



GoTriangle
 Operations & Finance Committee
 April 01, 2021
 8:30 am-10:00 am Eastern Time

Based on NC safer at home executive orders in response to COVID-19, the GoTriangle Operations & Finance Committee will meet remotely on Thursday, April 1, 2020, at 8:30 am.

*Click here to: Join Webex Meeting
 Meeting Number / Access code: #171 387 2144
 Password: 1234
 Or dial: +1 415-655-0003*

- I. **Call to Order and Adoption of Agenda**
(1 minute Vivian Jones)
 ACTION REQUESTED: Adopt agenda with any changes requested.
- II. **Draft Minutes - March 4, 2021**
(1 minute Michelle Dawson)
- III. **RTP Connect Pilot Evaluation**
(15 minutes Jennifer Green)
 RTP Connect Pilot Evaluation Report
- IV. **Sole Source Purchase of Streets CAD/AVL System**
(10 minutes Patrick Stephens)
 ACTION REQUESTED: Recommend Board approval of a Sole Source purchase and award a contract to Trapeze Software Group Inc. dba TripSpark Technologies for the replacement of GoTriangle's computer aided dispatch and automatic vehicle location (CAD/AVL) for a maximum dollar amount of \$2,875,000 and authorize the President/CEO to execute the contract consistent with those terms.
- V. **Classification & Compensation Study Presentation**
(30 minutes Carolyn Lyons)
 ACTION REQUESTED: Recommend that the Board approve the 2021 Classification and Compensation Pay Plan and designate the President/CEO the authority to administer the new Plan based on the findings of the Study.
 Presentation
- VI. **FY22 Budget**
(20 minutes Sandra Freeman)
- VII. **Adjournment**
(Vivian Jones)

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GoTriangle Board of Trustees
Operations & Finance Committee Meeting Minutes
March 4, 2021
Held Remotely via WebEx

Committee Members Present:

Corey Branch	Jennifer Robinson
Vivian Jones, Committee Chair (arr. 8:37 a.m.)	Steve Schewel
Michael Parker	Stelfanie Williams

Committee Members Absent:

Valerie Jordan

Other Board Members Present:

Will Allen III	Sig Hutchinson
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The meeting was called to order at 8:35 a.m. A quorum was present.

I. Adoption of Agenda

II. Approval of Minutes

Action: A motion was made by Parker and seconded by Branch to approve the minutes of the February 4, 2021, meeting. Upon vote by roll call, the motion was carried unanimously.

III. GoTriangle Financing Options

Saundra Freeman introduced Jill Jaworski, PFM Financial Consultants, and Rebecca Joyner, bond counsel with Parker Poe. The presentation is attached and hereby made a part of these minutes.

Freeman provided an overview of GoTriangle’s responsibilities as tax district administrator, noting that GoTriangle is responsible for issuing debt for projects associated with the transit plans. She said GoTriangle has limitations on what it can and cannot pledge as collateral and available financing options, both which could create challenges.

Freeman reminded the Committee of GoTriangle’s local revenue sources:

- ½ cent sales tax
- \$7 county vehicle registration tax
- \$3 regional vehicle registration tax
- 5% vehicle rental tax

She said with respect to the vehicle rental tax, GoTriangle is completely responsible for billing, collections and audits.

Rebecca Joyner explained the primary financing options available in North Carolina and what is available to GoTriangle:

- General Obligation bonds – not viable, no property tax to pledge
- Revenue bonds – fare box revenues and vehicle registration tax weak/not significant enough, no precedent for sales tax as revenue
- Special Obligation bonds – not authorized for GoTriangle as the levier of the tax, transit projects also currently not authorized
- Installment Financing/ Limited Obligation bonds – available option

Parker asked the typical cost for issuing debt. Joyner responded that privately placed installment financing is usually lower due to fewer parties being involved. She estimated under \$20,000. She said larger transactions have higher issuing costs, even up to \$200,000, due to more parties being involved. Jill Jaworski replied that \$20,000 would be on the low end and not for a first debt issuance. She said the first time could be a minimum of \$30-40,000. She added that larger transactions could be as much as \$500,000 to \$1 million, as underwriter fees are based on the size of the transaction.

Jaworski then discussed the challenges associated with limited obligation bonds:

- Generally highest cost for borrowing
- Requires physical assets as security – lenders prefer access to funds, preference for real property versus a rail line, can only pledge assets owned by GoTriangle and some projects could have limited assets
- Can use local revenues to pay debt service, but cannot pledge them; cannot use sales tax
- Requires annual appropriation for bondholder payments

Lattuca asked if an unbuilt asset can be pledged. Joyner stated yes, under NC law, you are pledging the land and all improvements to be built on top of it. She stated that the issue is ownership and because of the interaction with the railroads GoTriangle may not own the assets. Parker asked about pledging rolling stock. Joyner stated yes. Allen stated the maintenance facility could be pledged.

Parker asked if the counties could pledge assets to secure GoTriangle debt. Joyner replied there is some precedent with counties doing the financing for schools because schools do not have independent borrowing authority in NC. She stated this would require an amendment to the ILA and a willingness on the part of the local governments.

Parker asked the borrowing plan for the D-O LRT project. Joyner stated limited obligation bonds, but there also were challenges with the security. She said a limitation now that did not exist for the D-O LRT project is in the ILAs and related to cross-collateralization of assets. She said the Wake County ILA restricts its taxes, revenues and assets to be used only for Wake County projects and securing of Wake County debt. These restrictions would complicate borrowing, requiring separate borrowings for cross-county projects and preventing a “master” cross-collateralized structure that could improve credit quality for GoTriangle.

Parker asked what is involved in changing the ILA. Joyner stated it would be renegotiated by GoTriangle and the local governments.

Schewel asked about collateralization for the D-O LRT project. Freeman responded that it had not been confirmed, but primarily the maintenance facility along with the rail cars and real property. Jaworski added that typically the asset has to be only 50% of the bond amount, which gives some flexibility. She said bondholders have a preference for real assets that would be saleable.

Lattuca asked about a Public Private Partnership. Joyner stated the ILA limitations still apply, it has not been used for transit in NC and the process can take a long time.

Jaworski then offering potential solutions:

- Counties issue LOBs – makes cross-collateralization within counties possible, possibly lowers borrowing cost
- Counties issue SOBs – lower borrowing cost, would require legislative change to make transit projects eligible as SOB project
- GoTriangle issues LOBs – using “master” structure with cross-collateralization of assets, would require a renegotiation of the county ILAs
- GoTriangle issues SOBs – lower borrowing cost, would require legislative changes to the authorizing statute and to make transit projects eligible as SOB project, likely re-vote of each county’s sales tax questions and possible renegotiation of the county ILAs

Parker asked if the individual counties’ debt capacity would be impacted if the counties did the borrowing. Jaworski responded yes. Joyner added that part of why borrowing authority ended up with GoTriangle was so the counties’ debt capacity would not be reduced and potential lower their credit ratings. She pointed out that is only an issue with county-issued LOBs. If the counties issued SOBs, the transit sales tax would be pledged toward the debt.

Parker commented that option requires a change in legislation and would be easier if other counties or jurisdictions also were interested in the change.

Jaworski stated that clients all around the country are feeling the pressure of fewer federal and state resources available to help fund large projects.

Lattuca stated that today's discussion was for background and would be followed up in the next few months with a discussion about innovative financing options. Freeman said she wanted the board to be aware of the challenges GoTriangle faces and also beginning the process of renegotiating the ILAs. Parker said that process also must include educating county commissioners.

Robinson left.

Lattuca stated he would like to see an inventory of GoTriangle's assets along with values.

IV. FY22 Budget

Saundra Freeman's presentation is attached and hereby made a part of these minutes.

She reviewed the current assumptions for the FY22 budget:

- Total revenue \$30 million, down from \$51 million in FY21 budget (does not include grant revenue)
- Total expenditures \$36 million, down from \$53 million in FY21 budget
- CARES Act funds \$5 million, down from \$7.9 million in FY21
- SMAP funding \$0
- Vehicle rental tax \$4.2 million, down from \$5.2 million in FY21 budget (allocation to Durham, Orange and Wake transit plans currently under review)
- \$5 vehicle registration tax \$6.3 million, down from \$6.5 million in FY21 budget
- Fares and consignments \$273,000 and \$381,000, respectively
- Rental income \$0, Plaza building expenses \$ 572,000
- Headcount 280 FTEs, up from 272 in FY21 budget (including county transit plan positions)
- Average merit 3%
- 3% increase in employment healthcare (employee contribution for employee only coverage \$500)
- Service revenue hours 141,118, up from 134,568 in FY21 budget
- Contracted service hours 11,665 down from 11,744 in FY21 budget
- Capital expenditures \$0 (requests totaling \$5 million currently under review)

Freeman also reviewed the assumptions for the three county transit plan budgets.

Durham Transit Plan Assumptions

- Total revenue \$34.4 million, up from \$32 million in FY21 budget
 - ½ cent transit tax \$31.2 million, up from \$28.5 million in FY21 budget
 - Vehicle rental tax \$900,000, down from \$1.1 million in FY21 budget
 - \$3 vehicle registration tax \$700,000, flat to FY21 budget
 - \$7 vehicle registration tax \$1.7 million, up from \$1.6 million in FY21 budget
- Total expenses \$21.9 million
 - Operating expenses \$9.9 million
 - Capital expenses \$12 million

Orange Transit Plan Assumptions

- Total revenue \$8.9 million, up from \$8.8 million in FY21 budget
 - ½ cent transit tax \$7.4 million, up from \$7.1 million in FY21 budget
 - Vehicle rental tax \$400,000, down from \$600,000 million in FY21 budget
 - \$3 vehicle registration tax \$300,000, flat to FY21 budget
 - \$7 vehicle registration tax \$800,000, flat to FY21 budget
- Total expenses \$7.9 million
 - Operating expenses \$4.5 million
 - Capital expenses \$3 million

Wake Transit Plan Assumptions

- Total revenue \$175.4 million, up from \$110.8 million in FY21 budget
 - ½ cent transit tax \$97 million, up from \$29.8 million in FY21 budget
 - Vehicle rental tax \$2.8 million, down from \$3.5 million in FY21 budget
 - \$3 vehicle registration tax \$2.8 million, down from \$3 million in FY21 budget
 - \$7 vehicle registration tax \$6.8 million, down from \$7.1 million in FY21 budget
 - Other revenue \$66 million, down from \$67.4 million in FY21 budget
- Total expenses \$128.2 million
 - Operating expenses \$27.4 million
 - Capital expenses \$100.8 million

Freeman said that the headcount increases are under review and the Committee would receive another update at its April meeting in advance of the Board's budget workshop on April 21st.

VIII. Adjournment

Action: The meeting was adjourned at 10:14 a.m.

Vivian Jones, Committee Chair

Attest:

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

Draft

MEMORANDUM

TO: GoTriangle Board of Trustees Operations & Finance Committee
FROM: Planning and Capital Development
DATE: March 18, 2021
SUBJECT: RTP Connect Pilot Evaluation

Strategic Objective or Initiative Supported

The RTP Connect pilot supports the following objectives:

- 1.1 Increase number of customers served with sustainable transportation services
- 1.5 Maintain cost-effectiveness

Action Requested

Staff requests that the Committee receive the report.

Background and Purpose

The RTP Connect pilot began operation in August 2019 with the goals to increase ridership and improve cost effectiveness of service within the Research Triangle Park area. GoTriangle provides up to \$10 per trip to customers who book a trip with Uber and Lyft from the Regional Transit Center to anywhere within the RTP Connect service area. In February 2021, RTP Connect was expanded to allow trips to the Boxyard RTP from anywhere in the service area through a funding partnership with Research Triangle Foundation.

Previously, GoTriangle provided service in the RTP area with directly operated fixed routes shuttles (until Dec 2017) and with Go OnDemand, a microtransit pilot program using a directly operated fixed route fleet (Jan 2018-Jul 2019). These programs suffered from low service productivity and poor customer satisfaction due to long travel times, long wait times, and unreliable transfers to fixed route buses at the Regional Transit Center.

The RTP Connect pilot is evaluated against performance targets for ridership, productivity, cost per trip and annual cost of the program. In addition, secondary performance metrics provide additional insight into the performance of the pilot: transfer rate to fixed route, new transit riders, high satisfaction rating, frequency of use, emissions per trip, and demographics.

Key Takeaways

- RTP Connect partnership with Uber and Lyft has met program goals to increase ridership and reduce costs
- Staff has identified concerns related to secondary metrics including shared ride capabilities, staff requirements, and data availability

Next steps

- Bring a recommendation to the Board for a permanent service design for RTP Connect
- Coordinate with Research Triangle Foundation to expand mobility to and around the park via RTP Connect, which may involve applying for Wake Transit Community Funding Area Program funds for a planning study and/or operations
- Conduct a study of regional microtransit implementation and governance

Financial Impact

None

Attachments

- RTP Connect Pilot Evaluation Report

Staff Contact

- Jennifer Green, 919-485-7539, jgreen@gotriangle.org



RTP Connect Pilot Evaluation Report

April 2021

Report Completed by Jennifer Green, Transit Service Planning Supervisor

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RTP Connect Pilot Evaluation Report

Introduction

The RTP Connect pilot began in August 2019 to provide a first/last mile connection from the GoTriangle Regional Transit Center to the Research Triangle Park area. The service is provided through a partnership with Uber and Lyft. This report provides an evaluation of the pilot to assist planners and decision makers in determining the permanent solution for service to RTP.

Background

RTP Connect facilitates first/last mile connections to transit within a designated Research Triangle Park (RTP) zone. In addition to the Research Triangle Park itself, the zone includes employment areas to the east and west of the Park. Through partnerships with Uber and Lyft, GoTriangle provides up to \$10 per trip to passengers traveling within the RTP Connect service area who start or end at the Regional Transit Center on weekdays from 6:30am-10:00pm. In February 2021, Research Triangle Foundation joined GoTriangle in supporting the RTP Connect program and the pilot was expanded to allow trips to or from the Boxyard RTP from within the RTP Connect service area.

Prior to 2018, GoTriangle operated fixed-route shuttles in the RTP area. Over the last few years of their operation, ridership was declining from its peak of 180 trips per day. The RTP shuttles were providing only 160 trips per day in January 2016, and this had fallen to 120 trips per day on average by fall 2017. This decline led the agency to initiate the Go OnDemand pilot in January 2018: an on-demand shuttle service, also operated by GoTriangle employees and vehicles. Go OnDemand was unpopular, and its ridership had fallen to 68 trips per day in July 2019.

Description of RTP Connect Service Design

Customers can book an on-demand trip using the Uber or Lyft app on their smartphone. GoTriangle provides a promo code (Lyft) and a voucher (Uber) that provides a subsidy of up to \$10 for each trip that meets the program rules. Customers without smartphones can call the Regional Information Center (919-485-7433) and have the customer information agent book a trip for them using the Lyft Concierge platform. GoTriangle Transit Operations fulfills the trip request when a customer requests a wheelchair accessible vehicle to complete the trip.

The RTP Connect service area includes Research Triangle Park and surrounding areas such as Keystone, Walmart, Food Lion at TW Alexander Dr/Page Rd, Globe Rd, Hopson Rd/Davis Dr apartments, and S. Alston Ave near NC 55.

To receive the GoTriangle subsidy, customers must book a trip where one end is the Regional Transit Center or Boxyard RTP and the other end is anywhere else within the service area (shown in light gray in Figure 1).

Figure 1: RTP Connect service area map (as of Feb 2021)



Goals and Objectives of RTP Connect Pilot

The RTP Connect pilot has two primary goals:

1. Increase ridership within the RTP Service Area
2. Provide a cost effective service

This report evaluates the performance of the RTP Connect pilot using the following objectives and performance metrics. Additional information on how the targets were identified are shown in the charts below.

Goal 1: Increase ridership within the RTP Service Area

Objectives	Performance Metric	Target	Rationale for Target
1.1 Increase daily passenger trips	Average daily passenger trips	> 180	Achieve peak ridership of RTP Shuttles
1.2 Improve service productivity	Boardings per hour	> 1.5	Meet targets set in Wake Transit Service Standards and Performance Measures for Demand Response service

RTP Connect Pilot Evaluation Report

Goal 2: Provide a cost effective service

Objectives	Performance Metric	Target	Rationale for Target
2.1 Reduce GoTriangle expenses	Annual expenses	< \$650,000	Reduce GoTriangle investment from FY19-20 levels
2.2 Reduce subsidy per trip	Subsidy per trip	< \$30.00	Meet targets set in Wake Transit Service Standards and Performance Measures for Demand Response service

In addition, the pilot has three secondary goals to provide the first/last mile connection to transit and a high quality, equitable transit service:

3. Provide first/last mile connections to-and-from the Regional Transit Center
4. Improve customer satisfaction
5. Provide equitable transit access

The report evaluates performance using the following objectives and performance metrics, which support the secondary goals.

Goal 3: Provide first/last mile connections to-and-from the Regional Transit Center

Objectives	Performance Metric	Target	Rationale for Target
3.1 Most customers transfer to regional transit routes	Percent of customers who use other transit routes	> 90%	Ensure program is primarily used as part of a transit trip, and not end-to-end transportation
3.2 Encourage new customers to use transit	Percent of customers who are new transit riders	> 29%	New customers as reported in the 2019 On Board Customer Satisfaction Survey

Goal 4: Improve customer satisfaction

Objectives	Performance Metric	Target	Rationale for Target
4.1 Customers report high satisfaction	Percent of customers who give high satisfaction rating	> 61%	Percent of customers who reported high satisfaction with GoTriangle services in the 2019 On Board Customer Satisfaction Survey

Goal 5: Provide equitable transit access

Objectives	Performance Metric	Target	Rationale for Target
5.1 Improve transit access for underserved populations	Percent of customers who are elderly, minority, female, no car household	> RTP Shuttle averages	RTP Shuttle results as reported in the 2016 On Board Customer Satisfaction Survey

Results of Performance Analysis

The performance analysis is based on the following data sources. The analysis will compare the RTP Connect service against the targets set previously in the report, and comparisons to the previously operated RTP Shuttles and Go OnDemand service will be provided for context.

Data Sources Available

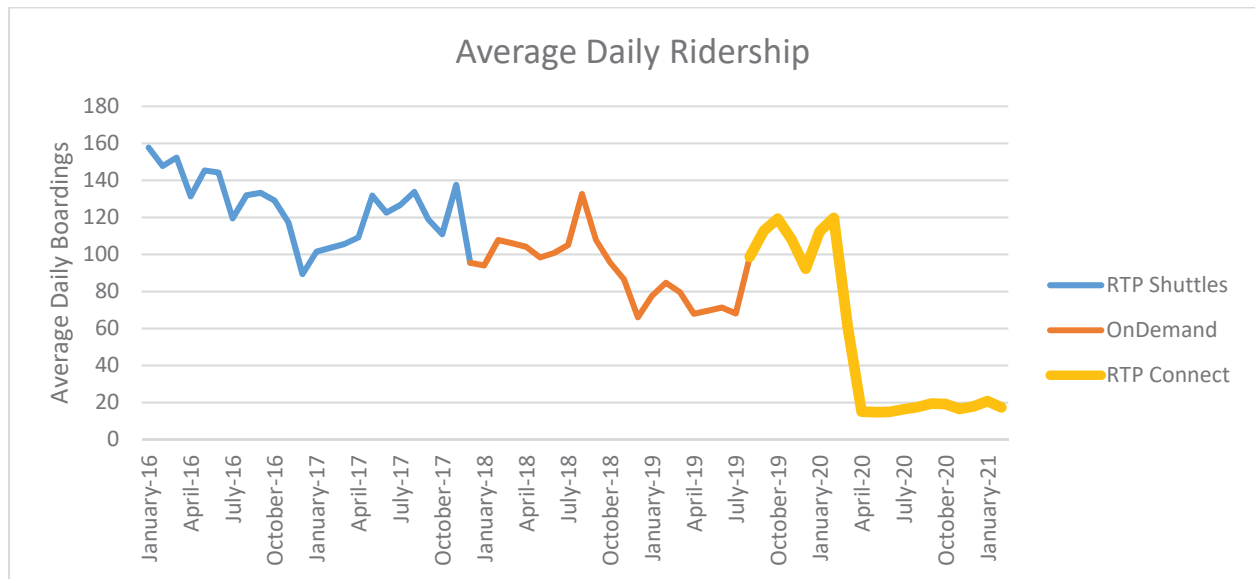
1. RTP Connect (August 2019-February 2020)
 - a. Trip data from Uber and Lyft including number of trips, cost per trip, and revenue hours
 - b. Customer satisfaction survey conducted by a UNC Graduate Student researcher in February 2020, which resulted in 30 completed surveys
2. Go OnDemand (January 2018-July 2019)
 - a. Ridership and revenue hours
 - b. GoTriangle cost per hour FY18 and FY19
3. RTP Shuttles (Jan 2016-Dec 2017)
 - a. Ridership and revenue hours
 - b. GoTriangle cost per hour and average fare per trip for FY18 and FY19
 - c. GoTriangle On Board Customer Satisfaction Survey in 2016 and 2019 with results for GoTriangle system (2,842 responses) and RTP Shuttles (62 responses)

Daily Passenger Trips

Ridership increased from 68 daily passenger trips on Go OnDemand in July 2019 to 99 daily passenger trips on RTP Connect in August 2019. By February 2020, ridership on RTP Connect had increased to 120 daily passenger trips.

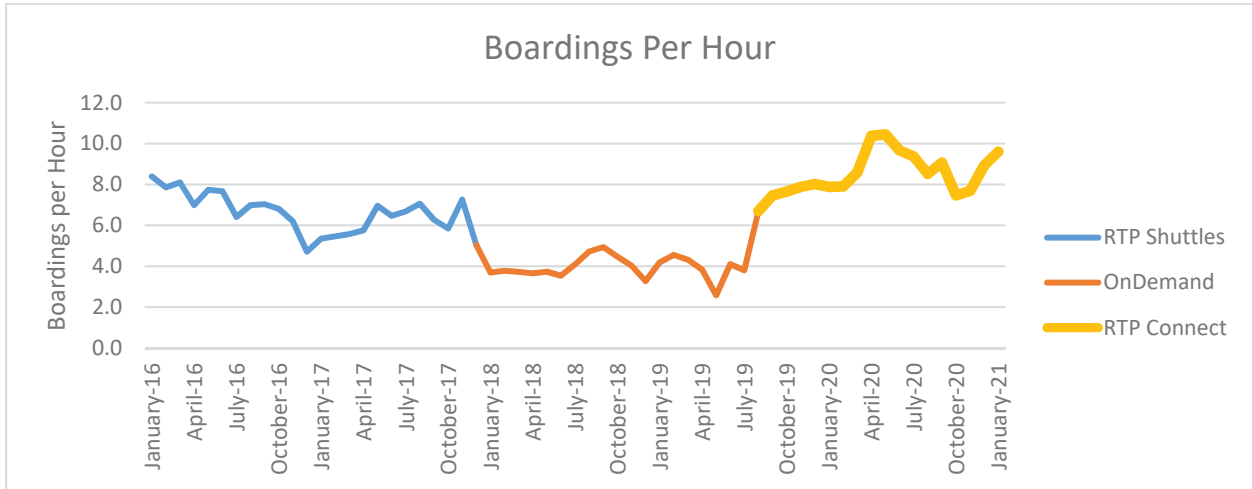
The COVID-19 pandemic has had a major impact on RTP Connect ridership. GoTriangle saw ridership fall to 61 daily passenger trips in March 2020 and to 15-21 daily passenger trips from April 2020-Jan 2021.

While average daily ridership did not reach the target of 180 daily passenger trips, there were indications prior to the COVID-19 pandemic that the service was successful in increasing ridership.



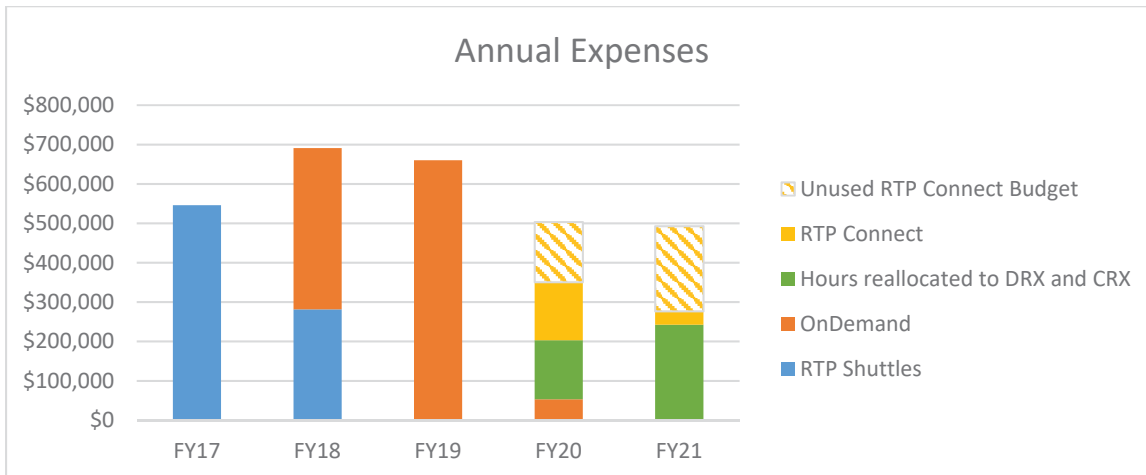
Boardings per Hour

The service productivity from Go OnDemand to RTP Connect increased dramatically (+77 percent) with 7.6 boardings per hour for RTP Connect (August 2019-February 2020) compared with only 4.3 for Go OnDemand (July 2018-June 2019). Notably, because the RTP Connect service only dispatches vehicles to serve customer trips, productivity grew even during the COVID-19 pandemic. **The boardings per hour exceeds the target of 1.5 boardings per hour.**



Annual Expenses¹

With the implementation of RTP Connect, GoTriangle reduced the annual budget allocated towards the low ridership services in the Research Triangle Park area from \$660,000 in FY19 to \$300,000 in FY20. GoTriangle reallocated some of these savings (\$150,000) towards higher ridership express services connecting Durham and Chapel Hill to Raleigh (DRX and CRX). This reallocation provided earlier trips in the afternoon on the CRX and enabled 15-20 minute service headways on the DRX, which has helped to alleviate overcrowding. **RTP Connect has performed under budget for FY20 and FY21².**

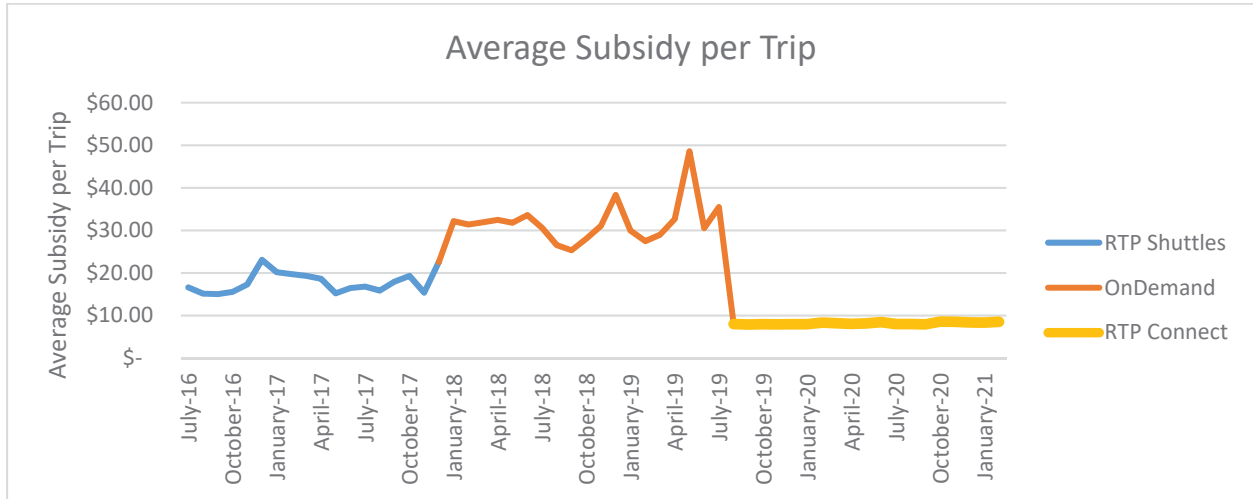


¹ Calculated from the monthly hours multiplied by the actual cost per hour FY17-19 and budgeted cost per hour for FY20-21.

² FY21 includes a monthly estimate of the March-June 2021 expenses assuming continuation on February 2021.

Average Subsidy per Trip

GoTriangle offers a subsidy of up to \$10 per passenger trip on RTP Connect, while the customer is responsible for any charges over that amount. GoTriangle collected fares on the RTP Shuttles, but operated the Go OnDemand service fare free as a way to incentivize ridership. **RTP Connect has substantially reduced the subsidy per trip from both previously operated services and exceeds the target of less than \$30 subsidy per trip.**



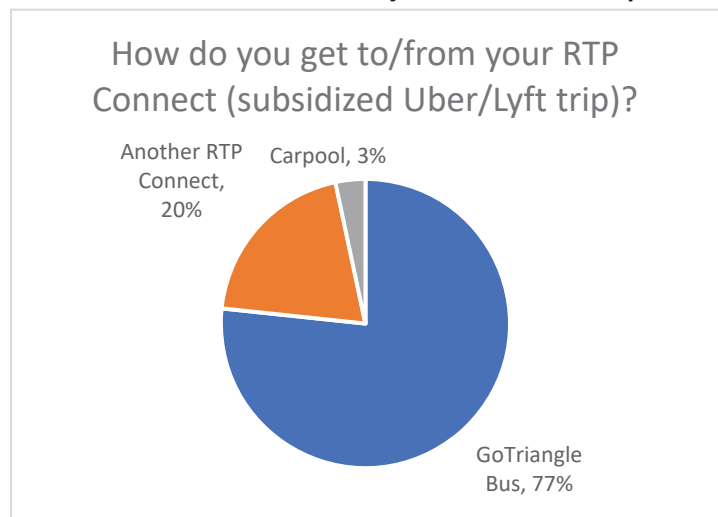
This calculation is based on the following assumptions:

- Actual cost per hour for FY17-19 and budgeted cost per hour for FY20-21
- Monthly ridership
- Average fare collected by route type

Percent of customers who use other transit routes

The purpose of the RTP Connect service is to provide a first/last mile connection to transit. A survey of RTP Connect customers conducted in February 2020 (30 surveys completed) showed that 77% of customers use the service to connect to a GoTriangle bus at the Regional Transit Center. **Thus, the RTP Connect pilot does not meet the first/last mile connection to transit and objective of 90% of trips connecting to transit.**

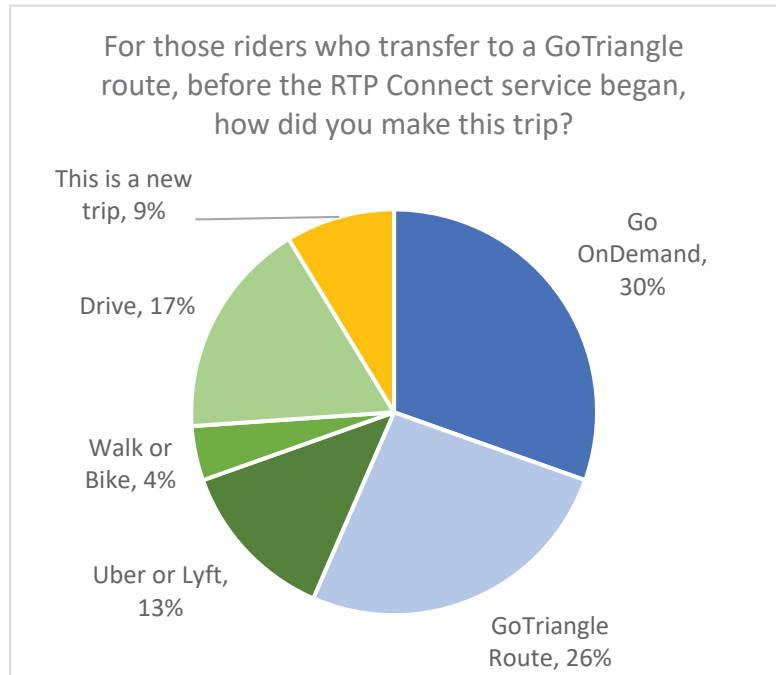
The results also indicated demand for low-cost travel within the RTP Connect service area without connecting to transit, since 20% of RTP Connect customers report using an RTP Connect trip to connect to another RTP Connect trip (despite the inconvenience of taking two trips). This figure estimates that **one-third of total RTP Connect ridership does not connect to transit.**



RTP Connect Pilot Evaluation Report

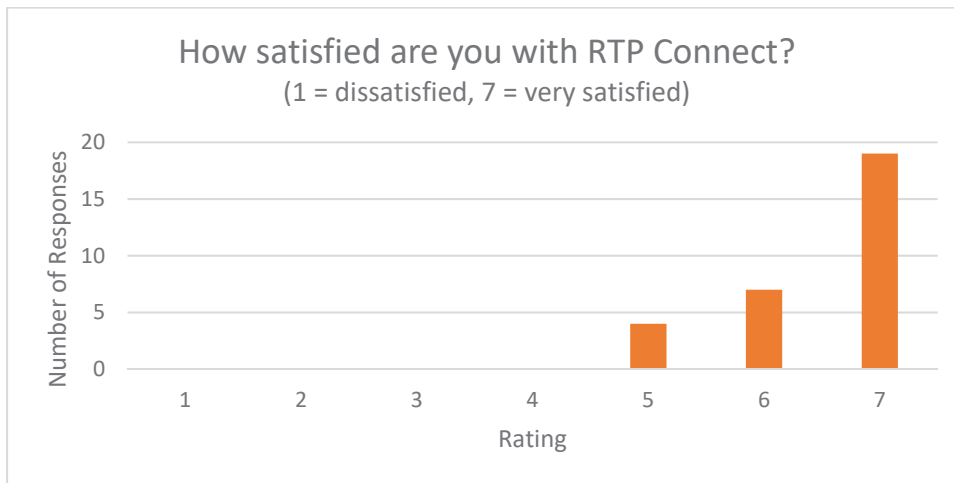
Percent of customers who are new transit riders

The February 2020 customer survey indicated that 43% of RTP Connect riders who transfer to a GoTriangle route are new GoTriangle riders (30 surveys completed). This is significantly higher than the 29% of GoTriangle customers overall who are new as reported in the 2019 GoTriangle On Board Customer Satisfaction Survey. Thus, it appears that **RTP Connect is successful in attracting new customers to transit.**



Customer Satisfaction

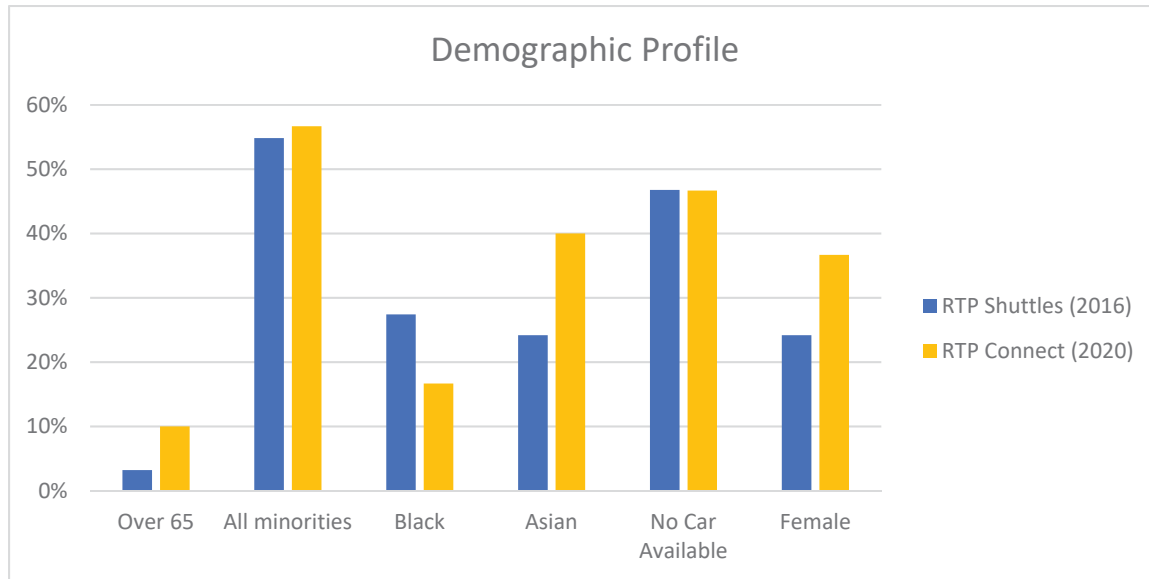
Customers are very satisfied with the RTP Connect service. 87% of customers give RTP Connect a satisfaction score of 6 or 7. This compares favorably to customers' overall satisfaction with GoTriangle: 61% of all GoTriangle customers gave a score of 6 or 7 in the 2019 On Board Customer Satisfaction Survey.



Demographic Profile

With the objective to improve transit access for underserved population, this analysis reviews the reported demographics of the RTP Connect customers (based on 30 responses) compared to the reported demographics of the RTP Shuttles (based on 62 responses) in the 2016 GoTriangle On Board Customer survey. **RTP Connect provides a similar or better level of access for customers who are over age 65, all minorities (non-white), Asian, don't have access to a car, and are female.**

However, African-American customers make up a lower percentage of the RTP Connect ridership than the RTP shuttles did previously. **More investigation is needed to determine how to make the RTP Connect service more accessible to the black population.**



It is important to note the limitations of this evaluation due to its use of the previous service’s demographic profile as the baseline target. As GoTriangle considers future enhancement of service, the agency should make equity a core initiative and ensure that the travel needs of marginalized communities are being met independent of previous service that was provided.

Discussion

The performance results overwhelmingly show the success of the RTP Connect pilot in meeting program goals of increasing ridership and reducing GoTriangle expenses. The service change has benefitted more GoTriangle customers through the reallocation of service to higher ridership express services between Raleigh and Durham and Chapel Hill. In addition, customers are very satisfied with the service and there are indications that the service has induced some customers to take transit. Further investigation is needed to ensure equitable transit access for African-Americans travelling to the RTP Connect service area.

There are a number of concerns raised during the implementation of the program that are worth mentioning as GoTriangle considers any future service design.

RTP Connect Pilot Evaluation Report

Destinations Served

The RTP Connect service area includes the Research Triangle Park, but it also serves other destinations in the City of Durham and Town of Morrisville. Our geographic analysis from Oct-Dec 2019 shows that 43% of RTP Connect trips start or end in the Research Triangle Park. With the addition of the Boxyard RTP as a connection point in February 2021, this percentage of the overall RTP Connect ridership is expected to increase. As such, GoTriangle and Research Triangle Foundation share the cost of the RTP Connect service equally.

Other key destinations that are accessed by RTP Connect customers include:

- 47% of ridership to the area east of RTP in Durham County including Amazon, Labcorp, Stirrup Creek, IBM 500, Keystone, Imperial Center, Avellan Springs, and Citizen & Immigration Services
- 5% of ridership to Morrisville area including Walmart and Pleasant Grove Elementary School

National Transit Database Reporting

GoTriangle is unable to report RTP Connect ridership to the National Transit Database because Uber and Lyft do not provide shared rides in the Research Triangle market. This prevents the Raleigh and Durham-Chapel Hill urbanized areas from receiving federal section 5307 funds for operating the service.

Environmental Sustainability

Further study of the environmental impact of public transit service within the RTP area is needed.

GoTriangle has the following concerns with RTP Connect partnership with Uber and Lyft:

- 20% of RTP Connect customers are taking two RTP Connect trips to complete their trip. This is due to the structure of the service, which requires that trips connect at the Regional Transit Center or Boxyard RTP. These customers are travelling a longer distance and incurring higher vehicle miles travelled (VMT) than if they were to travel directly from their starting point to their final destination.
- RTP Connect does not currently attempt to share rides, which is less environmentally preferable than a shared ride service.
- GoTriangle does not receive data on deadhead miles incurred by RTP Connect trips, so we are unable to calculate the actual deadhead miles of the service, which is necessary to compute the platform miles of the service. A research study shows that 40% of total vehicle miles travelled using ride-hailing are deadhead miles³. Further analysis is needed to evaluate the vehicle miles travelled and passenger miles travelled of RTP Connect compared to RTP Shuttles and Go OnDemand as well as considering the impact of multi-modal (GoTriangle bus and RTP Connect) trips.

Dependency on Third-Party Services

There have been instances when the Uber app, Lyft app, or Lyft Concierge platforms have been down, which has caused issues for customers booking trips and for Regional Information Center agents who

³ Nair, G. S., Bhat, C. R., Batur, I., Pendyala, R. M., & Lam, W. H. K. (2020). A model of deadheading trips and pick-up locations for ride-hailing service vehicles. *Transportation Research Part A: Policy and Practice*, 135, 289-308. <https://www.cae.utexas.edu/prof/bhat/ABSTRACTS/RidehailingEmptyTrips.pdf>

RTP Connect Pilot Evaluation Report

are booking trips for customers over the phone. Uber and Lyft have been able to resolve the issues within a day or so of the problem.

Financial Sustainability

If Uber and Lyft increase their fares, this will require an increase in the public subsidy in order to ensure that customers are able to have a fare-free connection between GoTriangle routes and RTP Connect.

Wheelchair Accessible Service

GoTriangle has not received any requests for the wheelchair accessible vehicle during the RTP Connect pilot. Therefore, we do not have enough data to evaluate the effectiveness of this service for wheelchair users. Further investigation is needed to determine whether no wheelchair users had a need for RTP service during the pilot or the program structure discouraged wheelchair users from using the service.

Staff Support

RTP Connect requires staff support in planning, monthly trip monitoring, responding to customer requests, booking Lyft trips by phone, monthly invoicing, contract renewals, and performance monitoring. These tasks are absorbed into the existing work load of staff within existing budgets for Planning, Regional Partnerships, Finance and Administration, and Transit Operations.

Summary of Key Findings

- RTP Connect has increased ridership and reduced costs to GoTriangle, which allowed GoTriangle to expand service on high ridership routes (DRX and CRX)
- RTP Connect has attracted new transit riders, but one-fifth (20%) are not using the service to connect to a GoTriangle route. This shows demand for mobility within the RTP area.
- Current partnership agreement with Lyft and Uber does not allow GoTriangle to report ridership to NTD (and thus earn federal section 5307 funds) because the rides are not shared
- RTP Connect serves similar proportions of women, customers over age 65, no car households, and all minorities (non-white) as the RTP Shuttles served in 2016, but further investigation is needed to ensure that the service meets the travel needs of the African-American population

Next steps for RTP Connect

- Propose next phase of service design for Board of Trustees consideration (summer 2021)
- Procure services via a Request for Proposals in fall 2021 to implement the next phase in early 2022
- Further study and collaboration with Research Triangle Foundation, surrounding municipalities, and Wake Transit on the future of on-demand service in the RTP area (2022+)



Connecting all points of the Triangle

MEMORANDUM

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

Strategic Objective or Initiative Supported

Goal: Assure High Quality Customer Service

2.2 Deliver reliable service

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

Initiatives:

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

Action Requested

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

Background and Purpose

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

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

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

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

Basis for Source Determination:

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

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

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



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

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

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

Financial Impact

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

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

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

Attachments

- None

Staff Contacts

- Patrick Stephens, 919-485-7456, pstephens@gotriangle.org
- Mitchell Lodge, 919-485-7550, mlodge@gotriangle.org





Connecting all points of the Triangle

MEMORANDUM

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

Strategic Objective or Initiative Supported

Action Required

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

Background and Purpose

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

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

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

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

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

Conclusions

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

Financial Impact

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

Attachments

- Classification and Compensation Study Presentation

Staff Contact

- Kristen Dixon, 919-485-7503, kdixon@gotriangle.org



Classification and Compensation Study GoTriangle Project Summary



**Presented by:
Mark Holcombe**



March 18th, 2021

Overview

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

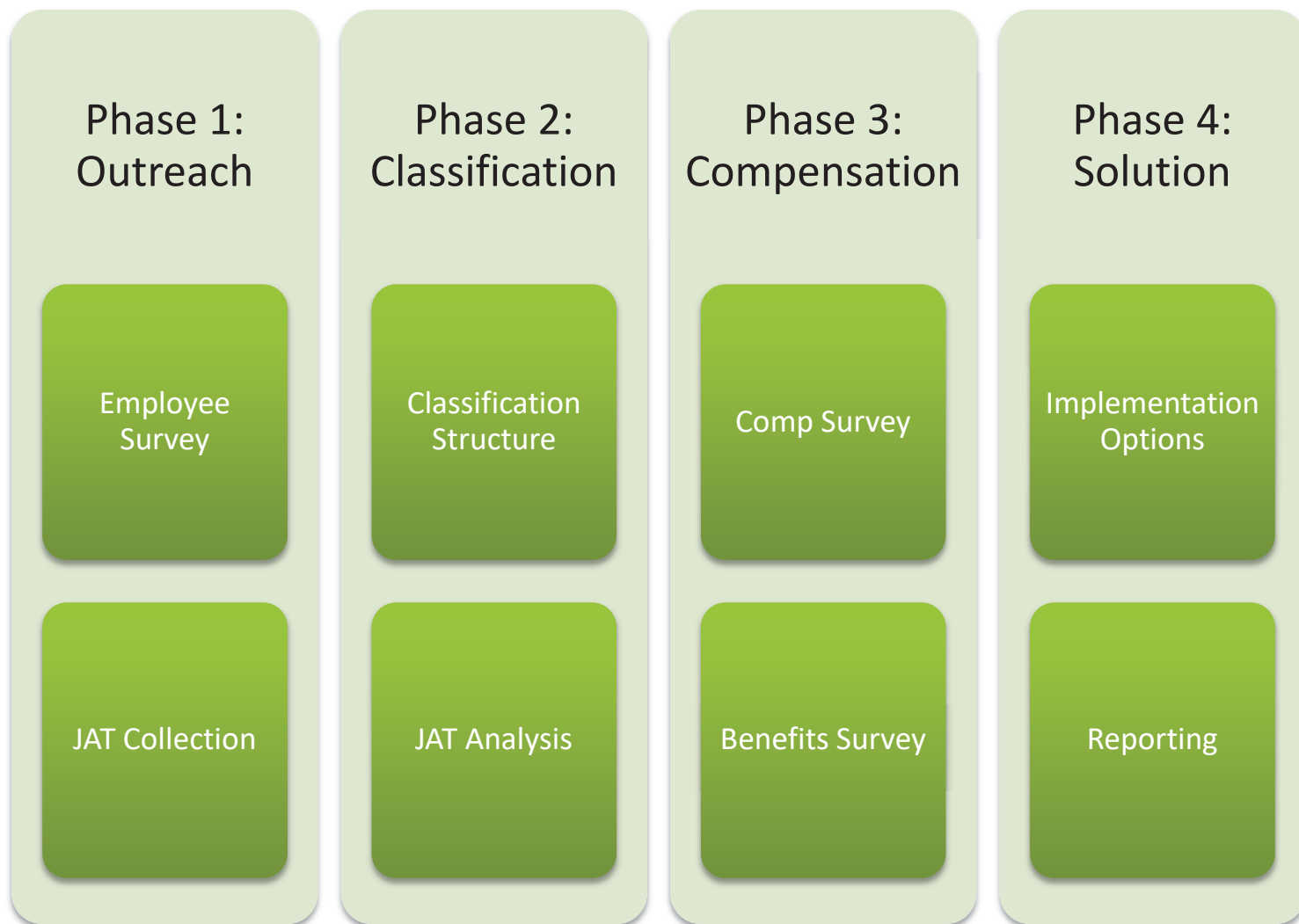


Study Goals

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



Project Phases



Next Steps

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



Employee Survey Comments

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



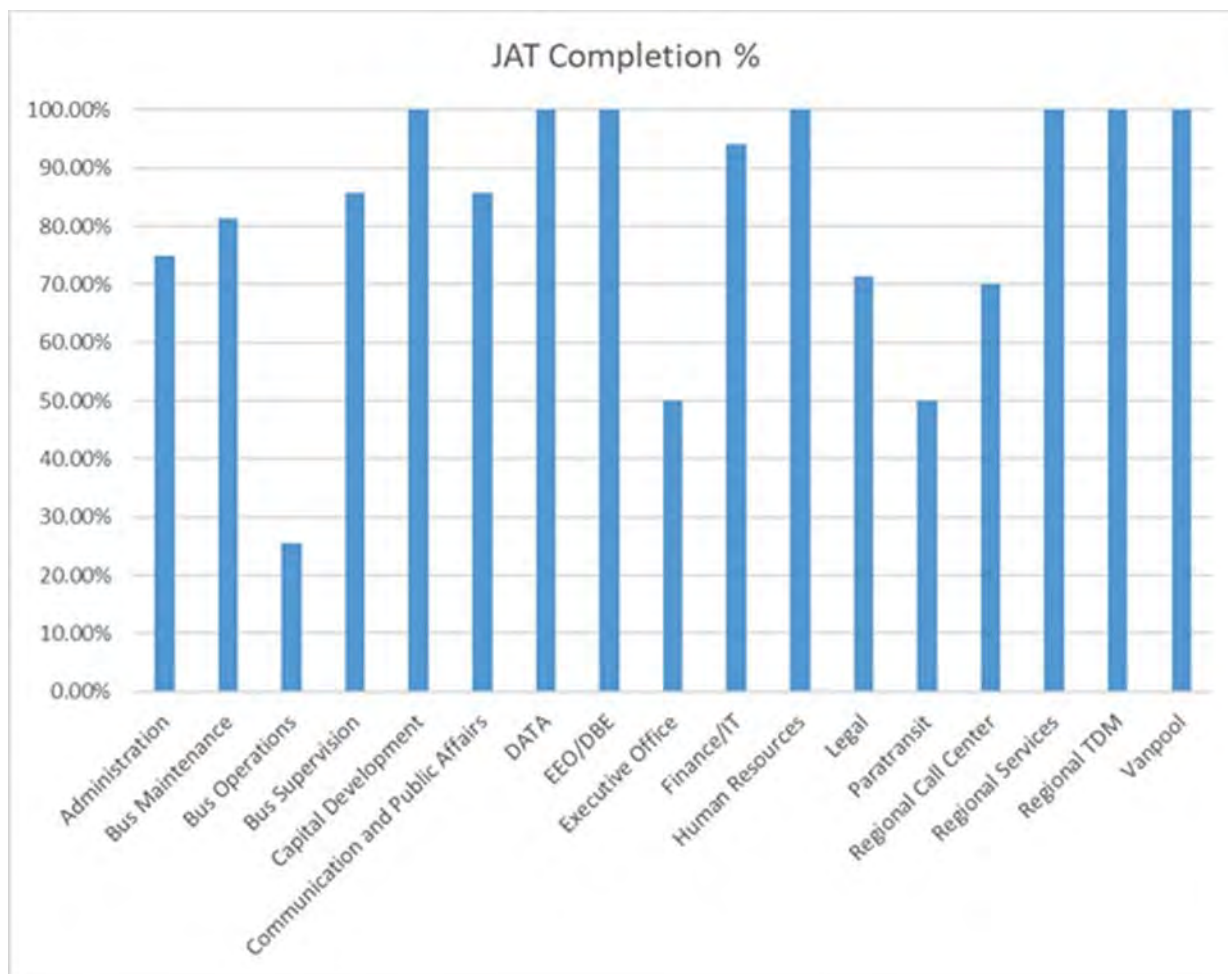
Additional Comments

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



JAT Completion

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



Current System Review

- **Strength:**

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

- **Weakness:**

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



Comp Survey

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

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



Comp Survey Results

Market Comparison Results

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

On average, GoTriangle:

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

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



Benefits Results

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



Recommendations

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



Transit Ops Recommendations

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



Cost Summary

Total Annual Recurring Cost:

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

\$249,848.89

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

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

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

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

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

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



Next Steps

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

