

CASE STUDY

Program Consulting | GoTriangle

The Research Triangle Region, NC

CHALLENGE

GoTriangle is a regional public transportation provider serving North Carolina's Research Triangle region. Following the successful completion of the Raleigh Union Station Bus Facility, one of its most significant capital projects, the agency recognized an opportunity to leverage the experience gained to build a stronger foundation for future projects. As GoTriangle prepared to advance major Bus Rapid Transit (BRT) corridor projects and other regional infrastructure investments, leadership wanted to understand not only what contributed to the project's successes and challenges, but also how those insights could improve the delivery of future capital programs.

Having already partnered with GoTriangle to provide schedule and risk management services, MBP had a deep understanding of the agency's capital program, organizational priorities, and strategic goal of becoming an employer of choice. Rather than conducting a traditional lessons-learned exercise at the end of the project, GoTriangle engaged MBP to conduct a comprehensive Program Health Assessment to identify organizational strengths, uncover the root causes of recurring challenges, and develop a roadmap to strengthen future project delivery. More importantly, GoTriangle wanted to build on the success of one major project and strengthen the organization behind it, preparing its people, processes, and partner relationships to successfully deliver the next generation of capital projects.

SOLUTION

The engagement began with a Project Health Assessment survey completed by 21 stakeholders, to provide an initial understanding of project performance and highlight areas for deeper evaluation. As part of MBP's Program Health Assessment methodology, the survey also incorporated Net Promoter Score (NPS) and employee engagement questions to measure

From one successful project to a stronger capital program.

MBP helped GoTriangle turn lessons from Raleigh Union Station into a repeatable approach for future capital investments, strengthening governance, project management, stakeholder engagement, and organizational collaboration.

11
AREAS OF PROJECT DELIVERY ASSESSED

10
PRIORITIZED RECOMMENDATIONS

45+
STAKEHOLDER INTERVIEWS
& WORKSHOP PARTICIPANTS

stakeholder confidence and provide additional insight into organizational performance. The survey established a baseline for the assessment and helped guide the next phase of stakeholder engagement.

Building on those insights, MBP interviewed and facilitated workshops with more than 45 stakeholders, including leadership, project teams, consultants, contractors, and other key partners. These discussions added valuable context to the survey findings, allowing MBP to identify recurring themes, validate observations, and better understand the organizational practices, communication, and team dynamics that shaped project outcomes. The process also created an opportunity for stakeholders across the organization to share perspectives, align around common goals, and reinforce a culture of collaboration.

MBP then combined the survey results with stakeholder feedback to evaluate 11 key areas of project delivery, including governance, procurement, design management, construction execution, schedule management, risk management, finance and cost management, stakeholder engagement, transition to operations, and integration management. Using MBP's benchmarking approach, the assessment evaluated organizational maturity across these focus areas, comparing GoTriangle's results against MBP's established project health benchmarks to identify where performance was strong and where additional attention could improve future project delivery. GoTriangle received an overall project health score of 3.75 out of 5, compared to a benchmark of 2.94, providing leadership with an objective measure of project delivery performance.

Schedule control emerged as the highest-scoring area at 4.17, while governance received a lower score of 3.46. These findings helped MBP distinguish established practices that could support future projects from areas where clearer accountability, stronger coordination, and more consistent processes could improve delivery. The comprehensive assessment provided GoTriangle with a roadmap to strengthen the organizational capabilities needed to consistently deliver successful capital programs, not just successful projects.

The assessment revealed several recurring themes that became the foundation for MBP's recommendations. Stakeholders emphasized the need for clearer governance and roles and responsibilities; stronger





communication and collaboration across departments; earlier and continuous stakeholder engagement; increased integration among planning, operations, safety, IT, and finance; and more consistent project management and quality assurance practices.

The assessment also reinforced the importance of building a culture rooted in trust, transparency, and healthy, high-performing teams capable of supporting increasingly complex capital programs.

MBP translated these findings into 10 prioritized recommendations, including establishing a more formal project management plan and governance structure, involving internal and external stakeholders throughout planning and design, conducting formal partnering sessions, developing agency-wide standards for facilities and systems, expanding the use of construction and risk management best practices, implementing formal facility turnover processes, and continuing to monitor Net Promoter Score (NPS) and lessons learned as part of a culture of continuous improvement.

RESULT

While 95% of survey respondents considered the Raleigh Union Station Bus Facility a success, MBP's assessment demonstrated the value of looking beyond individual project outcomes to understand the organizational practices behind them. The assessment equipped GoTriangle's leadership with an objective understanding of the organizational strengths and opportunities for improvement that can influence successful project delivery. The benchmarking process established a measurable baseline for organizational performance, enabling leadership to compare current practices, prioritize improvements, and monitor progress over time.

More importantly, the assessment helped GoTriangle transition from successfully delivering a major capital project to building the organizational capabilities needed to confidently manage an expanding capital program. As one workshop participant observed, GoTriangle had "built a project" and was now "developing a program." MBP's 10 prioritized recommendations established a repeatable framework for future Bus Rapid Transit corridors, the Bus Operations and Maintenance Facility (BOMF), and other regional infrastructure investments by strengthening governance, standardizing project management practices, improving stakeholder engagement, and expanding the use of proven construction and risk management processes.

The assessment also supported GoTriangle's strategic goal of becoming an employer of choice by recognizing that successful capital programs are built by healthy, engaged teams. MBP connected its recommendations to five areas of GoTriangle's strategic plan, helping leadership understand how improvements to capital project delivery could also advance broader organizational goals. Recommendations focused on strengthening communication, building trust and transparency, improving cross-functional collaboration, investing in professional development, and fostering a culture of continuous improvement through employee engagement, Net Promoter Score (NPS), and ongoing lessons learned.

Together, these initiatives strengthen both the organization and the teams behind it, positioning GoTriangle to deliver future capital programs with greater confidence, consistency, and long-term success.

> ***"Their analysis and recommendations are paying dividends as GoTriangle works to align its culture and business practices with our mission, vision, values, and strategic plan objectives."***
>
> - Richard Major, MPM, PMP, TSSP
> Director, Capital Development and Facilities, GoTriangle