



# WAKE COUNTY TRANSIT PLAN Transit Planning Advisory Committee

TPAC Regular Monthly Meeting via WebEx • August 29, 2024 • 9:30am

## MEETING MINUTES

- Welcome and Introductions** – Kelly Blazey facilitated the August meeting in David Eatman’s absence. She welcomed attendees and initiated introductions for those present at the CAMPO office for the meeting.

8.29.24 TPAC Attendance & Voting Record		PM= Primary Member, VA= Voting Alternate, OA= Other Alternate, MG= Meeting Guest														
Agency/Org	Name	PM	VA	OA	MG	Agency/Org	Name	PM	VA	OA	MG					
Vice Chair/Cary	Kelly Blazey	x				Wake County	Tim Gardiner					Online Attendees:				
Apex	Katie Schwing	x				Wake County	Michael James									
CAMPO	Shelby Powell	x				Wake County	Nikki Abija									
CAMPO	Bonnie Parker		x			Wake Forest	Brad West									
CAMPO	Stephanie Plancich				x	Wendell	Bryan Coats									
CAMPO	Steven Mott				x	Zebulon	Star Brantley									
CAMPO	Suvir Venkatesh				x	GoTriangle	Meg Scully									
Cary	Mark MacDougall		x			GoTriangle	Amber Warren									
Cary	Matt Cecil			x		GoTriangle	Holly Stott									
Fuquay-Varina	Allison Wylie	x				Raleigh	Andrea Epstein									
Garner	Erin Joseph	x				Raleigh	Janice Copeland									
GoTriangle	Jennifer Hayden	x				Raleigh	Melanie Rausch									
GoTriangle	Paul Black	x				Raleigh	Taylor Cooleen									
GoTriangle	R. Curtis Hayes			x		Raleigh	Mason Chamblee									
GoTriangle	Steven Schlossberg			x		Raleigh	Sylvia Greer									
GoTriangle	Paul Kingman				x	Raleigh	Rachel Anderson									
GoTriangle	Scott Thomas			x		Raleigh	Dawn Souza									
Holly Springs	Chris Garcia	x				Raleigh	Andrew Miller									
Morrisville	Caleb Allred		x			Raleigh	Tierra Hadley									
NC State	Andrea Neri	x				Raleigh	Tracey Chandler									
Raleigh	David Walker		x			Cary	Christine Sondej									
Raleigh	Shavon Tucker			x		Cary	Fabian Rodriguez									
Rolesville	Austin Keefer	x				Cary	Sheri Legans									
RTF	Travis Crayton			x												
Wake County	Akul Nishawala		x			<b>Absent:</b>	Knightdale									
Wake Forest	Emma Linn	x														
Zebulon	Cate Farrel	x														
Zebulon	Kaleb Harmon				x											
Deloitte	Jeff and Clint				x											

TPAC Chair: David Eatman, City of Raleigh  
Vice Chair: Kelly Blazey, Town of Cary

2. **Adjustments to the Agenda**

Stephanie Plancich requested that Item #8 be removed for the agenda and postponed until September. She explained that the Engagement Summary Report has been drafted but has not been finalized by the project consultant team yet. The change was approved.

3. **General Public or Agency Comment** – None

## TPAC ADMINISTRATIVE ITEMS

4. **Adoption of TPAC Meeting Minutes**

(Action Item: David Eatman, TPAC Chair, 5 minutes) **Attachment A & B**

**MOTION** to adopt the June and July 2024 TPAC meeting minutes made by Caleb Allred. Second by Shelby Powell. No comments, Passed.

5. **Endorse the August-January Subcommittee Work Task Lists**

(Action Item: Stephanie Plancich, TPAC Administrator, 5 minutes) **Attachment C & D**

Twice each year, the TPAC's subcommittees develop a Work Task List that outlines the activities to be undertaken through the upcoming 6-month planning period. There are two active subcommittees: Program Development and Community Engagement. Drafting of both August 2024–January 2025 Work Task Lists began in May; subcommittee members reviewed the drafts in June and then voted unanimously to adopt the lists at their respective July meetings. The TPAC is asked to review and endorse the attached Task Lists.

**MOTION** to endorse the August-January Work Task List of the Program Development and Community Engagement Subcommittees made by Katie Schwing. Second by Allison Wylie. No comments. Passed.

## PLANNING AND PROGRAMMING ITEMS

6. **GoTriangle Financial Audit Findings Presentation**

(Informational Item: Clint and Jeff stand in for Jackie Norell, Managing Director at Deloitte, 30 minutes)

The Deloitte team, with Scott Thomas, provided an overview of the audit conducted of GoTriangle's Budget & Finance policies and practices. The Audit began in April 2024 and was focused on the entire department not just on one function or issue. This is a comprehensive review of current practices and resulted in a series of findings and recommendations. They outlined the process used to conduct the assessment, including who was involved in the process and how they categorized the findings into 5 overarching focus areas: Systems & Data, Reportig & Forecasting, Operating Environment, Workforce & Organization and Functions, Policies and Processes. Only a few recommendations, of the nearly 40 total, were highlighted for the TPAC today. Deloitte reps Jeff and Clinton started with the Vehicle Rental Tax (VRT) findings.

This issue was a failure to transfer VRT revenue due to the Transit Plans for 8 quarters/2 years. Scott provided some background that GoTriangle became aware of this issue around March 2024. Those funds, \$14 million, were transferred to the correct account right away, but the transfer of due interest is still being reviewed and being worked out. He pointed out that the important part to know is that they are aware of a lack of checks

and balances that were in place to ensure this type of situation wouldn't occur. Jeff and Clinton then read over the findings and recommendations that is being put in place to prevent this from happening again.

New controls are being put in place internally but there is also effort going into developing a process that informs and involves the partners in the process. Will begin to communicate more about the transfers and other relevant financial decisions with the TPAC.

Kelly asked for the reasoning behind why the CFO didn't transfer the funds. They responded that they weren't sure of the cause. She also asked when the auditor flagged it. They stated that they didn't know exactly. She next asked how the funds are typically transferred, if it's a check or electronic transfer. Jennifer Hayden confirmed it is a transfer. Kelly also asked as to why when the issue was originally flagged why it wasn't corrected then or brought to the TPAC's attention.

Clinton next discussed the issue of co-mingling agency responsibilities noting that GoTriangle has a dual mandate to manage its agency finances but also to act as the tax district for the transit plans. This situation is unique, and only two other agencies that Deloitte examined were found to have similar responsibilities. It has been recommended that the tax district be its own stand-alone department with direct report to the CEO, and not the CFO.

Stephanie Planchich asked about timing to implement recommendations. Scott responded that the report is 201 pages and that GoTriangle is currently developing a strategic plan that will incorporate these findings. He thinks that some findings within the report will be classified as short-term goals. He also thinks this separation will be more mid-term. While they do plan to begin delineating roles now, a complete separation and new department structure will take time.

TPAC members then asked about the peer agencies and how closely they align with GoTriangle's structure. Jeff responded that they both operate similarly with distinct financial responsibilities and how they do that aligns with the recommendations being made to adjust GoTriangle's systems.

Clinton next talked about reporting recommendations which address clarity on internal reports and documents but also public facing documents like the transit plan annual financial reports. It was stated that it is important to separate transit plan revenues and expenditures data and other financial records from GoTriangle's internal tracking and reporting processes. Making materials and information clearer for public and partner consumption by making graphic driven reports is recommended, as well as clearer separation and reporting on capital projects, improved communication with the Boards and partners, focusing on required information to reduce overly complex documents as well as developing separate transit plan financial publications.

### VRT After-Action Report: Executive Summary



GoTriangle Leadership asked Deloitte to develop the Vehicle Rental Tax (VRT) After-Action Report to identify process and procedural deficiencies that contributed to the failure of VRT fund transfer for eight quarters and develop process enhancement recommendations to minimize the chances for this issue to occur again. Our team conducted interviews, reviewed documentation, and performed analysis to identify, define, and address the VRT transfer concerns.

#### What We Heard

- In interviews with the Senior Accountant and the Accounts Receivable lead, the following challenges were identified:
- GoTriangle did not transfer VRT revenue to county transit partners for ~2 years
  - The previous Manager of Finance and Accounting did not approve/submit the tax revenue transfer despite receiving quarterly transfer request reports from a B&F team member
  - Transfer failures were discovered after the previous CFO authorized the VRT transfer, and county transit partners noticed the anomalous nature of the transfer
  - The prior auditor flagged the non-transfer as a variance

#### Initial Recommendations

- While responsible individuals were separated from GoTriangle, the fundamental issue remains within the organization:
1. Implement the VRT Controls Process to ensure accounting entries are being made properly and transfers to county transit partners are happening as required, with proper checks and balances, and oversight
  2. Implement requirements and controls around how cash is managed and transferred to ensure a single employee cannot delay or bypass these required transfers.
  3. Develop communications and engage with county transit partners to discuss the VRT transfer process and ensure they receive transfers as anticipated each quarter.

**Stringent requirements and controls regarding how cash is managed and specific controls at the transfer and distribution level must be instituted to ensure no one employee can delay or bypass these required transfers.**

Kelly Blazey asked what prompted the recommendation to be clearer about GoTriangle's capital project allocations. Clinton explained that in the review they found some lack of clarity around GoTriangle managed projects that didn't include agency funding vs those partially or fully funded with non-transit plan funds. She asked for an example. Jennifer Hayden responded that the problem they are trying to address is a lack of clarity or distinction between agency projects like putting a roof on the place vs transit related projects with outside funding sources including transit plan revenues, grant funds, as well as federal and state funds. So, the recommendation is to break these capital project out in the reporting to make the various investment types clearer.

Clinton next showed a few different report dashboards being recommended. Deloitte notes that getting the dashboards in place could be a good start to doing some of the further analysis needed, GoTriangle still must determine if and which dashboards they want to use.

Stephanie Planchich asked if these are internal tools or meant to be public facing. Scott Thomas pointed out that trust and transparency is the theme for their strategic plan and decisions about internal and external facing tolls are being reviewed and determined as part of that process. He commented that their current system, which led to some of the identified problems are the result of decades of growth, staff turnover and other factors. Streamlining is a large part of their path forward.

Jeff followed up by sharing a slide detailing the Transformation Team. The team has just recently been identified, it includes representatives from key partner agencies, staff, the CIO, which is an added level of collaboration, and will eventually include the new CFO once hired. They'll meet and provide input throughout the 12-month estimated process. They'll begin scoring and prioritizing the recommendations at their next meeting and helping to turn the recommendations into implementable projects.

Members asked why they were not able to talk to staff or find out some of the "Why" this happened questions. GoTriangle did not respond to questions about staff, past and current.

The report is expected to be shared with TPAC shortly.

Kelly Blazey followed up on an earlier comment that the TPAC is being notified of the issues, process to assess the issue and hearing some of the late findings 4-5 months after the problem was identified. Scott's response was that they will be developing a standard quarterly notification process put in place as part of the agency's new processes and strategic communications plan. She commented that the TPAC may need to be looking at how it is receiving information regarding all aspects of plan implementation, not limited to tax district elements.

Bonnie Parker asked, from the public perspective, is this audit and final report being released soon? How should partners like CAMPO respond if they get questions about the report? Scott Thomas acknowledged that to-date this effort has been internally focused. The report is a public document and meeting minutes and updates are also public, so this information is out there somewhat already. If it's deemed newsworthy, then someone will pick this up. Bonnie followed up by clarifying that GoTriangle does not have a planned communications release or plan to get ahead of the story. Scott stated they discussed developing an executive summary that could be shared.

David Walker asked if these recommendations apply to all tax districts and if Wake County tax district will be separated from Durham and Orange as well as from GoTriangle itself. Scott replied, "across the board".

Stephanie Plancich then asked if some of the recommendations, specifically with reporting and separation of transit plan staff, are being looked at to apply to other departments as well. Scott responded that this goes into the strategic planning discussions. He envisions that the recommendations from this report will become overarching tactics to be absorbed into the agency at large. Over time they expect better reporting, separation of duties, transparency, improved systems, etc. be deployed more broadly.

It was asked of the presenter if there is a timeline for implementation of the recommendations. Scott stated that the initial planning process is anticipated to take 12 months and that some things will start to occur as appropriate and based on ability but that a full set of implementation strategies will take about a year with feedback of the transition team partners.

Received as information.

**7. CAMPO Region Coordinated Public Transit Human Service Transportation Plan (CPT-HSTP)**  
(Information Item: Crystal Odom, CAMPO, 20 Minutes) **Attachment E**

The 2024 Update of the CAMPO region’s Coordinated Public Transit-Human Service Transportation Plan nearing completion. This is a required planning document that once adopted and approved support our areas eligibility to receive specific federal FTA formula grant funds. The TPAC will receive a presentation focused on the recommendations resulting from the development process. As a funding partner for the project, Wake Transit partners have been kept informed of the planning progress and are now invited to review and comment on the draft plan. The comment period will run through September 18, 2024, ending with a Public Hearing at 4:00pm as part of the CAMPO Executive Board meeting.

View the draft plan and comment submission information online at: <https://www.campo-nc.us/programs-studies/transit/coordinated-human-services-transportation-plan>.

**Overall Project Goals:**  
**Intentionally broad to reflect the needs and service gaps identified through Plan development**

- Develop policies and programs to support mobility coordination across the CAMPO and adjacent region.
- Coordinate ADA paratransit services throughout the CAMPO region.
- Support transportation services that address the needs of the CAMPO region.
- Raise awareness of mobility options throughout the CAMPO region.

View the complete presentation, including highlights of each recommendation included in the plan, in the TPAC archive.

Received as information. Contact [crystal.odum@campo-nc.us](mailto:crystal.odum@campo-nc.us) with any questions.

~~8. **2025 Wake Transit Plan Update Phase 1 Engagement Summary**  
(Information Item: Stephanie Plancich, CAMPO, 10 Minutes)~~

~~Cancelled on this agenda~~

**9. Agreement Schedule for POP Extensions and FY 2025 Work Plan Projects**  
(Information item: Paul Kingman, GoTriangle, 5 minutes)

TPAC members asked for a schedule update for executing agreements for Period of Performance (POP) extension requests and FY25 Wake Transit Work Plan projects approved by the governing boards at their respective August meetings. The current plan is to distribute agreement documents to project sponsors via the Wake Transit SharePoint site by September 9<sup>th</sup>.

Anyone with questions or concerns may contact Holly Stott, GoTriangle Associate General Counsel at [hstott@gotriangle.org](mailto:hstott@gotriangle.org).

Kelly Blazey asked if the folders would include all new funding agreements and extended agreements by the 9<sup>th</sup>. Paul Kingman confirmed this. Kelly then asked where they'd need to find and the process for reviewing and finalizing agreements that have multiple partners involved. Discussion included projects such as youth GoPass, mobile ticketing, technology. There was not a clear way identified during the discussion to handle these shared processes, so Paul will communicate the question/concern to Holly to address with specific partners. In general, the document will be placed in the folder of the project sponsor and from there all involved partners can review it and eventually sign it. Holly Stott was attending through the WebEx link and added that there will be a master list broken down by project sponsor and all signers. Using the master list one can scan all agreements by project ID and know exactly where to sign. For example, CAMPO can view the list of the agreements they are party to. Kelly next asked if there is a way for each signing agency to mark or indicate that they have completed their review if they have no comments. Holly suggested that folks email her directly when reviews of the contracts are completed.

Shavon Tucker commented about the timing that the partners are given to review and respond to the agreements. She stated that 3 weeks is not enough time to get it through planning team, legal staff, etc and that Raleigh has been threatened with loss of funding if they can't meet the tight timeline. Paul Kingman clarified this applies to the POP, period of performance, extension requests. Stephanie Plancich noted that over the past 2 years we have been working to shift all agreement expiration dates to December and asked that GoTriangle confirm whether we have accomplished that goal with this year's approved extensions. She explained that part of the tight timeframe is that we have had some agreements expiring in September. Once all projects are shifted, we'll have an additional 2 months to complete reviews and finalized agreements before any risks of having funding lapse. Kelly Blazey asked for confirmation that if agreements are reviewed and submitted for signature, but they are not fully executed by September 30<sup>th</sup>, that no special request needs to come back to the TPAC to get the agreements extended. Shavon followed-up by

**Project Agreement Distribution Timeline**

Period of Performance (POP) Contract Extensions  
- GoTriangle Board anticipated to approve on August 28, 2024  
- GoTriangle Legal Team plans to distribute to project sponsors by September 9, 2024

FY 2025 Work Plan Project Agreements  
- GoTriangle Board Approved FY25 Wake Transit Work Plan on August 7, 2024  
- CAMPO Board to consider for approval on August 21, 2024  
- GoTriangle Legal Team plans to distribute to project sponsors by September 9, 2024

Any questions/concerns, please contact:  
Holly Stott, GoTriangle Associate General Counsel, [hstott@gotriangle.org](mailto:hstott@gotriangle.org)



commenting that these tight timeframes put the agencies in an “unfair position” forcing staff to drop everything to rush the agreements through because their funds are at risk. She asked GoTriangle how quickly they’ll get the agreements turned around so that doesn’t contribute to the time issue. Paul also commented that the TPAC can review its POP cycle schedule and see if there is an option on that end to ease the tight time requirements if there are September agreements coming forth next year.


Received as information.

**10. FY 2024 Engagement & Communications After-Action Review Summary Report**

(Information item: R Curtis Hayes, GoTriangle, 10 minutes) **Attachment F**


The Annual After-Action Review is a continuing/annual item on the Work Task List assigned to GoTriangle. Curtis Hayes briefly reviewed the FY24 After-Action Review process that happened on Thursday, July 25, 2024, and highlighted some next steps for the CE Subcommittee addressing feedback heard during the workshop. All TPAC members are invited to attend the CE meetings to share input and follow progress.

## NEXT STEPS



- Annual Progress Report – Consider future needs resulting from WTPU.
- Community Engagement Policy – Determine language and requirements to include.
- Communications Plan – Present recommended strategy and associated budget.
- Demographics Survey Question – Income Level.
- Equity Analysis – Consider renaming it, “Engagement Equity Analysis.”
- Graphic Design – Adjust primary logo, expand library, RGB colors, “funded by” options.
- Levels 1, 2 & 3 Reports – Finalize documents as both printable and online forms.
- Microtransit branding issue.
- Partner Communications Priorities – Investigate needs of partner “mar-com” teams.
- Train the Trainer workshop – Develop a schedule and protocols.
- Work Plan – Develop priority list of preferred methods to reach elected officials.

### FY 2024 After-Action Review Next Steps



Received as information.

**11. Subcommittee Report - Attachment S**

Subcommittee meeting agendas and materials are posted online at least 3 days before each meeting at <https://www.campo-nc.us/about-us/committees/wake-county-transit-planning-advisory-committee-tpac/subcommittee>.

Subcommittee	Program Development	Community Engagement
<b>Chair</b>	Caleb Allred, Town of Morrisville	R Curtis Hayes, GoTriangle
<b>Vice Chair</b>	Shavon Tucker, City of Raleigh	Andrea Epstein, City of Raleigh
<b>Next Meeting</b>	Tuesday, Sept 24th 1:30-3:30pm	Thursday, Sept 26th 1:30-3:00pm

TPAC Chair: David Eatman, City of Raleigh  
Vice Chair: Kelly Blazey, Town of Cary

## 12. Workgroup Updates

- Fare Workgroup ([ssclossberg@gotriangle.org](mailto:ssclossberg@gotriangle.org))
  - Next Meeting: Sept 11<sup>th</sup> at 10am
- Technology Workgroup ([astanion@gotriangle.org](mailto:astanion@gotriangle.org))
  - Meets Bi-weekly on Thursday at 10am, Next Sept 8<sup>th</sup>
- Financial Policies Workgroup ([pkingman@gotriangle.org](mailto:pkingman@gotriangle.org))
  - Paul informed the TPAC that he will be conducting a Financial Policy and Procedure workshop at the end of the 9/24 PD agenda to provide a venue for new TPAC members to gain familiarity with reporting, funding request and other Work Plan elements.
- Baseline Funding Workgroup ([ben.howell@campo-nc.us](mailto:ben.howell@campo-nc.us))
- Safety & Security Workgroup ([steven.mott@campo-nc.us](mailto:steven.mott@campo-nc.us))
  - Steven is taking over leadership of this subcommittee. Once he gets familiar with the workgroup vision, a meeting will be scheduled.

## 13. Other Business

- The TPAC's FY2025 Master Calendar has been posted to the Document Library: <https://www.campo-nc.us/about-us/committees/wake-county-transit-planning-advisory-committee-tpac/document-library>.
- FY25/Q2 Amendment requests were submitted by August 16<sup>th</sup>. The engagement period is set to begin on September 3<sup>rd</sup>. PD Subcommittee review will occur on September 24<sup>th</sup> and TPAC action will be requested in October.

## 14. Adjourn

Next meeting: September 19, 2024 – Includes the FY26 Wake Transit Work Plan and CFA Program kick-off.