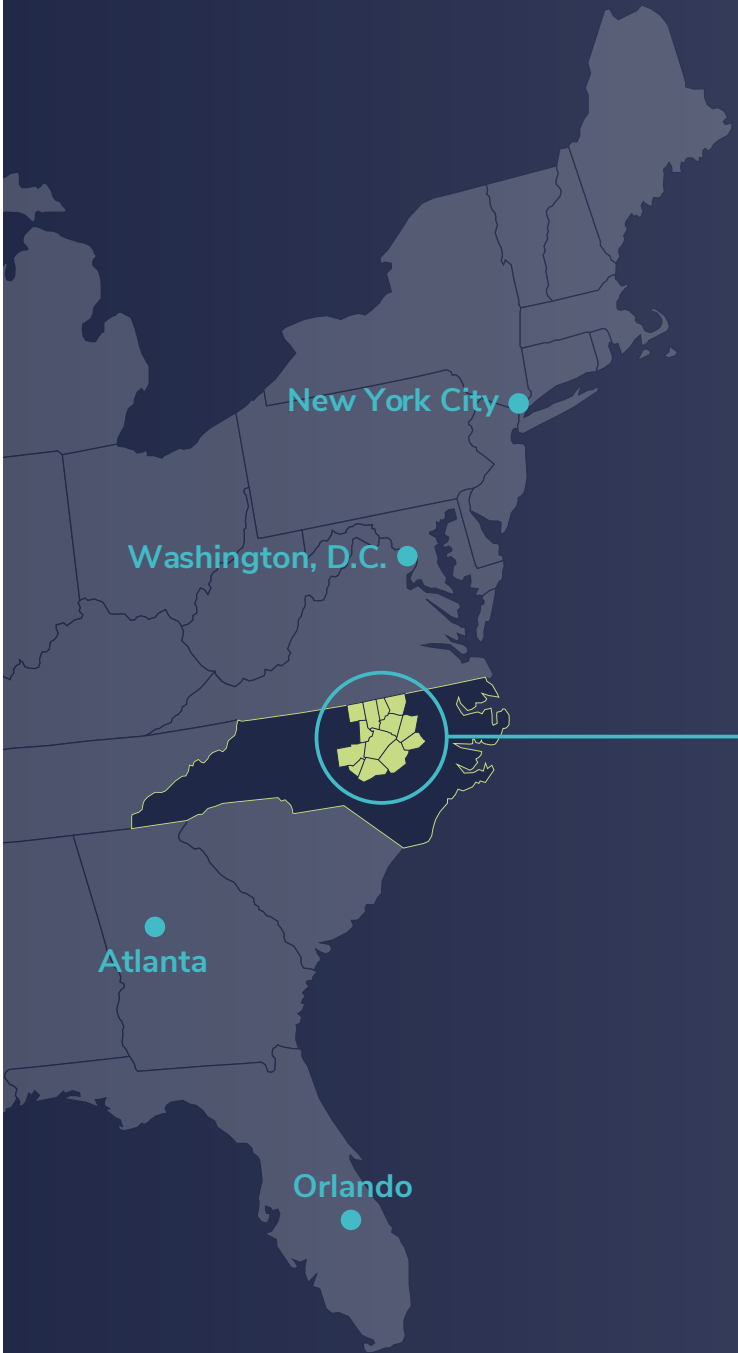
Key projects GoTriangle will implement over the next three years to support achieving this success:

- Promote clarity and confidence in the agency's financial position by implementing recommendations within the Deloitte report
- Clearly separating functions between GoTriangle and Tax Administration duties
- Execute financial processes reliably
- Facilitate making informed financial decisions that maximize the ROI
- Develop a board engagement program including onboarding and training in this area
- Conduct ethics and fiduciary training for the Board
- Conduct an asset review and improve asset management practices

About Our Region

Located in the heart of North Carolina, the Research Triangle Region gets its name from Research Triangle Park and three Tier 1 research universities—Duke University, North Carolina State University, and the University of North Carolina Chapel Hill—located only minutes apart.

Comprised of 12 member counties, our region is home to some of the fastest growing companies and communities in the world. Innovation, education, and a collaborative culture are key drivers of the area's success.



NC's Research Triangle Region

Raleigh - Durham - Chapel Hill

#1 Best State for Business (*Forbes*)
Three Years Running

2.5% Lowest Corporate Tax Rate
in the U.S.

#1 Best State for Business
Business Facilities and Site Selection, 2020



7,000+
Companies



700+
International Companies



1,039,775
Regional Labor Force
(Individuals Ages 16-64)

Data Source: U.S. Census, Emsi



TRANSIT ENHANCEMENTS



GoTriangle will focus on delivering transit enhancement projects that bring economic benefit to the region. We will focus on delivering the following capital project priorities:

Success Outcome Priorities	Definition
Triangle Mobility Hub (TMH)	Confirm site location, obtain full funding, set baseline budget and schedule, and proceed with the project.
Bus Maintenance and Operations Facility (BOMF) Modernization and Expansion	Confirm project scope, obtain full funding, set baseline budget and schedule, and proceed with the project.
Raleigh Union Station Bus Facility (RUS Bus)	Delivery of the public project by September 2025 within the agreed upon budget of \$40.7 million.
Bus Stop Improvement Program	Percent increase in ADA accessible stops.
Facility Standards	Development of facility standards defining programmatic goals including user experience, aesthetic quality, sustainability, and resiliency.
Long Range Capital Plan	Development of a long range capital plan, facilities management approach, and transit oriented development strategy to maintain existing facilities in a of good repair and support future frequent reliable regional services, including project definitions and funding strategies.

Activities, plans, and documents directly supporting this definition of success:

- Short Range Transit Plan – https://gotriangle.org/sites/default/files/gotriangle_srtf_final_231226.pdf
- RUS Bus Project – <https://rusbusnc.com>
- Triangle Mobility Hub – <https://gotriangle.org/triangle-mobility-hub?q=rtc>
- Capital Improvement Plan
- FY25 Annual Budget
- Transit Asset Management Plan
- Bus Stop Improvements – <https://gotriangle.org/bus-stop-improvements>

Key projects GoTriangle will implement over the next three years to support achieving this success:

- Continued delivery and opening of RUS Bus facility
- Planning and project development activities required to support the Triangle Mobility Project
- Project development activities required to support the BOMF Modernization & Expansion Project
- Implement Bus Stop Improvements
- Develop a long range capital development plan
- Complete the BusBlueprint Study to identify regional routes for greater investment in the future including defining how “regional bus service” differs from conventional “local bus service” along with charting a path forward by matching where future “regional service” investments would be a good fit.
- Develop a strategy to assess the readiness of advancing a regional mass transit solution (i.e, rail or regional BRT) that clearly identifies partners and regional commitments

EMPLOYER OF CHOICE



GoTriangle will create a culture where employees are engaged and take ownership in helping GoTriangle achieve its mission and vision. We will focus on the following priorities:

Success Outcome Priorities	Definition
Employee Engagement	<p>Increase the percent of employees invested in GoTriangle's success by utilizing an employee engagement index, which is a composite score of the following factors:</p> <ul style="list-style-type: none">✓ Percent of employees who understand what success looks like for GoTriangle and how they contribute to that success✓ Percent of employees who feel their supervisors provide meaningful feedback on their performance✓ Percent of employees who believe they work in a safe environment where they are respected by co-workers and management✓ Percent of employees who believe they have the resources/tools necessary to perform their duties
Agency Vacancy Rate	Decrease the vacancy rate (vacant positions divided by total positions).

Activities, plans, and documents directly supporting this definition of success:

- FY25 Annual Budget
- GoTriangle Annual Report
- Coordinated Regional Survey
- Monthly Board Reports

Key projects GoTriangle will implement over the next three years to support achieving this success:

- Conduct an employee engagement survey to establish a baseline employee index score that clearly articulates employees' perceptions around:
 - ✓ Understanding of GoTriangle's Mission & Vision
 - ✓ Understanding of how their role directly supports success
 - ✓ Having the tools necessary to complete their job
 - ✓ Assessing if they feel they work in a safe environment where their views, ideas and opinions are valued
- Rollout the strategic plan and train employees
- Complete a Strategic Staffing Plan that aligns the organization to achieve success
- Update GoTriangle employee policies
- Conduct employee ethics training



GoTriangle Success Road Map

2025 – 2028

GoTriangle
Short Range
Transit Plan

Including 15-minute
frequency on 100x
and other key routes



Invest in our workforce by
increasing the qualified
pool of bus operators

2026



Upgrading
bus stops

Hold Annual
State of the
Region
Summit

2025



Opening of
RUS BUS

Establish
a baseline
Employee
Index Score

Invest in workforce
training and development
programs



10% growth
and
participation
in GoPASS

Rollout
Convenor
strategy

Complete
Regional Bus
Blueprint
Study (2026)

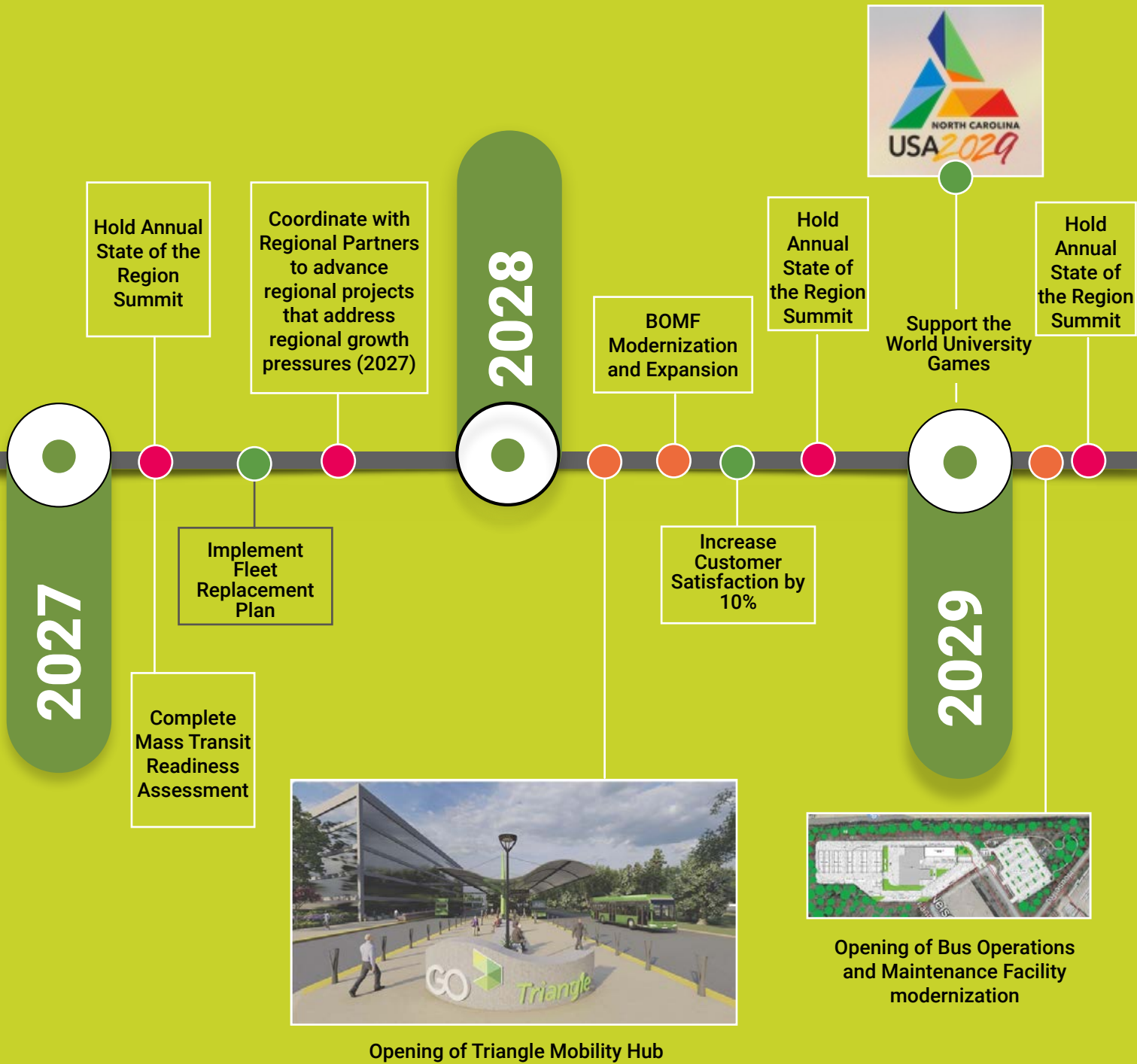
Develop
Fleet
Replacement
Plan

- Customer Connectivity
- Financial Responsibility
- Transit Enhancements
- Employer of Choice
- Future Planning



2025 – 2029

Through the implementation of activities that directly support GoTriangle's five pillars of success, the customers, stakeholders, and communities served by GoTriangle can expect to achieve the following success moments over the next three years. *Not all projects and investments are captured here and additional informational on these anticipated success outcomes can be found throughout the plan.*



BRINGING THE PLAN TO LIFE

Key Activity Champions

Key Activity Champions are the single most important resource driving coordination of each work plan and ensures data points for the implementation of the strategic plan priorities are current and complete. This work plan structure is most effective with:

- ▶ An identified leader who commits to serve as the overall strategic plan performance champion.
- ▶ Key Activity Champions will coordinate resources to develop the information systems necessary to report progress on a quarterly basis.
- ▶ The overall strategic plan implementation lead will work with a team of champions to ensure all of the key activities are being achieved.

Information Systems

To ensure the tools and resources that allow the organization to measure the effectiveness of the strategic plan work program:

- ▶ GoTriangle will focus on ensuring that information systems effectively measure what matters including development and utilization of appropriate dashboards and performance management tools.

- ▶ Performance reporting tools and resources should be integrated with existing or proposed systems so that reporting does not become an additional requirement but rather integrated into the regular accountability cadence that occurs between the Board and the ELT.

Transparency

Regularly sharing progress on achieving goals and advancing activities at GoTriangle requires:

- ▶ Each identified champion will drive the schedule of quarterly reporting, coordinating with key team members for information system outputs.
- ▶ The overall strategic plan lead will provide analysis and insight on work plan effectiveness based on progress made over each quarter.
- ▶ GoTriangle should actively seek opportunities to report progress in implementing the strategic plan to build greater trust with its stakeholders and regional partners.
- ▶ It is recommended that progress is reported on the quarterly schedule below.

	Quarter Begins	Quarter Ends	ELT to Populate Metrics	ELT Reporting	ELT Reports Performance Results to Board
Q3 2025 Define 2026 Success Outcomes	Jan 1	Mar 31	Apr 14	Apr 27	May Board Meeting
Q4 2025	Apr 1	Jun 30	Jul 14	Jul 27	Aug Board Meeting
Q1 2026	Jul 1	Sep 30	Oct 13	Oct 26	Nov Board Meeting
Q2 2026	Oct 1	Dec 31	Jan 20	Jan 25	Feb Board Meeting



INTERNAL APPENDIX

A. Success Outcomes





APPENDIX A SUCCESS OUTCOMES

	Success Outcome Priorities	Definition	How it will be Measured
Future Planning	Develop a Broad, Unified Regional Transit Vision	1. Development of a regional conveyer strategy. 2. Execute an annual State of the Region forum. 3. Sponsor regional symposiums.	Progress reported out at quarterly board meetings
	Complete the Regional BusBlueprint Study	Completion of the regional bus blueprint study that identifies future corridors for investment.	Progress reported out at quarterly board meetings
	Board Governance Strategy	Align Board members for collaborative regional focus.	Progress reported out at quarterly board meetings
	Strategic Communications	Increase perceptions of trust and transparency.	Progress reported out at quarterly board meetings
Customer Connectivity	Customer Satisfaction	Increase in the percentage of customers satisfied with GoTriangle services.	On board customer survey Reported every two years
	Ridership	Increase in annual passenger miles traveled.	NTD reports Reported annually
	Regional Access to Life's Opportunities	Increase in access to destinations in the region (reflected by population and jobs).	Use Remix to identify population and jobs within 1 mile of GoTriangle bus stops (with LEHD, LODES or ACS data) Reported annually
	Equitable Transit Access	Increase in GoPass usage by riders with no or low income.	On board customer survey Reported every two years
Financial Responsibility	Tax District Administration Role	Separate the Tax District Administration role and duties from GoTriangle budget and finance management.	TBD – to be identified with Deloitte work
	Systems & Data	Enhance MS Dynamics & integrate with related systems, replace and consolidate HR & Payroll systems, build internal IT capacity.	TBD – to be identified with Deloitte work
	Reporting & Forecasting	Enhance published reports & develop dashboards, clear delineation between GoTriangle and Transit Plans, more robust cash management practices.	TBD – to be identified with Deloitte work
	Operating Environment	Pursue opportunities to increase GoTriangle revenue sources.	TBD – to be identified with Deloitte work
	Functions, Policies & Processes	Enhance budget formulation & execution processes, establish formalized grants management function, implement new vehicle rental tax transfer process controls.	TBD – to be identified with Deloitte work
	Workforce/Organization	Implement budget & finance organizational structure changes, conduct workforce planning activities, establish transformation team.	TBD – to be identified with Deloitte work
	Sustainable Long-Term Funding Strategy	Develop a sustainable long-term funding strategy to assure sustainability of services beyond 2030.	TBD – to be identified with Deloitte work

	Success Outcome Priorities	Definition	How it will be Measured
Transit Enhancements	RUS Bus	Delivery of the public project by September 2025 within the agreed upon budget of \$40.7 million.	Budget and schedule data Quarterly progress reports
	BOMF Modernization and Expansion	Confirm project scope, obtain full funding, set baseline budget and schedule, and proceed with the project.	Budget and schedule data Quarterly progress reports
	Transit Mobility Hub (TMH)	Confirm site location, obtain full funding, set baseline budget and schedule, and proceed with the project.	Budget and schedule data Quarterly progress reports
	Bus Stop Improvement Program	Percent increase in ADA accessible stops.	Bus stop data Quarterly progress reports
	Long Range Capital Plan	Development of a long range capital plan to support future frequent reliable regional services, including project definitions and funding strategies.	Budget and schedule data Quarterly progress reports
Employer of Choice	Employee Ownership	Increase the percent of employees invested in GoTriangle's success.	Employee engagement survey Reported annually
	Employee Engagement	Increase in the employee engagement score, a composite of the following: <ul style="list-style-type: none"> • Percent of employees who understand what success looks like for GoTriangle and how they contribute to that success • Percent of employees who feel their supervisors provide meaningful feedback on their performance • Percent of employees who believe they work in a safe environment where they are respected by co-workers and management • Percent of employees who believe they have the re-sources/tools necessary to perform their duties 	Employee engagement survey Reported annually
	Operator Vacancy Rate	Decrease the operator vacancy rate (vacant positions divided by total positions).	HR data Operations data related to number of missed runs per month Reported monthly



PLATFORM

100	RED TRAIL C1 VIA AIRPORT
101	RED TRAIL C1 VIA AIRPORT
102	RED TRAIL C1 VIA AIRPORT
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← DURHAM



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