

GoTriangle  
Board Work Session  
January 4, 2017 12:00 pm-3:30 pm

I. Call to Order and Adoption of Agenda

*(1 minute Jennifer Robinson)*

II. Oath of Office

*(5 minutes Mayor Vivian Jones)*

III. Draft Strategic Plan & FY18 Proposed Business Plan

*(90 minutes Jeff Mann, John Tallmadge)*

Strategic initiatives for Jan 2017 Board Work Session

Draft Strategic Plan Presentation

Baselines

IV. D-O LRT Project & Financial Plan Update

*(45 minutes Danny Rogers, Sandra Freeman, Mindy Taylor)*

V. Wake County Transit Work Plan

*(30 minutes John Tallmadge, Sandra Freeman, Mindy Taylor)*

Memo - Wake Transit Work Plan

FY 2017 Wake Transit Work Plan - TPAC Rec

VI. Adjournment

*(Jennifer Robinson)*

FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	Objective	Project Lead	1.1 Increase the number of customers	1.2 Maintain cost-effectiveness	1.3 Pursue service improvement and expansion	1.4 Incorporate innovations	1.5 Promote a positive image of transit	2.1 Promote a culture of safety	2.2 Deliver reliable service	2.3 Deliver a customer-friendly experience	2.4 Ensure an attractive and accessible environment	2.5 Actively engage the community	3.1 Encourage transit-oriented development	3.2 Strengthen partnerships	3.3 Pursue joint development opportunities	3.4 Encourage siting facilities in locations accessible by transit
<b>Providing the skills, staffing, systems and technology needed to meet our objectives</b>																					
X						Conduct organizational review and ARCI charting to clarify roles and responsibilities across the organization (especially for strategic initiatives)	Administrative Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X						Plan for human capital needs including assessing costs of new hires, turnover, wage/salary impacts and meeting EEO goals (concurrent with organizational study)	Administrative Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X						Establish core organizational values	GM (designee)	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X						Develop Vanpool Business Plan (including strategies to improve fleet management, billing, reporting)	RSD - Vanpool	*	*		*				*						
X	X					Develop a plan to meet space needs (office, storage, operations facility, parking, etc.)	Real Estate	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X	X					Adopt an organization-wide project management methodology to ensure clarity about the scope of each project and the role of each principal.	Cap Dev		*		*	*				*					
X	X	X				Implement Enterprise Resource Planning (ERP) System	Finance/IT		*		*	*	*	*	*	*					
X						Align performance appraisal system with the objectives of the strategic plan	HR	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X						Develop and deploy an annual employee engagement survey	HR	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X						Formalize organization-wide training programs for employees (e.g., safety, performance evaluations, interviewing skills, procurement practices, customer service expectations)	HR/EEO	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X						Create performance management communication tools, including an automated dashboard, for internal and external audiences	IT		*			*	*	*	*	*					
X						Formalize the organizational system for initiating and tracking hazard elimination or control in a timely manner.	Bus						*								
X	X					Develop a 5-Year ITS Strategy, including fare and customer information systems and data management systems	IT		*		*	*		*	*	*					
X	X					Implement Vanpool Business Plan	RSD - Vanpool	*	*		*				*						
X	X					Transition to a Safety Management System approach to safety, per MAP-21	Bus						*								
X	X	X				Develop and implement a succession planning process	HR	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X	X	X				Annually update plan for human capital needs	Administrative Services	*	*	*	*	*	*	*	*	*	*	*	*	*	*
X					X	Establish a Continuity of Operations Plan (COOP) to ensure the agency can continue operation of essential functions during a broad range of natural or man-made emergencies.	Bus						*	*							

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<b>Actively seeking the financial resources to fund the county transit plans</b>																					
X	X					Create and adopt financial management and oversight policies to include debt management and capital and operating reserves	Finance			*											
X	X					Establish a non-profit sister organization to pursue grants that require a 501(c)(3) status	Legal			*											
X	X					Explore innovative financing opportunities, such as value capture and joint development.	Planning/TOD			*								*		*	
X	X	X	X			Link budget requests to Strategic Plan initiatives and performance outcomes	Finance		*												
X	X	X	X			Work with the legislature to provide new options for transit development (Funding strategies and project delivery methods)	GM/Legal			*									*		
	X					Establish new budget accountability and expenditure forecasting process	Finance		*												
	X	X	X			Coordinate applications for USDOT funding sources, such as New Starts, TIGER and Small Starts, with partner agencies to maximize federal grant revenues to the region.				*									*		
	X	X	X			Develop 5-Year CIP, including needs for contracted services	Regional Partnerships		*	*					*	*					
	X	X	X			Conduct Fare Structure and Price analysis	RSD/Regional Partnerships		*												
		X				Develop and implement strategies to reach APTA Sustainability Commitment - Bronze Level			*		*	*									
<b>Proactively developing positive partnerships with all stakeholders to deliver the services and projects contained in the county transit plans</b>																					
X	X					Update Durham and Orange County Transit Plans with Durham and Orange Staff Working Groups	RSD - Service Planning			*											
X	X					Promote first and last-mile access (e.g., On-Demand Shuttle pilot project in RTP)	RSD	*	*		*	*			*						
X	X					Develop and maintain a Transit Asset Management Plan							*		*	*					
X	X					Coordinate security and emergency management plan(s) with local and regional agencies.	Bus						*	*					*		
X	X	X	X			Implement the Wake Transit Plan with Transit Planning Advisory Committee	RSD/Finance			*											
	X					Re-assess paratransit needs and approaches	Bus		*												
	X					Establish new pass sales strategy	Regional Partnerships	*	*			*			*						
	X	X				Establish joint service standards/performance standards with transit agencies across region	RSD - Service Planning					*	*	*	*	*			*		
	X	X				Ensure all contracts for transit service requirements to meet our service quality and vehicle standards	Regional Partnerships					*		*	*	*					
	X	X				Establish a Better Bus Stop Initiative to provide clean, safe, and attractive waiting environments at transit stops.	Cap Dev									*	*		*		
	X	X				Through RDU-RTP Task Force, make service to airport and RTP more attractive, including TDM programming	RSD - Service Planning/ STS	*		*									*		

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	X	X				Establish a transit education and relationship-building program with partner governing entities (cities, towns, counties, MPOs)	Regional Partnerships and C&PA			*		*								*		
	X	X	X			Convene transit agencies for coordination of operating practices and policies	Regional Partnerships				*	*	*	*	*	*				*		
	X	X	X			Work with partners to maintain and expand measures that give priority to buses, carpools, and vanpools on regional highways and arterials	Planning/TOD	*	*		*	*		*								
			X			Develop regional standards for wayfinding information (including static/electronic signage, voice announcements, printed maps/schedules, and online/mobile information)	Marketing & Communications	*							*	*						
<b>Proactively communicating the with elected officials, business leaders, civic groups, customers and interested public</b>																						
X						Establish a Citizens' Advisory Committee	Public Involvement					*						*				
X	X					Implement a customer-friendly, easy-to-navigate website	Marketing & Communications					*			*	*	*					
X	X					Implement a new customer feedback and relationship management system	RSD - Call Center / IT				*				*		*					
X	X	X	X			Release weekly stories/videos of riders	Marketing & Communications					*					*					
	X	X				Solicit customer feedback on a proactive basis (not merely in response to customer complaints or proposed changes), both online and in person.	Public Involvement								*		*					
	X	X				Train all staff on the transit network, so they can confidently answer common questions about transit service.	EEO					*			*		*					
	X	X	X			Conduct annual customer and community attitudinal surveys	Marketing & Communications					*	*	*	*	*	*					
			X			Incorporate specialized transportation services for persons with disabilities into customer information systems					*				*							
			X			Expand TDM program to incorporate residential travel assistance beyond services provided by GoTransit Information Center	RSD - Sustainable Travel Services	*														
<b>Encouraging the inclusion of transit in land use planning</b>																						
X	X					Develop and adopt joint development policies	Planning/TOD													*		
X	X					Recommend changes to local planning regulations and review processes to ensure that transit facilities and customers are given proper consideration in development plans.	Planning/TOD									*		*				*
X	X					Develop GoTriangle Strategic Property Management Plan	Real Estate		*			*							*			
X	X	X				Raleigh Union Station Bus Terminal Joint Development Project	GM (designee)													*		
X	X	X				Relocate Regional Transit Center to Park Center	Cap Dev													*		
X	X	X	X			Support adoption of municipal TOD Zoning and development ordinances	Planning/TOD											*				

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	X					Advocate to allow for advertising in bus shelters within street Rights-of-Way	Legal									*						
	X					Develop better tools for educating decision-makers about transit accessibility of development locations	Planning/TOD												*			*
		X				Develop parking strategies and pricing	Planning/TOD	*														
		X				Encourage prioritization of development near core, frequent service—not periphery	Planning/TOD											*				*
	X	X				Establish partnerships with Cities, Towns and Counties to formalize notice and comment about transit and land-use decisions.	Planning/TOD									*			*			*
			X			Create an annual program to recognize outstanding transit-oriented development	Marketing & Communications											*	*			*



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# Draft Strategic Plan

January 4, 2017

Jeff Mann, General Manager

# Draft Strategic Plan

- 12:00 Review of Strategic Planning Progress
- 12:10 Vision and Mission Statement
- 12:15 Goals, Objectives, and Strategic Approaches
- 12:25 Performance Measures
- 12:40 Key Initiatives
- 12:55 Next Steps
- 1:00 Proposed FY18 Business Plan
- 1:15 Board Discussion

# Our Vision and Mission

## Vision

- To make exceptional public transportation the foundation of the region's community, prosperity, and mobility



## Mission

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





# Our Goals and Objectives

## Goals

- Improve Mobility in the Region
- Assure High Quality Customer Service
- Encourage Sound Growth Patterns



## Objectives

- 4 or 5 more specific statements of what we want to achieve for each goal



# Improve Regional Mobility

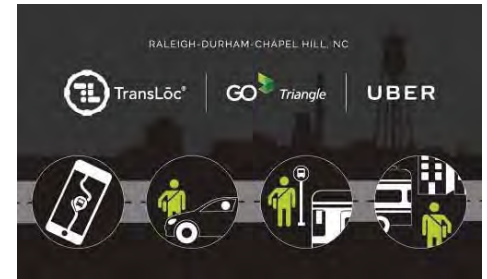
1.1 Increase number of customers served with sustainable transportation services

1.2 Pursue service improvements and expansion opportunities

1.3 Incorporate innovations to improve mobility and environmental stewardship

1.4 Promote a positive image of transit for the region's citizens

1.5 Maintain cost-effectiveness



# Assure High Quality Service

- 2.1 Promote a culture of safety
- 2.2 Deliver reliable service
- 2.3 Deliver a customer-friendly experience through our people and systems
- 2.4 Ensure an attractive and accessible transit environment
- 2.5 Actively engage the communities we serve (employees, citizens, customers, etc.)



# Encourage Sound Growth

3.1 Encourage/promote transit-oriented development

3.2 Strengthen community and institutional partnerships

3.3 Pursue joint development opportunities

3.4 Encourage/promote location of affordable housing, job opportunities and public facilities accessible by transit



# Our 5 Strategic Approaches

- **Providing the skills, staffing, systems and technology needed to meet our objectives**
- **Actively seeking the financial resources to fund the county transit plans**
- **Proactively developing positive partnerships to deliver on county transit plan promises**
- **Proactively communicating with stakeholders and interested parties**
- **Encouraging the inclusion of transit in land use planning**

# We will measure our progress

“To tell us where we are in terms of where we want to go” From CalTrans in TCRP 88: A Guidebook for Developing a Transit Performance-Measurement System

## Enhanced Monthly, Quarterly, and Annual reporting



Customers



Community



Agency



Employees

# Key Initiatives

We've identified 64 key initiatives over the next 5 years, including 27 that we'll be starting this year

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

## Beginning in 2<sup>nd</sup> Half of FY2017

- Conduct organizational review and clarify roles and responsibilities across the organization (*Administrative Services*)
- Plan for human capital needs, including assessing costs of turnover, wage/salary impacts, EEO goals (*Admin. Services*)
- Plan for space needs (office, storage, O&M facilities, parking, etc.) (*Real Estate*)
- Establish core organizational values (*GM designee*)
- Adopt an organization-wide project management methodology (*Capital Development*)
- Implement Enterprise Resource Planning (ERP) system (*Finance/IT*)
- Develop a Vanpool Business Plan (*Regional Services Development*)



# Actively seeking the financial resources to fund the county transit plans

## Beginning in 2<sup>nd</sup> Half of FY2017

- Create and adopt financial management and oversight policies to include debt management and minimum reserves (*Finance*)
- Establish a non-profit sister organization to receive donations that require a tax-exempt status (*Legal*)
- Explore innovative financing opportunities, such as value capture and joint development (*Planning/TOD*)
- Link budget requests to Strategic Plan initiatives and performance outcomes (*Finance*)
- Work with the legislature to provide new options for transit development (funding strategies and project delivery methods) (*GM/Legal*)

# Proactively developing positive partnerships to deliver on county transit plan promises

## Beginning in 2<sup>nd</sup> Half of FY2017

- Update Durham and Orange County Transit Plans with Durham and Orange Staff Working Groups (*Regional Services Development*)
- Promote first- and last-mile access (e.g., on-demand shuttle pilot project in RTP) (*Regional Services Development*)
- Develop and maintain a Transit Asset Management Plan (*Regional Partnerships*)
- Coordinate security and emergency management plans with local and regional agencies (*Bus*)
- Implement the Wake Transit plan with Transit Planning Advisory Committee (*Regional Services Development / Finance*)

# Proactively communicating with stakeholders and interested parties

## Beginning in 2<sup>nd</sup> Half of FY2017

- Establish a Citizens' Advisory Committee (*Communications*)
- Implement a customer-friendly, easy-to-navigate website (*Communications*)
- Implement a new customer feedback and relationship management system (*Regional Services Development / IT*)
- Release weekly stories / videos of customers (*Communications*)



# Encouraging the inclusion of transit in land use planning

## Beginning in 2<sup>nd</sup> Half of FY2017

- Develop and adopt joint development policies (*Planning / TOD*)
- Develop GoTriangle Strategic Property Management Plan (*Real Estate*)
- Advance Raleigh Union Station Bus Terminal joint development project (*GM Designee*)
- Advance relocation of Regional Transit Center to RTP Park Center (*Capital Development*)
- Support adoption of municipal transit-oriented development zoning and development ordinances (*Planning / TOD*)
- Recommend changes to local planning regulations and review processes to ensure that transit customers and facilities are given consideration in development plans (*Planning / TOD*)

# FY2018 Business Plan

We've identified 31 Key Initiatives we'll be starting in FY2018

# FY2018 Performance Targets

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

## Beginning in FY2018

- Align performance appraisal system with the strategic plan (*HR*)
- Develop and deploy an annual employee engagement survey (*HR*)
- Formalize organization-wide employee training programs (e.g., safety, performance evaluations, interviewing, procurement) (*HR/EEO*)
- Create performance management communication tools, including an automated dashboard, for internal and external audiences (*IT*)
- Formalize the organizational system for initiating and tracking hazard elimination or control in a timely manner. (*Bus*)
- Develop a 5-Year ITS Strategy (*IT*)

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

## Beginning in FY2018

- Implement Vanpool Business Plan (*Regional Services Development*)
- Transition to a Safety Management System approach to safety, per MAP-21 (*Bus*)
- Develop and implement a succession planning process (*HR*)
- Annually update plan for human capital needs (*Admin. Services*)
- Establish a Continuity of Operations Plan (COOP) to ensure the agency can continue operation of essential functions during a broad range of natural or man-made emergencies (*Bus*)



# Actively seeking the financial resources to fund the county transit plans

## Beginning in FY2018

- Establish new budget accountability and expenditure forecasting process (*Finance*)
- Coordinate applications for USDOT funding sources, such as New Starts, TIGER and Small Starts, with partner agencies to maximize federal grant revenues to the region (*TBD*)
- Develop 5-Year CIP, including needs for contracted services (*Regional Partnerships*)
- Conduct Fare Structure and Price analysis (*Regional Services Development / Regional Partnerships*)

# Proactively developing positive partnerships to deliver on county transit plan promises

## Beginning in FY2018

- Re-assess paratransit needs and approaches (*Bus*)
- Establish new pass sales strategy (*Regional Partnerships*)
- Establish joint service standards/performance standards with transit agencies across region (*Regional Services Development*)
- Ensure all contracts for transit service requirements to meet our service quality and vehicle standards (*Regional Partnerships*)
- Establish a Better Bus Stop Initiative to provide clean, safe, and attractive waiting environments at bus stops (*Capital Development*)
- Through RDU-RTP Task Force, make services/TDM programming to airport and RTP more attractive (*Regional Services Development*)

# Proactively developing positive partnerships to deliver on county transit plan promises

## Beginning in FY2018

- Establish a transit education and relationship-building program with partner governing entities (cities, towns, counties, MPOs) (*Regional Partnerships / Communications*)
- Convene transit agencies for coordination of operating practices and policies (*Regional Partnerships*)
- Work with partners to maintain and expand measures that give priority to buses, carpools, and vanpools on regional highways and arterials (*Planning / TOD*)

# Proactively communicating with stakeholders and interested parties

## Beginning in FY2018

- Solicit customer feedback on a proactive basis (not merely in response to customer complaints or proposed changes), both online and in person (*Communications*)
- Implement a customer-friendly, easy-to-navigate website (*Communications*)
- Train all staff on the transit network, so they can confidently answer common questions about transit service (*EEO*)
- Conduct annual customer and community attitudinal surveys (*Communications*)



# Encouraging the inclusion of transit in land use planning

## Beginning in FY2018

- Advocate to allow for advertising in bus shelters within street Rights-of-Way (*Legal / Regional Services Development*)
- Develop better tools for educating decision-makers about transit accessibility of development locations (*Planning / TOD*)
- Establish partnerships with Cities, Towns and Counties to formalize notice and comment about transit and land-use decisions (*Planning / TOD*)

# Next Steps

- Hear your feedback and make adjustments
- Bring final plan for Board consideration at January 25<sup>th</sup> meeting
- Prepare document for distribution
- Use in preparation of FY18 budget

Measure	Responsible Staff	Improve Mobility in the Region				Source or Formula
		Frequency	Baseline	FY18 Target	FY22 Target	
Average weekly customer boardings		Monthly				Total customer boardings divided by 51 weeks for GoTriangle and 52 weeks for GoDurham
	<i>GoTriangle Bus</i> Chris Clark		34,988			
	<i>GoTriangle Paratransit</i> Chris Clark		813			
	<i>GoTriangle Vanpool</i> Chris Clark		5,101			
	<i>GoDurham Bus</i> Brian Fahey		113,643			
	<i>GoDurham Paratransit</i> Brian Fahey		2,297			
% of journey-to-work trips using transit, carpool, bike, walk	Jon Dodson	Annual	TBD			Most recent ACS data for Wake, Durham, and Orange Counties
Operating cost recovery		Quarterly				(Fare Revenue + partner contributions)/Operation costs for FY16
	<i>GoTriangle Bus</i> Harriet Lyons		15.3%			
	<i>GoTriangle Paratransit</i> Harriet Lyons		22.9%			
	<i>GoTriangle Vanpool</i> Harriet Lyons		68.2%			
	<i>GoDurham Bus</i> Brian Fahey		16.7%			
	<i>GoDurham Paratransit</i> Brian Fahey		8.7%			
Operating subsidy per customer boarding		Quarterly				(Operating costs - fare revenue - partner contributions) / Customer Boardings for FY16
	<i>GoTriangle Bus</i> Harriet Lyons		\$5.70			
	<i>GoTriangle Paratransit</i> Harriet Lyons		\$42.26			
	<i>GoTriangle Vanpool</i> Harriet Lyons		\$1.03			
	<i>GoDurham Bus</i> Brian Fahey		\$2.33			
	<i>GoDurham Paratransit</i> Brian Fahey		\$20.81			
Revenue hours of transit service		Quarterly				Total for FY16
	<i>GoTriangle Bus</i> Chris Clark		34,257			
	<i>GoDurham Bus</i> Brian Fahey		49,184			
% of funding committed in next 10 years of County Plans		Annual				(Local tax forecasts + state and federal formula grant forecasts + awarded grants) / total revenue forecast
	<i>Durham County</i> Mindy Taylor		TBD			
	<i>Orange County</i> Mindy Taylor		TBD			
	<i>Wake County</i> Mindy Taylor		TBD			
# of "Innovation Initiatives" with assigned champion and established budget and schedule	??	Annual	TBD			
Carbon dioxide emissions per customer boarding	Chris Clark	Quarterly	TBD			Emission factors for each vehicle * VMT / customer boardings
# of customer impressions of GoTriangle messages	Wendy Mallon	Monthly	TBD			FB + YouTube + Twitter + paid advertising + emails viewed
% of residents in 3-County service area with a positive opinion of GoTriangle	Wendy Mallon	Annual	TBD			

Number of customer injuries per 100,000 boardings	Chris Clark	Monthly	TBD	
Number of preventable vehicle collisions per 100,000 Vehicle Miles	Chris Clark	Monthly	2.60	
Employee Work Days Lost to Injury (per 1,000 scheduled work days)	Christy Whittington	Monthly	301	Total number of days away from work plus total number of days lost due to transfer or restriction
% of trips meeting On-Time Performance standards (all services)		Monthly		
	<i>GoTriangle Bus</i>	Chris Clark	87%	
	<i>GoTriangle Paratransit</i>	Chris Clark	96.5%	
	<i>GoDurham Bus</i>	Brian Fahey	86%	
	<i>GoDurham Paratransit</i>	Brian Fahey	90%	
Vehicle Miles per major mechanical failure	Chris Clark	Monthly	8329	
Percent of customers rating service availability as excellent	Jon Dodson	Annual	TBD	
Percent of public rating service availability as excellent	Jon Dodson	Annual	TBD	
Complaints received per 100,000 customer boardings across all services	Katina Bennett	Monthly	18.6	
% of customer requests closed out on time (complaints, repairs, cleaning, requests)	Katina Bennett	Monthly	TBD	
Customer satisfaction rating (Net Promoter Score or overall customers satisfaction rating) across all services (bus, paratransit, vanpool, call center, planners, outreach, etc.)	Jon Dodson	Annual	TBD	
% of bus stops meeting condition standards	Audra Foree	Monthly	TBD	# of GoTriangle stops that meet amenities' standards and cleanliness standards / Total GoTriangle stops
Number of hours that a minimum wage employee must work to pay for weekly round-trip bus fare	Mary Kate Morookian	Annual	3.5	cost of 5 region daypasses divided by 89.25% of NC minimum wage (accounts for Medicare and Social Security deductions)
% of customers rating vehicle cleanliness as excellent	Jon Dodson	Annual	TBD	
# of community engagement activities	Juan Carlos Erickson	Monthly	TBD	
% of contract expenditures with DBE firms	Sylvester Goodwin	Quarterly	TBD	Spending with DBE vendors or contractors (paid with any revenue source) / Total contract spending (paid with any revenue source)



Employee Engagement Score	Janet Carter	Annual	TBD
# of TOD presentations made	Patrick McDonough	Quarterly	TBD
Value of investments made within 1/2 mile of transit stations or centers since 2015	Patrick McDonough	Annual	TBD
# of employers offering transit subsidies	Shelly Parker	Annual	22
# of transit customers associated with joint development projects	Future	Annual	TBD
# of joint development projects in process	Patrick McDonough	Annual	TBD
# of meetings with local governments and institutions regarding facility siting	Jenny Green	Quarterly	TBD
% of 3-counties' affordable housing units within 1/2 mile of 30-minute headway transit network	Geoff Green	Annual	42.10%
% of 3-counties' jobs within 1/2 mile of 30-minute transit network	Geoff Green	Annual	46.10%

Affordable housing data: National Housing Preservation Database, 2016. Transit data provided by GoTriangle, GoDurham, Chapel Hill Transit, GoRaleigh, and NC State Wolfline. GoCary and Orange Public Transportation had no qualifying routes. Duke Transit data not available. Network defined as stops with service from a single line with minimum 30-minute weekday headways for a minimum span of 12 hours.

Job data: Employment Analyst data prepared by DCHC MPO and CAMPO for 2014. Transit data provided by GoTriangle, GoDurham, Chapel Hill Transit, GoRaleigh, and NC State Wolfline. GoCary and Orange Public Transportation had no qualifying routes. Duke Transit data not available. Network defined as stops with service from a single line with minimum 30-minute weekday headways for a minimum span of 12 hours.



Connecting all points of the Triangle

## MEMORANDUM

**TO:** GoTriangle Board of Trustees  
**FROM:** Regional Services Development and Finance & Administrative Services  
**DATE:** January 3, 2017  
**SUBJECT:** **FY2017 Wake Transit Annual Work Plan Recommendation**

### Action Requested

None. Staff requests that the Board of Trustees receive a report about the recommended Annual Work Plan for FY17. Staff will add this item to the agenda of the January 25<sup>th</sup> meeting of the Board of Trustees for action.

### Background and Purpose

The Wake Transit Governance Interlocal Agreement, approved by the GoTriangle Board of Trustees on May 25, 2016, and also executed by all three parties (including Wake County and the Capital Area MPO), establishes a Transit Planning Advisory Committee (TPAC) and requires that prior to the expenditure of funds that an Annual Work Plan be approved by the CAMPO Executive Board and the GoTriangle Board of Trustees.

A Wake Transit Annual Work Plan includes the following elements:

- 1) Annual operating budget and budget ordinance for the Triangle Tax District Wake Operating Fund
- 2) Annual capital budget and budget ordinance for the Triangle Tax District Wake Capital Fund (no capital expenditures are proposed for FY 2017);
- 3) Summary of updates to the Wake Transit Financial Plan financial model and assumptions (and corresponding memo);
- 4) Multi-Year Operating Program and Capital Improvement Plan (CIP); and
- 5) Memo detailing the expectations and parameters for transfer of funds in FY 2017 in the absence of formal operating or capital funding agreements (under development).

These materials for the remainder of FY17, with a memo by the TPAC Chair, are included for Board consideration.

**Financial Impact**

Forecasted revenues are \$20,391,519 for the remainder of FY17 and budgeted expenditures are equal to \$1,259,493 with the remaining revenues directed to the Wake Operating Fund Balance.

**Attachments**

- FY17 Wake Transit Annual Work Plan

**Staff Contact(s)**

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## Transit Planning Advisory Committee Memorandum

**From:** Chip Russell, Chair, Transit Planning Advisory Committee (TPAC)

**To:** Capital Area Metropolitan Planning Organization (CAMPO) Executive Board  
GoTriangle Board of Trustees

**Re:** Fiscal Year (FY) 2017 Wake Transit Work Plan

The Wake County Transit Governance Interlocal Agreement (ILA) charges the Wake County Transit Planning Advisory Committee (TPAC) with the development of annual Wake Transit Work Plans, which contain a number of technical elements related to Wake County Transit Plan implementation. Throughout September and October of 2016, the TPAC developed its first Wake County Transit Work Plan for FY 2017 and recommended it to the CAMPO Executive Board and GoTriangle Board of Trustees for approval on November 9, 2016. The FY 2017 Wake Transit Work Plan details expenditures beginning in the third quarter (Q3) of FY 2017 (April – June 2017), which is the first quarter revenues will be available to cover transit plan implementation. The elements of the FY 2017 Wake Transit Work Plan include:

- 1) FY 2017 operating budget and budget ordinance for the Triangle Tax District Wake Operating Fund (no capital expenditures are proposed for FY 2017);
- 2) Summary of updates to the Wake Transit Financial Plan financial model and assumptions (and corresponding memo);
- 3) FYs 2017-2026 Multi-Year Operating Program and Capital Improvement Plan (CIP); and
- 4) Memo detailing the expectations and parameters for transfer of funds in FY 2017 in the absence of formal operating or capital funding agreements (under development).

The expenditures proposed for FY 2017 will cover staff and other indirect expenses in support of GoTriangle's tax district and transit plan administration responsibilities. Proposed expenditures will also cover contracted services for systemwide planning activities and service preparation costs for GoTriangle's rollout of bus services proposed to be initiated in FY 2018. The intent of the proposed expenditures in FY 2017 is to establish appropriate resources to administer the tax district, kick off systemwide planning studies to further inform later-year plan implementation technical recommendations, and to prepare GoTriangle for its deployment of new bus services in FY 2018. While a staffing plan is under development that will further inform Wake Transit Plan implementation staffing needs, staff resources budgeted for FY 2017 and programmed to continue in future years were identified by the TPAC as essential for the initiation of critical planning and administration activities necessary for the plan's implementation to progress. While a sizable amount of tax district revenues collected will go toward the aforementioned activities, the overwhelming majority of collections for FY 2017 will be transferred to the Wake Operating Fund Balance.

Expenditures proposed for FY 2018, as detailed in the FY 2017-2026 Multi-Year Operating Program, will support bus services that were determined by the TPAC to be in high demand and that can be



deployed with the existing limited capital resources transit providers already have. These services include preservation of existing regional routes currently being supported by provisional funding sources, weekend and weeknight service expansions, frequency improvements, countywide rural general public demand-response service improvements, continuation of contracted services for transit plan implementation studies, and additional planning and project management staff for CAMPO, GoRaleigh, and GoCary to support transit plan administration and major expansion of transit services beginning in FY 2018 and continuing into subsequent years. Expenditures proposed for FY 2018 and beyond, as detailed in the FY 2017-2026 CIP, will support bus services proposed to be deployed in FY 2018, planning/studies for bus facility and fixed guideway capital projects, and services proposed to be deployed in future years as detailed in the Wake Transit Financial Plan and financial model.

While expenditures in both the multi-year operating program and CIP are proposed for FY 2018, these expenditures can be considered developmental planning-level estimates, as they will be refined over the coming months in pursuit of a TPAC recommendation on an FY 2018 Work Plan in May 2017. Ongoing expenditures deployed in FYs 2017 or 2018 will continue to carry forward through future work plan years. As noted in the FYs 2017-2026 Multi-Year Operating Program and CIP, a multi-year bus service implementation plan (to plan/program future bus services and associated capital requirements) and a transit corridors major investment study (to inform implementation of fixed guideway project development) are currently under development that will inform all operating and capital expenditures beginning in FY 2019. The multi-year service implementation plan that will inform future years of the multi-year operating program and CIP is intended to provide a blueprint for how and when regional/express, local frequent network, and community funding area bus or other transit services will be phased into existence over the next three to six years. The transit corridors major investment study will provide the blueprint for how and when fixed guideway projects will be phased into existence over the next 10 years, as well as these projects' interactions with expanded bus service.

For the capital and operating funding agreements component of the FY 2017 Work Plan, a memo has been developed by the TPAC to function as a surrogate for funding agreements until such agreements can be developed. Agreement templates matching the agreement structure developed by the TPAC are under development and will be ready for use before the TPAC's scheduled recommendation of an FY 2018 Wake Transit Work Plan in May 2017. The surrogate memo details the expectations and parameters of the proposed transfers to GoTriangle for its proposed expenditures. GoTriangle is the only agency proposed to receive funding from the tax district during FY 2017.

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**GOTRIANGLE  
FISCAL YEAR 2017  
TRIANGLE TAX DISTRICT -- WAKE OPERATING FUND ORDINANCE**

**BE IT ORDAINED** by the Research Triangle Regional Public Transportation Authority Board of Trustees:

**Section 1.** It is estimated that the following revenues will be available in the **Triangle Tax District -- Wake Operating Fund** for the fiscal year beginning July 1, 2016 and ending June 30, 2017:

Article 43 ½ Cent Local Option Sales Tax	\$18,893,000
Vehicle Rental Tax	\$877,519
Transfer from Wake Tax District Fund (\$3 Vehicle Registration Tax)	\$621,000
<b>Total</b>	<b><u>\$20,391,519</u></b>

**Section 2.** The following amounts hereby are appropriated in the **Triangle Tax District -- Wake Operating Fund** for the fiscal year beginning July 1, 2016 and ending June 30, 2017:

Tax District Administration (GoTriangle)	\$75,000
Transit Plan Administration	
GoTriangle	\$384,493
Systemwide Planning	
GoTriangle	\$700,000
Transit Operations	
GoTriangle	\$100,000
Allocation to Wake Operating Fund Balance	\$19,132,026
<b>Total</b>	<b><u>\$20,391,519</u></b>

**Section 3.** The GoTriangle General Manager, or his or her designee, is hereby authorized to transfer funds within appropriations under the following conditions:

- A) No transfer may be made that changes the adopted appropriations for debt service, allocations to reserves, and allocations to fund balance.
- B) All budget transfers will be reported to the Transit Planning Advisory Committee.
- C) All increases to an appropriation, and all transfers between appropriations, must be reviewed by the Transit Planning Advisory Committee and approved by the CAMPO and GoTriangle governing boards.

**Section 4.** Copies of the Budget Ordinance shall be furnished to the Clerk, to the Board of Trustees, to the Finance Officer, and to the Budget Officer of this Authority to be kept on file for

their direction in the disbursement of funds. Copies shall also be furnished to representatives of the Agencies under Section 2. The Budget Ordinance shall be entered into the Board minutes.

**ADOPTED THIS XX<sup>ND</sup> DAY OF DECEMBER 2016.**

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Jennifer Robinson, Board of Trustees Chair

**ATTEST:**

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

# FY17 Triangle Tax District: Wake Operating

	Triangle Tax District: Wake Operating				
<b>Revenues</b>					
<b>Tax District Revenues (Q4 only)</b>					
Article 43 1/2 Cent Local Option Sales Tax	\$ 18,893,000				
Vehicle Rental Tax	\$ 877,519				
\$7.00 Vehicle Registration Tax	\$ -				
\$3.00 Vehicle Registration Tax (Transfer from Wake Tax District)	\$ 621,000				
Interest / Investment Income	\$ -				
Other Tax District Revenues	\$ -				
<b>Total Revenues</b>	<b>\$ 20,391,519</b>				
<b>Expenditures</b>					
<b>Allocations to Agencies</b>		<b>GoTriangle</b>	<b>CAMPO</b>	<b>GoRaleigh</b>	<b>GoCary</b> <b>TRACS</b>
Transit Plan Administration		\$ 384,493	\$ -	\$ -	\$ - \$ -
Systemwide Planning		\$ 700,000	\$ -	\$ -	\$ - \$ -
Transit Operations		\$ 100,000	\$ -	\$ -	\$ - \$ -
<i>Total Allocations</i>	\$ 1,184,493				
<b>Tax District Administration</b>					
Salaries and Benefits	\$ 42,500				
Contracted Services	\$ -				
Technology	\$ 4,014				
Insurance	\$ 4,160				
Printing and Publications	\$ 1,972				
Other	\$ 22,354				
<i>Total</i>	\$ 75,000				
<b>Debt Service</b>	\$ -				
<b>Allocation to Debt Service Reserve</b>	\$ -				
<b>Transfer to Triangle Tax District --</b>					
Wake Capital	\$ -				
<b>Allocation to Wake Operating Fund Balance</b>	\$ 19,132,026				
<b>Total Expenditures</b>	<b>\$ 20,391,519</b>				
<b>Revenues over Expenditures</b>	\$ -				

**Tax District Administration**

Tax District Administration expenditures are specific to GoTriangle's responsibilities to manage the Tax District, develop the Wake Transit budget ordinances and funding agreements, and update the Wake Transit Financial Plan.

**Transit Plan Administration**

Transit Plan Administration expenditures, such as public outreach and multi-year service implementation planning, are related to implementing the Wake Transit Plan as a whole.

**Allocations from the Triangle Tax District to Agencies**

In the "Triangle Tax District: Wake Operating" budget ordinance, allocations to Partner Agencies are listed as expenditures. When showing total transit spending in Wake County, to avoid double counting allocations, the table above subtracts allocations from the total Tax District revenues and adds them to the Agency revenues before including any other expenditures.



# FY17 Total Transit Spending in Wake County: Operating

	TTD Budget	Agency Budgets, Shown for Informational Purposes					Total
	Triangle Tax District: Wake Operating	GoTriangle*	CAMPO	GoRaleigh	GoCary	TRACS	Total
<b>Revenues</b>							
<b>Tax District Revenues (Q4 only)</b>							
Article 43 1/2 Cent Local Option Sales Tax	\$ 18,893,000						\$ 18,893,000
Vehicle Rental Tax	\$ 877,519						\$ 877,519
\$7.00 Vehicle Registration Tax	\$ -						\$ -
\$3.00 Vehicle Registration Tax (Transfer from Wake Tax District)	\$ 621,000						\$ 621,000
Interest / Investment Income	\$ -						\$ -
Other Tax District Revenues	\$ -						\$ -
<b>Agency Revenues</b>							\$ -
State Grants		\$ 2,033,747	\$ -	\$ 2,627,581	\$ 290,709	\$ 622,872	\$ 5,574,909
Federal Grants		\$ 1,368,000	\$ 140,000	\$ 4,684,540	\$ 1,602,122	\$ 192,818	\$ 7,987,480
Farebox Revenues		\$ 1,734,000	\$ -	\$ 4,238,359	\$ 187,920	\$ 39,083	\$ 6,199,362
Other Agency Revenues		\$ 21,812,718	\$ 35,000	\$ 23,508,357	\$ 2,384,012	\$ 42,496	\$ 47,782,583
<b>Total Revenues</b>	<b>\$ 20,391,519</b>	<b>\$ 26,948,465</b>	<b>\$ 175,000</b>	<b>\$ 35,058,837</b>	<b>\$ 4,464,763</b>	<b>\$ 897,269</b>	<b>\$ 87,935,853</b>
<b>Allocations from Tax District</b>							
Transit Plan Administration	\$ (384,493)	\$ 384,493	\$ -	\$ -	\$ -	\$ -	\$ -
Systemwide Planning	\$ (700,000)	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Operations	\$ (100,000)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Allocations	\$ (1,184,493)	\$ 1,184,493	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues (After Allocations)</b>	<b>\$ 19,207,026</b>	<b>\$ 28,132,958</b>	<b>\$ 175,000</b>	<b>\$ 35,058,837</b>	<b>\$ 4,464,763</b>	<b>\$ 897,269</b>	
<b>Expenditures</b>							
<b>Tax District Administration</b>							
Salaries and Benefits	\$ 42,500						\$ 42,500
Contracted Services	\$ -						\$ -
Technology	\$ 4,014						\$ 4,014
Insurance	\$ 4,160						\$ 4,160
Printing and Publications	\$ 1,972						\$ 1,972
Other	\$ 22,354						\$ 22,354
Total	\$ 75,000						\$ 75,000
<b>Transit Plan Administration</b>							
Salaries and Benefits		\$ 240,127	\$ -	\$ -	\$ -	\$ -	\$ 240,127
Contracted Services		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Technology		\$ 17,829	\$ -	\$ -	\$ -	\$ -	\$ 17,829
Insurance		\$ 18,480	\$ -	\$ -	\$ -	\$ -	\$ 18,480
Printing and Publications		\$ 8,761	\$ -	\$ -	\$ -	\$ -	\$ 8,761
Other		\$ 99,296	\$ -	\$ -	\$ -	\$ -	\$ 99,296
Total		\$ 384,493	\$ -	\$ -	\$ -	\$ -	\$ 384,493
<b>Systemwide Planning</b>							
Contracted Services		\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
<b>Transit Operations (Funded by Tax District)</b>							
Operating Agreement 1		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Total		\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Debt Service</b>	\$ -						\$ -
<b>Allocation to Debt Service Reserve</b>	\$ -						\$ -
<b>Transfer to Triangle Tax District -- Wake Capital</b>	\$ -						\$ -
<b>Allocation to Wake Operating Fund Balance</b>	\$ 19,132,026						\$ 19,132,026
<b>Other Agency Operating Expenditures (Not Funded by Tax District)</b>		\$ 25,187,927	\$ 175,000	\$ 35,058,837	\$ 4,464,763	\$ 897,269	\$ 65,783,796
<b>Total Expenditures (After Allocations)</b>	<b>\$ 19,207,026</b>	<b>\$ 26,372,420</b>	<b>\$ 175,000</b>	<b>\$ 35,058,837</b>	<b>\$ 4,464,763</b>	<b>\$ 897,269</b>	<b>\$ 86,175,315</b>
<b>Revenues over Expenditures (After Allocations)</b>	<b>\$ -</b>	<b>\$ 1,760,538</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,760,538</b>

\*Regional; includes Wake, Durham and Orange Counties. Excludes revenues and expenditures associated with GoDurham management and the Durham and Orange County Transit Plans.

**Agency Revenues**

These are revenues that do not flow through the Tax District, but instead are collected directly by the Agencies.

**Other Agency Expenditures**

These are expenditures not funded by transfers from the Tax District.

**Tax District Administration**

Tax District Administration expenditures are specific to GoTriangle's responsibilities to manage the Tax District, develop the Wake Transit budget ordinances and funding agreements, and update the Wake Transit Financial Plan.

**Transit Plan Administration**

Transit Plan Administration expenditures, such as public outreach and multi-year service implementation planning, are related to implementing the Wake Transit Plan as a whole.

**Allocations from the Triangle Tax District to Agencies**

In the "Triangle Tax District: Wake Operating" budget ordinance, allocations to Partner Agencies are listed as expenditures. When showing total transit spending in Wake County, to avoid double counting allocations, the table above subtracts allocations from the total Tax District revenues and adds them to the Agency revenues before including any other expenditures. The Tax District revenues and expenditures above correspond to the ordinance as shown below:

<b>Tax District Allocations to Agencies</b>	<b>\$ 1,184,493</b>
<b>Tax District Expenditures (Excl. Allocations)</b>	<b>\$ 19,207,026</b>
<b>Total Tax District Expenditures (Incl. Allocations)</b>	<b>\$ 20,391,519</b>

# FY17 Total Transit Spending in Wake County: Capital

	<i>TTD Budget</i>	<i>Agency Budgets, Shown for Informational Purposes</i>					<i>Total</i>
	<b>Triangle Tax District: Wake Capital</b>	<b>GoTriangle*</b>	<b>CAMPO</b>	<b>GoRaleigh</b>	<b>GoCary</b>	<b>TRACS</b>	<b>Total</b>
<b>Revenues</b>							
<b>Tax District Revenues</b>							
Transfer from Wake Operating	\$ -						\$ -
Interest / Investment Income	\$ -						\$ -
Other Tax District Revenues	\$ -						\$ -
<b>Agency Revenues</b>							
State Grants		\$ 242,268	\$ -	\$ 192,270	\$ -	\$ 318,600	\$ 753,138
Federal Grants		\$ 2,156,473	\$ -	\$ 4,575,892	\$ -	\$ -	\$ 6,732,365
Other Agency Revenues		\$ 774,351	\$ -	\$ 951,703	\$ 15,000	\$ 35,400	\$ 1,776,454
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 3,173,092</b>	<b>\$ -</b>	<b>\$ 5,719,865</b>	<b>\$ 15,000</b>	<b>\$ 354,000</b>	<b>\$ 9,261,957</b>
<b>Allocations from Tax District</b>							
<b>Systemwide Planning</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Vehicles</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Bus Infrastructure</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Fixed Guideway</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenues (After Allocations)</b>	<b>\$ -</b>	<b>\$ 3,173,092</b>	<b>\$ -</b>	<b>\$ 5,719,865</b>	<b>\$ 15,000</b>	<b>\$ 354,000</b>	
<b>Expenditures</b>							
<b>Systemwide Planning</b>							
<i>Total</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Vehicles</b>							
<i>Total</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Bus Infrastructure</b>							
<i>Total</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Fixed Guideway</b>							
<i>Total</i>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Allocation to Wake Capital Fund Balance	\$ -						\$ -
Other Agency Capital Expenditures (Not Funded by Tax District)		\$ 3,173,092	\$ -	\$ 5,719,865	\$ 15,000	\$ -	\$ 8,907,957
<b>Total Expenditures (After Allocations)</b>	<b>\$ -</b>	<b>\$ 3,173,092</b>	<b>\$ -</b>	<b>\$ 5,719,865</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 8,907,957</b>
<b>Revenues over Expenditures (After Allocations)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 354,000</b>	<b>\$ 354,000</b>

\*Regional; includes Wake, Durham and Orange Counties. Excludes revenues and expenditures associated with GoDurham management and the Durham and Orange County Transit Plans.

**Agency Revenues**

These are revenues that do not flow through the Tax District, but instead are collected directly by the Agencies.

**Other Agency Expenditures**

These are expenditures not funded by transfers from the Tax District.

**Allocations from the Triangle Tax District to Agencies**

In the "Triangle Tax District: Wake Operating" budget ordinance, allocations to Partner Agencies are listed as expenditures. When showing total transit spending in Wake County, to avoid double counting allocations, the table above subtracts allocations from the total Tax District revenues and adds them to the Agency revenues before including any other expenditures

# Tax District Administration FY17 Salaries & Benefits Detail

New Salaries and Benefits	Agency	FTE	x \$85,000 per FTE	/2 (for Q3 and Q4 value)
Financial Oversight	GoTriangle	1.00	\$ 85,000	\$ 42,500
<b>Total</b>			<b>\$ 85,000</b>	<b>\$ 42,500</b>

***Budget Administration and Financial Model Maintenance – (1.0 FTE budgeted starting in January 2017)***

Per the Interlocal Governance Agreement, the recommendation of the TPAC, and the decisions by CAMPO and GoTriangle Boards, GoTriangle will be responsible for the following tasks:

- Producing the Annual Operating and Capital Budget ordinances;
- Administering and managing the Tax District;
- Updating the Wake Transit Financial Plan;
- Developing capital and operating funding agreements; and
- Developing quarterly and annual reports.

These tasks will be ongoing, but they will begin in FY17 as GoTriangle prepares the FY18 budget, develops agreements for implementation of services and projects, and works with consultants on impacts of the major investment study and the service and capital implementation plans on the long-range financial plan.

GoTriangle has identified the need to fund one Full-Time Equivalent position for the half-year beginning in January 2017. This would be accomplished by hiring a new staff member. Other positions that may be needed for future years will be identified through Staffing Plan.

## Transit Plan Administration FY17 Salaries & Benefits Detail

Allocation for Existing Salaries and Benefits	Agency	FTE	x \$85,000 per FTE	/4 (for Q4 value)
Legal	GoTriangle	0.40	\$ 34,000	\$ 8,500
Capital Development	GoTriangle	1.75	\$ 148,750	\$ 37,188
Communication & Public Affairs	GoTriangle	1.00	\$ 85,000	\$ 21,250
Board Clerk	GoTriangle	0.40	\$ 34,008	\$ 8,502
Regional Services	GoTriangle	0.75	\$ 63,750	\$ 15,938
<b>Total</b>		<b>4.30</b>	<b>\$ 365,508</b>	<b>\$ 91,377</b>

New Salaries and Benefits	Agency	FTE	x \$85,000 per FTE	/2 (for Q3 and Q4 value)
Public Outreach and Communication	GoTriangle	1.50	\$ 127,500	\$ 63,750
Major Investment Studies	GoTriangle	1.00	\$ 85,000	\$ 42,500
Multi-Year Service Implementation Plan and Capital Plan	GoTriangle	1.00	\$ 85,000	\$ 42,500
<b>Total</b>		<b>3.50</b>	<b>\$ 297,500</b>	<b>\$ 148,750</b>

Total	Agency	FTE		
<b>Total Transit Plan Administration Salaries &amp; Benefits</b>	<b>GoTriangle</b>	<b>7.80</b>		<b>\$ 240,127</b>

### **Allocation of Vehicle Rental Tax to Existing Wake Transit Staffing Needs - (4.3 FTEs budgeted starting in April 2017)**

GoTriangle allocates a portion of its existing regional vehicle rental tax to fund transit investments in Wake County. Starting in Q4 of FY 2017, these revenues and expenditures will be included in the Wake Transit Plan. Expenditures for FY 2018 will be determined through a zero-based budgeting process.

### **Public Outreach and Communication about Plan Implementation - (1.5 FTEs budgeted starting in January 2017)**

Per agreement by the Wake Transit Communications Group, if the transit sales tax referendum passes on November 8<sup>th</sup>, responsibility for coordinating public involvement and communications for the implementation of the Wake Transit Plan will pass from Wake County to GoTriangle. In addition to working with CAMPO on the consultant task to develop a public engagement strategy, there will be a need throughout FY17 and beyond to coordinate public involvement and communications so that Wake Transit customers and the community understand how to engage with the decision-makers about implementation of the Wake Transit Plan. Initially, this will involve planning and executing public involvement activities related to the multi-year service and capital plans, and also continuing the representation of the Wake Transit Plan at community events and meetings throughout the County, and at the new GoTriangle Citizens Advisory Committee. Once assignments are made to parties to implement services and projects, there will be an ongoing need to coordinate public involvement among multiple public agencies to be efficient and to avoid confusing the public, key community leaders and grassroots organizations.

There will also be a need to develop and manage communication strategies and tools to tell the story about implementation of the Wake Transit Plan. This, too, will require coordination with communication staff members at all the partner organizations, but also responsibility for website content updates, report generation, news media strategies, etc.

GoTriangle has identified the need to fund one and a half Full-Time Equivalent positions for the half-year beginning in January 2017 in order to handle the work described above. This would be accomplished by hiring two new individuals, one of whom would be fully funded by the Wake Transit tax, another who would only be funded partially by the Wake Transit tax. Other positions at GoTriangle or other transit providers that may be needed for future years will be identified through Staffing Plan.

### **Major Investment Studies – (1.0 FTE budgeted starting in January 2017)**

Beginning in FY17, we will be contracting with a consultant to conduct a major investment study that will evaluate the four BRT corridors and the Commuter Rail Corridors for readiness to enter the Federal Transit Administration Project Development process so that we can complete the projects in the 10-year timeframe called for in the Adopted Wake Transit Plan. While these projects will not be in design, there will be issues evaluated that require engineering expertise. We will need to engage staff, including engineers at various right-of-way stakeholders who include NCDOT, NCR, freight railroads, Amtrak, and also developers, institutions like NCSU, and our municipal partners. Having agency engineering staff to participate in these communications will be essential to providing a thorough understanding of all the corridor considerations.

GoTriangle has identified the need to fund one Full-Time Equivalent engineering position for the half-year beginning in January 2017 in order to manage the work described above. This would be accomplished by hiring one new individual. One engineering position should help us explore some very basic design ideas as we move through the early Transitional Analysis work and downtown Raleigh surface street (formerly black box) study. Other positions at GoTriangle or other transit providers that will be needed for future years to deliver these major infrastructure projects will be identified through Staffing Plan.

***Multi-Year Service Implementation Plan and Capital Plan (1.0 FTE budgeted starting in January 2017)***

Per the Interlocal Governance Agreement, the recommendation of the TPAC, and the decisions by CAMPO and GoTriangle Boards, GoTriangle will be responsible for:

- Detailed elements of a multi-year service implementation plan
- Multi-year operating program (together with CAMPO).

These tasks will begin in FY17 with the hiring of a consultant to develop the initial service implementation plan, which will include a steering committee of the transit providers and various stakeholder groups. The service implementation plan will be coordinated with a capital project plan, a prioritization strategy, a robust public outreach strategy, and updates to the financial plan. The plan will be complex, requiring management of the consultant who will have to work with Raleigh on an extensive restructuring of their transit network, with 11 other municipalities on a tripling or quadrupling of bus service spending and capital infrastructure in Wake County over the next 10 years, and with many interested stakeholders.

On an ongoing basis, this position will lead coordination efforts with the other transit providers and stakeholders as changes are made to the multi-year service implementation plan, and as changes will need to be made to operating agreements to reflect service changes.

GoTriangle's currently has three service planners – one is funded by the City of Durham and two are funded through grants and the regional vehicle registration fees. We also have a capital project planner funded through the Durham and Orange County transit taxes. GoTriangle does not currently have anyone who can dedicate sufficient time to the implementation of the Wake County Transit Plan.

GoTriangle has identified the need to fund one Full-Time Equivalent position for the half-year beginning in January 2017 in order to manage the consultant work and assist with the development of operating agreements and evaluation of performance against the agreements. This would be accomplished by hiring a new staff member. Other positions at GoTriangle or other transit providers that may be needed for future years will be identified through the Staffing Plan.



**TO: Transit Planning Advisory Committee**

**FROM: Nicole Kreiser, Wake County, TPAC Budget and Finance Subcommittee Co-Chair**

**RE: Transit Financial Model for FY 2017**

**DATE: November 9, 2016**

The TPAC has assigned GoTriangle as the lead agency to update the Wake Transit Financial Plan and the financial model. Accordingly, the financial model shall contain the agreed upon financial assumptions of the TPAC for Wake Transit Work Plan revenues involving federal, state and local sources. The model also includes the multi-year capital and operating costs as well as the liquidity targets and debt ratios relevant to rating agency metrics.

GoTriangle has asked Wake County to serve on its behalf to update the Wake Transit Financial Plan and the financial model for FY 2017 while the County transitions modeling of the Wake Transit Plan to GoTriangle. Wake County and GoTriangle have jointly reviewed the model, and the modeling has also been shared with the TPAC Budget and Finance Subcommittee members for their review and feedback. Updates to the changes in assumptions have also been presented to the TPAC at the October 19<sup>th</sup> and November 2<sup>nd</sup> regular TPAC meetings.

Attached is the FY 2017 Financial Model Assumptions Template, which details the assumptions made in the Wake Transit Financial Plan adopted by GoTriangle, CAMPO, and the Wake County Board of Commissioners. It also compares those assumptions to changes made for FY 2017 and the assumptions contemplated for the FY 2018 Transit Work Plan.

As detailed in the Wake County Transit Plan, the plan is fiscally constrained and is contingent on a variety of assumptions. The changes shown for 2017 reflect assumptions that will evolve as information is modified and projections are updated to reflect actual results. This will continue as the projects in the Transit Plan continue to be studied and new information influences the cost and timing. Additionally, overall inflation assumptions, availability of local sources of revenue and growth assumptions, competition for federal funding for projects, successful access to capital markets, and regional partnerships will continue to influence the overall financial outlook of the Transit Plan.

For FY 2017, the most significant changes in assumptions are:

#### Local Revenue Sources

1. Removal of FY 2017 funding of the \$7 county car registration fee due to anticipated timing with DMV. A full fiscal year is now planned starting in FY 2018 vs one-quarter fiscal year in 2017. The one-quarter year funding for FY 2017 was estimated at \$1.449 million.

### Federal Revenue Sources

2. Removal of \$24 million of federal funding towards bus acquisition expansion vehicles in the plan. This impacted a planned \$4 million of revenue for FY 2018.
3. Removing of federal reimbursement for BRT and CRT planning costs spent in FY 2018. Original cost curves provided for the projects indicated that those would be eligible for reimbursement; the plan has been updated such that the 50% assumption for federal funding reimbursement of dollars spent on BRT and CRT will begin for dollars spent beginning in FY 2019. This impacted \$4.65 million of revenue.

### Expenditure Changes

4. Allocation of existing GoTriangle staff and cost allocations paid out of rental tax dollars to the Wake Transit Plan. Previously, these rental tax dollars were assumed to be for new transit services only. A recurring cost of \$487,972 inflated at 2.5% a year, has been added to the model. A one-time cost of \$700,000 allocated to systemwide planning is shown for FY 2017.
5. The addition of tax district administration and transit plan administration. A recurring \$1.2 million has been added to the plan, inflated at 2.5% a year. \$337,500 is the impact for FY 2017; the \$675K annualized impact plus additional positions contemplated for FY 2018 results in a \$1.2 million impact beginning in FY 2018. This will be finalized for the FY 2018 work plan.
6. The addition of other items shown in the multi-year operating and capital programs, including the acceleration of \$4.7 million of bus operations for FY 2018 and FY 2019 and \$4.8 million in additional bus infrastructure for FY 2018. These will be finalized with adoption of the FY 2018 work plan.
7. The reduction of \$45 million of bus infrastructure between FY 2019 and FY 2026; an original \$208.3 million was included in the financial plan. As project timelines are refined, this reduction may be reduced or allocated to other projects in the plan. These changes will also be continued to be refined for the adoption of the FY 2018 work plan.
8. The reduction of professional services in bus operations for FY 2019 from \$15 million to \$5 million. This will continue to be refined for future work plans.

The first few years of the Transit Plan involve significant design and further study of projects. The approach of the plan is strategic in leveraging federal and state funds, combined with existing and new sources of local funding, to deliver projects that connect regionally, connect Wake County's communities, provide frequent urban mobility, and link local service. The changes outlined above are pragmatic adjustments that continue to balance intensive capital investments with significant increases in frequent services and corresponding operating costs. The plan continues to maintain the necessary liquidity measures and other measures of fiscal health to support the goals of the Wake Transit Financial Plan. As stated above, the changes in assumptions will continue to be updated and refined as the FY 2018 work plan is finalized.



**Model Assumptions Update Summary**  
**FY 2017 Wake Transit Plan Model Assumptions - Wake Transit Work Plan**

Assumption	Type	Wake Transit Plan Assumption	FY 2017 Proposed Assumption	FY 2018 Proposed Assumption	Source	Impact/Notes
<b>Operating Revenues</b>						
<b>Tax District Revenues</b>						
Article 43 1/2 Cent Local Option Sales Tax	Growth Rate	4.0%	4.0%	4.0%	Budgeted Growth in Wake County Financial Model for Article 39	
Vehicle Rental Tax	Growth Rate	2.5%	2.5%	2.5%	Historical Growth	
Vehicle Registration Tax, \$7.00 per Vehicle	Growth Rate	2.0%	2.0%	2.0%	Historical Growth	1/4 Fiscal Year Removed from FY 2017 (\$1.449 M)
Vehicle Registration Tax, \$3.00 per Vehicle	Growth Rate	2.0%	2.0%	2.0%	Historical Growth	
<b>Agency Revenues</b>						
State Share of Operating Costs						
State Maintenance Assistance Program	% of Costs	10%	10%	10%		
Federal Share of Operating Costs						
Federal Formula Transit Grants Section (5307)	FTA Formula Inputs and Data Unit Value for Revenue Miles	54.7 cents/mile	54.7 cents/mile	54.7 cents/mile	FY 2014 NTD Data Unit Values	For FY 2018 work plan, data unit value will be updated. Other federal funding formula inputs will also be reviewed.
<b>Farebox Recovery Ratios</b>						
Model assumes farebox for new service is part of recovery ratio and cash in plan. Further discussion in later years is needed on how to measure health of plan regarding these dollars and measures.						
Bus Rapid Transit (Beginning in 2024)						
Agency A	% of Costs	24%	24%	24%		
Rail (Beginning in 2027)						
Agency A	% of Costs	20%	20%	20%		
Local Bus						
Raleigh	% of Costs	18.28%	15.0%	15.0%	City of Raleigh	Reflects current farebox recovery ratio for Raleigh. Out years in plan remain at higher percentage as bus implementation has not been decided.
Cary	% of Costs	18.28%	7.95%	7.95%	Town of Cary	Reflects current farebox recovery ratio for Cary. Out years in plan remain at higher percentage as bus implementation has not been decided.
GoTriangle	% of Costs	18.28%	15.00%	15.00%	GoTriangle	Reflects current farebox recovery ratio for GoTriangle. Out years in plan remain at higher percentage as bus implementation has not been decided.
Other Agency Revenues	Growth Rate					
<b>Operating Expenditures</b>						
<b>Administration</b>						
	Growth Rate	N/A	2.50%	2.50%	CPI Ten Year Estimate	
<b>Transit Operations</b>						
Bus Rapid Transit (Cost/Hr) (Beginning in 2024)						
Agency TBD	Growth Rate	2.50%	2.50%	2.50%	CPI Ten Year Estimate	
Rail (Annual Cost) (Beginning in 2027)						
Agency A	Growth Rate	2.50%	2.50%	2.50%	CPI Ten Year Estimate	
Local Bus (Cost/Hr)						
Bus Operations	Growth Rate	2.50%	2.50%	2.50%	CPI Ten Year Estimate	
Bus Infrastructure O&M	Growth Rate	2.50%	2.50%	2.50%	CPI Ten Year Estimate	
Other Agency Operating Expenditures	Growth Rate	2.50%	2.50%	2.50%	CPI Ten Year Estimate	
<b>Debt Financing</b>						
Rail Amortization	TIC; Debt Structure; DSRF Requirement; Cost of Issuance	30 Year, 5.25%, DSRF, 2% COI	30 Year, 5.25%, DSRF, 2% COI	30 Year, 5.25%, DSRF, 2% COI	Financial Advisor	
BRT Amortization	TIC; Debt Structure; DSRF Requirement; Cost of Issuance	20 Year, 4.75%, DSRF, 2% COI	20 Year, 4.75%, DSRF, 2% COI	20 Year, 4.75%, DSRF, 2% COI	Financial Advisor	
Bus Infrastructure Amortization	TIC; Debt Structure; DSRF Requirement; Cost of Issuance	20 Year, 4.75%, DSRF, 2% COI	20 Year, 4.75%, DSRF, 2% COI	20 Year, 4.75%, DSRF, 2% COI	Financial Advisor	
Short Term Financing	TIC; Debt Structure; Cost of Issuance	3%, 2% COI	3%, 2% COI	3%, 2% COI	Financial Advisor	
<b>Capital Revenues</b>						
<b>Tax District Revenues</b>						
Interest / Investment Income	Investment Rate	0%	0%	0%		Will be incorporated in FY 2018 Work Plan
<b>Agency Revenues</b>						
<b>Bus Infrastructure</b>						
State share	% of Costs	0%	0%	0%		
Federal share	% of Costs	0%	0%	0%		
<b>Vehicles - Bus</b>						
State share	% of Costs	10%	10%	10%		
Federal share	% of Costs	40%	0%	0%		Removed \$24M from Ten Year Plan
<b>Fixed Guideway Projects</b>						
<b>CRT</b>						
State share	% of Costs	0%	0%	0%		
Federal share	% of Costs, Caps, and Timing of Funds	50%; Cap of \$100 M a year, All Costs Eligible for Reimbursement. Federal funds by 2020	50%; Cap of \$100 M a year, FY 18 Costs Locally Funded, Remaining Costs Eligible for Federal Reimbursement. Federal funds by 2020.	50%; Cap of \$100 M a year, FY 18 Costs Locally Funded, Remaining Costs Eligible for Federal Reimbursement. Federal funds by 2020.	GoT and CAMPO	Impacted \$2.863 M of Revenue
<b>BRT</b>						
State share	% of Costs	0%	0%	0%		
Federal share	% of Costs, Caps, and Timing of Funds	50%; Cap of \$100 M a year, All Costs Eligible for Reimbursement. Federal funds by 2020	50%; Cap of \$100 M a year, FY 18 Costs Locally Funded, Remaining Costs Eligible for Federal Reimbursement. Federal funds by 2020.	50%; Cap of \$100 M a year, FY 18 Costs Locally Funded, Remaining Costs Eligible for Federal Reimbursement. Federal funds by 2020.	GoT and CAMPO	Impacted \$1.8 M of Revenue
<b>Capital Expenditures</b>						
<b>Administration</b>						
	Growth Rate	0.00%	2.50%	2.50%	CPI Ten Year Estimate	No expenditures were budgeted for capital administration in FY 2017 update, so impact is N/A
<b>Vehicles</b>						
BRT	Growth Rate	4%	4%	4%		
Rail	Growth Rate	4%	4%	4%		
Local Bus	Growth Rate	4%	4%	4%		
<b>Liquidity</b>						
Minimum Operating Fund Balance	% of Sales Tax	25%	25%	25%	Financial Policy	
Capital Projects Fund Balance	% of Projects Budget Through 2027	5%	5%	5%	Financial Policy	

Outcome (Overall Fiscal Health of Wake Transit Plan)	Result	Wake Transit Plan Assumption	FY 2017 Proposed Assumption	FY 2018 Proposed Assumption	Comment	Impact/Notes
Minimum Wake Operating Fund Balance	\$, % of Sales Tax (No Lower Than 25%)	\$18,893,000 in FY 2017 (100%)	Balance of \$19,032,136 in FY 2017 (99%)	Balance of \$19,648,000 in FY 2018 (25%)		Designed to provide operating reserves, when combined with capital that could be used in extraordinary circumstances, to meet liquidity targets.
Minimum O&M Reserve	3 Months	N/A	N/A	N/A	in each transit agency	
Minimum Wake Capital Fund Balance	%, % of Capital Projects Planned (5% by xx)	\$80.65 M (5%) by 2020	\$78.2 M (5%) by 2021	\$78.2 M (5%) by 2021		May need to build this back up by 2020 again, but will require additional reductions in capital
Capital Asset Management Reserve	\$ accrued	228 days in 2027	217 days in 2027	217 days in 2027		While reduced by 11 days, still within recommended threshold.
Operating Days of Available Unrestricted Cash	# of Days		77 days in 2027	77 days in 2027		Recommend 90-180 days cash in operating fund; greater than 180 days when combined with capital. When operating fund cash is combined with capital fund balance, liquidity reserves rank a "1" which offsets financial flexibility tied to debt service carrying charge and farebox recovery ratio.
+ Cash to Debt Service	(181 days cash + 5x cash to DS = score of 1 for liquidity) (90 days cash + 2x cash to DS = score of 2 for liquidity)		low of 3.1 in 2025	low of 3.1 in 2025		
EBITDA Debt Service Coverage	Operating + Capital Fund Balance/Debt Service (Greater than 2.0 = S&P A)	78 days in 2027				
EBITDA Debt Service Coverage	Local Net Revenue / Debt Service (No Lower Than 1.25)	1.26 in 2027	1.25 in 2027	1.25 in 2027		Net revenues available for debt service divided by debt service.
Gross Debt Service Coverage	Local Revenue / Debt Service (No Lower Than 3.0)	low of 3.56 in 2025	low of 3.02 in 2026	low of 3.02 in 2025		Still above 3.0; out years are higher. No significant impact on plan.
Debt to Revenue (Debt Burden)	Debt Outstanding/Total Revenues (Greater than 2.0 Debt to Revenue = S&P A)	low of 2.2 in 2030	low of 2.0 in 2032	low of 2.0 in 2032		No significant change in plan.

**FYs 2017-2026 Wake Transit Multi-Year Operating Program Summary**

Transit ID	TIP	Wake Transit Operating Agreement	Operations / Service Type	Sponsor Agency	Managing/Operating Agency	Description	FY2017-2026 Wake Transit Multi-Year Operating Program Summary															
							GEOGRAPHY	Annual Hrs.	Source	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Total (100%)		
TO001	N/A	TBD	Bus Paratransit	GoTriangle	GoTriangle	REGIONAL PARATRANSIT SERVICE	CARY	1,694	Tax District	\$ -	\$ 215,138	\$ 220,516	\$ 226,029	\$ 231,680	\$ 237,472	\$ 243,409	\$ 249,494	\$ 255,731	\$ 262,125	\$ 2,141,594		
TO002	N/A	TBD	Express/Regional Bus Service	GoTriangle	GoTriangle	SYSTEMWIDE EXPRESS/REGIONAL BUS OPERATIONS/SERVICE	RALEIGH	14,911	Tax District	\$ 100,000	\$ 1,557,632	\$ 1,596,573	\$ 1,636,487	\$ 1,677,399	\$ 1,719,334	\$ 1,762,318	\$ 1,806,376	\$ 1,851,535	\$ 1,897,823	\$ 15,605,477		
TO003	N/A	TBD	Tax District Admin	GoTriangle (Tax District)	GoTriangle (Tax District)	TAX DISTRICT ADMIN	WAKE COUNTY	N/A	Tax District	\$ 75,000	\$ 150,000	\$ 153,750	\$ 157,594	\$ 161,534	\$ 165,572	\$ 169,711	\$ 173,954	\$ 178,303	\$ 182,760	\$ 1,568,178		
TO004	N/A	TBD	Transit Plan Admin/Implementation	GoTriangle	GoTriangle	TRANSIT PLAN ADMIN/IMPLEMENTATION/SYSTEMWIDE PLANNING	WAKE COUNTY	N/A	Tax District	\$ 1,084,493	\$ 1,038,297	\$ 1,064,254	\$ 1,090,861	\$ 1,118,132	\$ 1,146,086	\$ 1,174,738	\$ 1,204,106	\$ 1,234,209	\$ 1,265,064	\$ 11,420,240		
TO005	N/A	TBD	Bus Paratransit	GoCary	GoCary	LOCAL PARATRANSIT SERVICE	CARY	N/A	Tax District	\$ -	\$ 85,000	\$ 87,125	\$ 89,303	\$ 91,536	\$ 93,824	\$ 96,170	\$ 98,574	\$ 101,038	\$ 103,564	\$ 846,134		
TO006	N/A	TBD	Local Bus Service	GoCary	GoCary	SYSTEMWIDE LOCAL BUS OPERATIONS/SERVICE EXPANSION	CARY	10,466	Tax District	\$ -	\$ 753,522	\$ 772,360	\$ 791,669	\$ 811,461	\$ 831,747	\$ 852,541	\$ 873,855	\$ 895,701	\$ 918,093	\$ 7,500,949		
TO007	TP-5112	TBD	Planning/Admin	GoCary	GoCary	SYSTEMWIDE EXPANSION PLANNING/ADMIN	CARY	N/A	Tax District	\$ -	\$ 206,000	\$ 211,150	\$ 216,429	\$ 221,839	\$ 227,385	\$ 233,070	\$ 238,897	\$ 244,869	\$ 250,991	\$ 2,050,630		
TO008	N/A	TBD	Local Bus Service	GoRaleigh	GoRaleigh	SYSTEMWIDE LOCAL BUS OPERATIONS/SERVICE EXPANSION	RALEIGH	14,711	Tax District	\$ -	\$ 1,468,665	\$ 1,505,382	\$ 1,543,016	\$ 1,581,592	\$ 1,621,131	\$ 1,661,660	\$ 1,703,201	\$ 1,745,781	\$ 1,789,426	\$ 14,619,854		
TO009	TP-5100	TBD	Planning/Admin	GoRaleigh	GoRaleigh	SYSTEMWIDE EXPANSION PLANNING/ADMIN	RALEIGH	N/A	Tax District	\$ -	\$ 95,000	\$ 97,375	\$ 99,809	\$ 102,305	\$ 104,862	\$ 107,484	\$ 110,171	\$ 112,925	\$ 115,748	\$ 945,679		
TO010	TK-6170; TN-6116	TBD	General Public Demand-Response	Wake County TRACS	Wake County TRACS	COUNTYWIDE GENERAL PUBLIC DEMAND-RESPONSE SERVICE	WAKE COUNTY	N/A	Tax District	\$ -	\$ 150,000	\$ 153,750	\$ 157,594	\$ 161,534	\$ 165,572	\$ 169,711	\$ 173,954	\$ 178,303	\$ 182,760	\$ 1,493,178		
TO011	N/A	TBD	Transit Plan Admin/Implementation	CAMPO	CAMPO	TRANSIT PLAN ADMIN/IMPLEMENTATION	WAKE COUNTY	N/A	Tax District	\$ -	\$ 150,000	\$ 153,750	\$ 157,594	\$ 161,534	\$ 165,572	\$ 169,711	\$ 173,954	\$ 178,303	\$ 182,760	\$ 1,493,178		
TO012	N/A	TBD	Transit Plan Admin/Implementation	TBD	TBD	TRANSIT PLAN ADMIN/IMPLEMENTATION	WAKE COUNTY	N/A	Tax District	\$ -	\$ 3,125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,125,000		
<b>TOTAL OPERATIONS FROM TAX DISTRICT REVENUES</b>												\$ 1,259,493	\$ 8,994,254	\$ 6,015,985	\$ 6,166,385	\$ 6,320,546	\$ 6,478,557	\$ 6,640,523	\$ 6,806,536	\$ 6,976,698	\$ 7,151,114	\$ 62,810,091
Operating projects or expenditures initiated in FY 2019 and subsequent years will be determined by the Multi-Year Service Implementation Plan and Transit Corridors Major Investment Study currently under development.																						

### FYs 2017-2026 Multi-Year Operating Program Project Sheet Summary

<b>TO001 – GoTriangle – Regional Paratransit Service</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO001-A	Route 300 Paratransit Service	\$0	\$215,138
<b>Total</b>			<b>\$215,138</b>

<b>TO002 – GoTriangle – Systemwide Express/Regional Bus Service</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO002-A	Cost of Service Preparation for FY 2018 Service Deployment	\$100,000	\$0
TO002-B	Route 301 Raleigh-SW Cary, maintain current service levels	\$0	\$489,288
TO002-C	Route FRX Fuquay-Varina-Raleigh, maintain current service levels	\$0	\$219,038
TO002-G	Route 300 Cary-Raleigh, weeknight service	\$0	\$115,934
TO002-H	Route 300 Cary-Raleigh, Sat night/Sunday service	\$0	\$58,960
TO002-I	Route 100 Raleigh-Airport-RTC, midday/Saturday frequency	\$0	\$449,350
TO002-J	Route 300 Cary- Raleigh, midday frequency	\$0	\$183,607
TO002-K	Route 300 Cary-Raleigh, Sat frequency	\$0	\$41,455
<b>Total</b>		<b>\$100,000</b>	<b>\$1,557,632</b>

<b>TO003 – GoTriangle (Tax District) – Tax District Admin</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO003-A	Position for Financial Oversight of Tax District	\$75,000	\$150,000
<b>Total</b>		<b>\$75,000</b>	<b>\$150,000</b>

<b>TO004 – GoTriangle – Transit Plan Admin/Implementation</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO004-A	Existing Staff Allocated to Wake County (Existing use of rental tax) for 4.3 FTEs	\$91,377	\$374,646
TO004-B	New Salaries/Benefits for 3.5 FTEs	\$262,500	\$538,125
TO004-C	Indirect Admin Expenses (Technology, Insurance, Printing, Etc.)	\$30,616	\$125,526
TO004-D	Systemwide Planning	\$700,000	\$0
<b>Total</b>		<b>\$1,084,493</b>	<b>\$1,038,297</b>

<b>TO005 – GoCary – Local Paratransit Service</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO005-A	Expanded Span Paratransit Service	\$0	\$85,000
<b>Total</b>			<b>\$85,000</b>

<b>TO006 – GoCary – Systemwide Local Bus Service Expansion</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO006-A	Sunday Service (14-hour), limited holiday service	\$0	\$391,182
TO006-B	Headway reduction – Half-hourly midday service	\$0	\$362,340
<b>Total</b>		<b>\$0</b>	<b>\$753,522</b>

<b>TO007 – GoCary – Systemwide Expansion Planning/Admin</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO007-A	Marketing	\$0	\$35,000
TO007-B	Capital Projects Coordinator	\$0	\$141,000
TO007-C	Position Reclasses	\$0	\$30,000
<b>Total</b>		<b>\$0</b>	<b>\$206,000</b>

<b>TO008 – GoRaleigh – Systemwide Local Bus Operations/Service Expansion</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO008-A	Complete Sunday span for all routes	\$0	\$1,274,790
TO008-B	Fill in 7 South Saunders weekday schedule	\$0	\$193,875
<b>Total</b>		<b>\$0</b>	<b>\$1,468,665</b>

<b>TO009 – GoRaleigh – Systemwide Expansion Planning/Admin</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO009-A	Service Planner	\$0	\$95,000
<b>Total</b>		<b>\$0</b>	<b>\$95,000</b>

<b>TO010 – Wake County TRACS – Countywide General Public Demand Response</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO010-A	Countywide Rural General Public Demand-Response Service	\$0	\$150,000
<b>Total</b>		<b>\$0</b>	<b>\$150,000</b>

<b>TO011 – CAMPO – Transit Plan Admin/Implementation</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO011-A	Position for TPAC Administration/Transit Plan Implementation	\$0	\$150,000
<b>Total</b>		<b>\$0</b>	<b>\$150,000</b>

<b>TO012 – TBD – Transit Plan Admin/Implementation</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost*</b>
TO012-A	Transit Plan Implementation/Studies	\$0	\$3,125,000
<b>Total</b>		<b>\$0</b>	<b>\$3,125,000</b>

\*FY 2018 entries are currently under review by the Transit Planning Advisory Committee in preparation of the FY 2018 Wake Transit Work Plan

**FY 2017-2026 Wake Transit Capital Improvement Program Summary**

Transit ID	TIP	Project	Project Type	Sponsor Agency	Description	FY2017-2026 Wake Transit Capital Improvement Program Summary																							
						Phase	Source	Prior Yr.	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Future Years	Total (100%)									
TC001	N/A	Systemwide Expansion Vehicles for Bus Service	Vehicles	GoCary GoRaleigh GoTriangle	20 NEW EXPANSION VEHICLES FOR SERVICE TO BE INITIATED IN FYs 2019 OR 2020/CONTINUE LEASE OF VEHICLES	Purchase Lease	Tax District			\$ 10,182,500	\$ 172,200	\$ 176,505	\$ 180,918	\$ 185,441	\$ 190,077	\$ 194,828	\$ 199,699	\$ 204,692		\$ 11,686,860									
TC002	N/A	Bus Facilities Park-and-Ride	Infrastructure	GoTriangle	FUQUAY-VARINA PARK-AND-RIDE LEASE	Lease	Tax District			\$ 4,500	\$ 4,613	\$ 4,728	\$ 4,846	\$ 4,967	\$ 5,091	\$ 5,219				\$ 33,964									
TC003	N/A	Bus Infrastructure Planning	Planning/Studies	GoTriangle	RALEIGH UNION STATION BUS FACILITY (PLANNING AND DESIGN)	N/A	Tax District			\$ 1,900,000										\$ 1,900,000									
TC004	N/A	Bus Infrastructure	Infrastructure	GoCary	BUS STOP SIGN REPLACEMENT, BUS STOP ADA IMPROVEMENTS	Construction	Tax District			\$ 538,000										\$ 538,000									
TC005	N/A	Capital Planning/Studies	Planning/Studies	GoCary	DOWNTOWN MULTIMODAL FACILITY STUDY, SW WAKE TRANSIT MAINTENANCE FACILITY A&E	N/A	Tax District			\$ 1,200,000										\$ 1,200,000									
TC006	N/A	Bus Facilities Park-and-Ride	Infrastructure	GoRaleigh	DOWNTOWN RALEIGH TRANSIT ACCESS, POOLE ROAD PARK-AND-RIDE FACILITY (CONSTRUCTION)	Construction	Tax District			\$ 2,390,000										\$ 2,390,000									
TC007	N/A	BRT/CRT Planning	Planning/Studies	TBD	FIXED GUIDEWAY ANALYSES/IMPLEMENTATION STUDIES	Planning	Tax District			\$ 9,300,000										\$ 9,300,000									
<i>Capital projects/expenditures in FY 2019 and subsequent years will be determined by the Multi-Year Service Implementaton Plan and Transit Corridors Major Investment Study currently under development</i>																													
Future Capital Expenditures	Bus Infrastructure				FUTURE BUS INFRASTRUCTURE	Various	Tax District			\$ 17,552,989	\$ 51,646,870	\$ 37,829,400	\$ 23,576,777	\$ 12,828,909	\$ 13,709,781	\$ -	\$ 5,000,000			\$ 162,144,726									
	CRT				COMMUTER RAIL	Various	Tax District/Federal			\$ 48,541,252	\$ 56,639,914	\$ 88,633,169	\$ 147,622,620	\$ 195,826,720	\$ 133,510,060	\$ 183,653,343	\$ 26,507,119			\$ 880,934,196									
	BRT				BUS RAPID TRANSIT	Various	Tax District/Federal			\$ 24,896,856	\$ 28,854,028	\$ 75,634,892	\$ 140,784,528	\$ 73,210,431	\$ -	\$ -	\$ -			\$ 343,380,734									
	Expansion and Replacement Vehicles				FUTURE BUS ACQUISITION	Various	Tax District			\$ 23,920,800	\$ 16,372,626	\$ 17,692,144	\$ 6,010,554	\$ 20,573,390	\$ 5,762,139	\$ 11,416,387	\$ 1,406,072			\$ 103,154,112									
	Other Capital				OTHER FUTURE CAPITAL	Various	Tax District			\$ 4,679,434	\$ 4,866,612	\$ 5,061,276	\$ 5,263,727	\$ -	\$ -	\$ -	\$ 11,000,000			\$ 30,871,049									
<b>Subtotal Capital</b>																				\$ 25,515,000	\$ 119,768,144	\$ 158,561,282	\$ 225,036,645	\$ 323,448,614	\$ 302,634,618	\$ 153,182,027	\$ 195,269,429	\$ 44,117,883	\$ 1,547,533,641

### FYs 2017-2026 Capital Improvement Plan Project Sheet Summary

<b>TC001 – TBD - Systemwide Purchase of Expansion Vehicles/Lease of Existing Vehicles</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC001-A	Purchase 20 new expansion vehicles for service to be initiated in FYs 2019 or 2020	\$0	\$10,000,000
TC001-B	GoTriangle lease of vehicles (for Route 300)	\$0	\$105,000*
TC001-C	GoTriangle rewrapping leased vehicles	\$0	\$14,500
TC001-D	GoRaleigh lease of vehicles	\$0	\$63,000*
<b>Total</b>		<b>\$0</b>	<b>\$10,182,500</b>

\*Costs recur annually through horizon year of CIP

<b>TC002 – GoTriangle – Bus Facilities (Park-and-Ride)</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC002-A	Fuquay-Varina park-and-ride lease	\$0	\$4,500*
<b>Total</b>		<b>\$0</b>	<b>\$4,500</b>

\*Cost recurs annually through horizon year of CIP

<b>TC003 – GoTriangle – Bus Infrastructure</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC003-A	Raleigh Union Station Bus Facility (Planning/Design)	\$0	\$1,900,000
<b>Total</b>		<b>\$0</b>	<b>\$1,900,000</b>

<b>TC004 – GoCary – Bus Infrastructure</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC004-A	Bus Stop Sign Replacement	\$0	\$43,000
TC004-B	Bus Stop ADA Improvements	\$0	\$495,000
<b>Total</b>		<b>\$0</b>	<b>\$538,000</b>

<b>TC005 – GoCary – Capital Planning/Studies</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC005-A	Downtown Cary Multimodal Facility Study	\$0	\$200,000
TC005-B	SW Wake Transit Maintenance Facility A&E	\$0	\$1,000,000
<b>Total</b>		<b>\$0</b>	<b>\$1,200,000</b>

<b>TC006 – GoRaleigh – Bus Infrastructure</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC006-A	Downtown Transit Access Improvements	\$0	\$1,250,000
TC006-B	Poole Road Park-and-Ride Facility (Construction)	\$0	\$1,140,000
<b>Total</b>		<b>\$0</b>	<b>\$2,390,000</b>

<b>TC007 – TBD – Capital Planning/Studies</b>			
<b>Project ID</b>	<b>Project</b>	<b>FY 2017 Cost</b>	<b>FY 2018 Cost</b>
TC007-A	Fixed Guideway Analyses/Implementation Studies	\$0	\$9,300,000
<b>Total</b>		<b>\$0</b>	<b>\$9,300,000</b>



## **Transit Planning Advisory Committee Memorandum**

**From:** Chip Russell, Transit Planning Advisory Committee (TPAC), Chair

**To:** Capital Area Metropolitan Planning Organization (CAMPO) Executive Board  
GoTriangle Board of Trustees

**Re:** Agreement(s) for FY 17 Wake Transit Funds Transfer to GoTriangle

This memo shall document the expectations and parameters for an FY 2017 transfer of funds from the Triangle Tax District, Wake Operating Fund to GoTriangle for transit plan administration and preparation of future service delivery activities.

As directed by the Wake County Transit Governance Interlocal Agreement (ILA), all funds and transfers in the Wake County Transit Plan shall be managed by documentation and agreements detailing the expectations, roles and responsibilities of all parties. The structure and language of these agreements are currently being drafted by the Transportation Planning Advisory Committee and member agency legal staff. These agreements will not be ready in time for adoption of the FY 2017 Work Plan. However, agreements addressing the aforementioned expenditures will be developed to serve this role. For the purposes of satisfying the requirement that annual Wake Transit work plans contain supporting agreements until agreements can be developed, this memo details the FY 2017 transfers of expenditures and explains the expectations for each transfer of funds below:

### **Transfer 1**

#### **\$100,000 for Preparation for FY 2018 Bus Service Roll Out**

Go Triangle shall have all authority to allocate and spend the funds associated with Transfer 1 at any time during FY 2017 to ensure efficient and coordinated rollout of bus service programmed in FY 2018. Go Triangle staff shall make its best effort to document spending in a way that will be consistent with the reporting requirements under development.



## **Transfer 2**

### **\$700,000 for Transit Plan Implementation Studies**

Go Triangle, in conjunction with the on-call transit planning services joint procurement parties, shall have all authority to allocate and spend the funds associated with Transfer 2 at any time during FY 17 to ensure efficient and coordinated delivery of planning products and studies. Management, decision-making and scopes of work on this task shall be shared and coordinated with the Capital Area Metropolitan Planning Organization and City of Raleigh as co-funders of the studies and reported to TPAC. These studies are expected to continue and advance through FY 2018. Go Triangle staff shall make its best effort to document spending in a way that will be consistent with the reporting requirements under development.

## **Transfer 3**

### **\$384,493 for new and existing staff**

#### **\$ 121,993 for existing GoTriangle Staff allocated to support the current level of service in Wake County**

Go Triangle shall have all authority to allocate and spend the funds associated with existing staff at any time during FY 2017 to ensure adequate staff resources allocated to continue to support current Wake County activities. Go Triangle staff shall make its best effort to document spending in a way that will be consistent with the reporting requirements under development.

#### **\$262,500 for potential additional staff to support implementation of the Wake County Transit Plan**

Go Triangle shall only allocate or spend funds associated with potential additional staff according to the Wake Transit Work Plan as approved by the CAMPO Executive Board and the GoTriangle Board of Trustees. It is anticipated that the Work Plan will be approved by GoTriangle in December and CAMPO in January. It is also anticipated that discussions in December 2016 regarding GoTriangle's existing staff capacity will help finalize staffing needs, which will be submitted to the Wake County Transit Planning Advisory Committee for review. Any agency that funds a position through these resources shall make its best effort to document spending in a way that will be consistent with the reporting requirements under development.