



**Agenda Item Summary Sheets (ISS) for
Program Development Meeting 1/27/2026 (Via WebEx)**

Notice: ISS Forms were submitted for each of the three(3) discussion items on the Program Development (PD) agenda.

Table of Contents:

- Item #3 Capital Agreement Term Extensions
- Item #4 Continue Financial Model Reserves Discussion
- Item #5 Restructuring the Annual Wake Transit Reviews

Item #: 3

Item Title/Project Name: Capital Agreement Term Extension

Project Contact: Kelley Smith

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Item Type: **Action**

Information

For Review (Deadline: _____)

Executive Summary/Key Points:

TPAC inquired as to the possibility of extending some capital agreement terms on projects expected to take longer than the current 3-year terms. GoTriangle has discussed this matter at length and has determined that the term can be extended up to 5 years. This extension may also apply to contracts in the amendment cycle that wish to extend.

Attachments: n/a

Background:

Capital agreements have consistently had a 3-year term. Partners within Wake Transit frequently have projects that, from the beginning, know they will take longer than 3 years to complete. When this is the case, they enter the amendment cycle to extend the time. Since these projects are known to be longer, would adjusting the term on the initial contract be possible?

Discussion:

Yes, the capital projects may have a term of up to 5 years, with the responsibility being on the implementing party to ensure the 5-year term will allow the project to remain in compliance with any federal grant timelines.

Scope/Financial Impact: N/A

Action Description: Discuss initial recommendations for capital contract extension and provide feedback/guidance to GoTriangle staff, as needed.

Next Steps: Recommend a path forward for implementation with the FY27 Work Plan call for projects as well as 2026 project agreement extension requests.

Item #: 4

Item Title/Project Name: Continue Financial Model Reserves Discussion

Project Contact: Steven Schlossberg

Agency/Organization: Tax District Administration

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Item Type: **Action**

Information

For Review (Deadline: _____)

Executive Summary/Key Points: During the most recent PD Subcommittee meeting, multiple scenarios were evaluated against the Wake Transit financial policy guidelines. Several scenarios did not meet compliance standards. In response, the Subcommittee has developed strategic adjustments aimed at aligning with the established financial policies.

The Tax District Administration will compile and present a summary of the outcomes resulting from these proposed changes.

Attachments: Slide deck

Background: Recommended changes include releasing unspent Commuter Rail funds, reallocating the Unallocated Maintenance Reserve and other unassigned operating resources.

Discussion: At the previous PD Subcommittee meeting, several scenarios were reviewed and some did not meet Wake Transit financial policy guidelines. The Subcommittee has proposed strategies to achieve compliance, and Tax District Administration will provide a summary of the outcomes based on those adjustments.

Scope/Financial Impact: N/A

Action Description: Consider and evaluate adjustments to the annual financial plan to ensure alignment with financial responsibility guidelines.

Next Steps: FY27 Work Plan presentation at TPAC

Item #: 5**Item Title/Project Name:** Restructuring the Annual Wake Transit Reviews**Project Contact:** Steven Mott**Agency/Organization:** CAMPO**Email:** steven.mott@campo-nc.us

Item Type: **Action**
 Information
 For Review (Deadline: _____)

Executive Summary/Key Points:

CAMPO staff is seeking direction from the Program Development Subcommittee on improving the structure, methodology, and timing of two annual oversight functions critical to Wake Transit implementation: the Project Progress and Expenditure (PP&E) Review and the Bus Service Performance Review. Both reviews provide essential accountability for Wake Transit investments but face operational challenges that limit their effectiveness in informing Work Plan development. This discussion item presents identified challenges with current processes and seeks input on establishing more actionable, timely, and data-driven review frameworks.

Attachments:

2025 Project Progress and Expenditure Review Memo

2025 Bus Service Performance Review Memo

Policy for Structured Review of Project Activity and Expenditure Monitoring

Excerpt from the Service Guidelines and Performance Measures (Adopted January 2024)

Background:

The annual reviews serve as program-level oversight mechanisms for ensuring accountability and responsible stewardship of Wake Transit Tax Revenue investments. The Wake Transit Governance Interlocal Agreement, the Master Participation Agreement, and individual operating and capital agreements require project sponsors to provide information for quarterly and annual reporting. These reviews ensure that this required reporting is applied into coordinated oversight necessary to ensure efficient delivery of Wake Transit investments and to promote transparency into project performance and progress.

The PP&E Review is a program-wide evaluation that examines the overall health of Wake Transit-funded implementation activity and expenditures (except for projects within the Community Funding Areas Program, which have their own review framework). This review serves as the central oversight mechanism for ensuring Wake Transit investments proceed according to approved funding allocations and programming, project scopes, and schedules. By examining the full portfolio of Wake Transit investments, the review provides strategic oversight and coordination that project sponsors cannot provide on their own.

The review examines whether appropriated funds are being utilized in accordance with expectations of project implementation by:

- Monitoring budget expenditures and identifying patterns of over-budgeting or under-expenditure
- Tracking capital project progress against programmed milestones and timelines to identify delivery challenges that may affect other Wake Transit projects or sponsors
- Evaluating operating project spending consistency and staffing utilization across the program
- Identifying projects exhibiting conditions of expenditure or progress inactivity, underperformance, or budget constraints
- Facilitating coordination between project sponsors and documenting discussions regarding project status and next steps
- Synthesizing individual project findings into insights that can inform strategic resource allocation decisions for subsequent Work Plans

The Bus Service Performance Review evaluates how fixed-route bus service funded through Wake Transit performs relative to adopted Service Standards and Performance Guidelines. This review:

- Assesses service quality through on-time performance metrics
- Measures service effectiveness via ridership productivity (boardings per revenue hour)
- Evaluates cost efficiency through operating cost per boarding
- Identifies routes that are over-performing (potentially warranting additional investment) or under-performing (potentially requiring adjustments or reduced investment)
- Provides a structured basis that provides data-driven insights to inform investment decisions/schedules and transit network development.

Both reviews are intended to produce actionable recommendations that inform the annual Wake Transit Work Plan development process.

Discussion:

The current PP&E Review process presents several structural and scheduling challenges that diminish its ability to produce actionable outcomes. Namely:

1. **Timing Misalignment:** The review currently occurs with a Q3 cutoff (end of March) rather than at fiscal yearend. This creates an incomplete financial picture requiring assumptions and projections, as reimbursement lags and expenditure patterns vary significantly in Q4.
2. **Budget Variance Standardization:** Current budget variances lack context. Without standard contingency budgets and expectations based on project type and unique provider needs, variance data produces limited insight. For example, a project at 60% expenditure may be on track for a capital project with long procurement schedules but concerning for an operating project with predictable spending.

3. **Limited Actionable Framework:** The adopted framework establishes color-coded status indicators (Purple, Red, Orange, Yellow, Green, also known as the “Rainbow Reports”) and would ideally trigger structured review, but it does not establish concrete thresholds or recommended actions based on criterion that would provide “teeth” for driving Work Plan funding decisions. Furthermore, the color-coded status indicators are not particularly useful for this review because they do not provide meaningful insights.
4. **Data Access Friction:** The Tax District Administration holds all reporting and financial information, creating coordination requirements that can delay analysis and limit CAMPO staff's ability to conduct independent reviews.
5. **Work Plan Timeline Constraints:** End-of-fiscal-year data is typically not available until early September. The Work Plan call for projects closes in September, leaving minimal time to translate review findings into funding recommendations.

Bus Service Performance Review:

1. **Data Reporting Inconsistencies:** The Service Standards and Performance Guidelines outline dynamic reporting for passengers per boarding hour by time-of-day, but not all agencies can report this metric due to differences in data collection methods and capabilities.
2. **Incomplete Application of Standards for Reporting:** The Service Impact bonus (for routes serving three or more Communities of Concern) and the 18-month development window for new or significantly modified routes are not integrated into existing reporting processes. This requires a greater level of coordination effort outside of standardized reporting, creating coordination lags and a greater level of effort for more hands-on data input and analysis.
3. **Data Template Friction:** GoTriangle is tasked with completing the data template for the Bus Service Performance Review, despite CAMPO leading the review. This division of responsibilities creates coordination challenges and significant delays. The template was also developed pre-Bus Plan, and does not provide a clean methodology to introduce the Service Impact bonus in the calculations.
4. **Standards Under Revision:** The Service Standards and Performance Guidelines will be reviewed and updated as part of the Wake Bus Plan 2035 development process, creating an opportunity to address data collection and reporting gaps.

Improving these review processes should achieve the following outcomes:

1. **Timely, Actionable Insights:** Reviews should produce findings that can meaningfully inform Work Plan development within the existing timeline.

2. **Standardized Metrics and Thresholds:** Both reviews should operate from clear, objective criteria that enable consistent evaluation across project sponsors and years.
3. **Streamlined Data Access:** Processes should minimize coordination friction and enable efficient analysis.
4. **Clear Accountability Mechanisms:** Reviews should establish concrete expectations and consequences that drive appropriate project sponsor behavior.
5. **Alignment with Wake Bus Plan 2035:** Updated processes should anticipate and accommodate the revised Service Standards and Performance Guidelines emerging from the Wake Bus Plan 2035 process.

Scope/Financial Impact:

This is an administrative discussion item with no direct financial impact. However, improved review processes are expected to enhance the efficiency and accountability of Wake Transit investments, potentially identifying cost savings through earlier intervention on underperforming projects and ensuring resources are allocated to highest-impact initiatives.

Action Description:

Information Item

Next Steps:

Based on subcommittee discussion and direction:

1. CAMPO staff will develop detailed process improvement recommendations for subcommittee review
2. Coordination with TDA and transit providers to address opportunities for improving data access and reporting shortfalls.